



NATIONAL OPEN UNIVERSITY OF NIGERIA

# HCM 303



## Food Service and Professionalism **Module 2**

# **HCM303 Food Service and Professionalism Module 2**

**Course Developer/Writer**

Mrs. Elizabeth I. Babagbale, National Open University of Nigeria

**Programme Leader**

Prof. N.E Mundi, National Open University of Nigeria

Credits of cover-photo: Henry Ude, National Open University of Nigeria

**National Open University of Nigeria** - University Village, 91 Cadastral Zone, Nnamdi Azikiwe Express Way, Jabi Abuja, Nigeria



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## Module 2

### Unit I Menu & Classification of Service

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#### 1.0 Introduction

For effective service there must be food service presentation system which will bring about attractive and improved service to clientele. This can be achieved with a good knowledge of the day's menu and introduction of varied methods of service. Menu is the focus of food operation. The information on menu needs to be clearly stated and set out in course so that the menu is easily understood. Menu can create an image which reflects overall style of the restaurant. The printed menu should match the décor of the restaurant and be attractive. Some catering outfits use menu as a means of marketing to promote sales with the use of photographs of dishes of the day.

Occasions can determine the style of service to adopt for customer satisfaction. Organisations and guests give employees incentives for exceptional personalised service. This unit looks into Menu and the various styles of service as it affects the food service organisations.

#### 2.0 Objectives

At the end of this unit, you should be able to:

- know menu and different styles of service for different occasions and different customers.

#### 3.0 Main Content

##### 3.1 Service systems

Selling is the final stage of the hotel food cycle. It consists of the service of particular food by various categories of food service staff to the customer in a restaurant at particular prices. The main aspects of the selling stage are, therefore, the menu, the form of service, the physical environment and atmosphere in which the sale takes place. These are the four elements of the product which are reflected in the price. The physical environment and atmosphere have been discussed in the previous unit.

Many factors are responsible for successful menu service such as: different occasions, types of customers, amount customers can afford, the class of restaurant, the type of menu to serve etc. These and more will be discussed in details in this unit.

##### 3.1.1 What is menu?

Menu is a means of communication which informs the customer what the caterer has to offer. Menu compilation is one of the most important jobs in the service industry such as

restaurants aiming to make a profit. Menu is also used in organisations working to a budget like hospitals and schools.

The primary functions of a menu are:

- a) To make the staff aware in advance of what is to be ordered, prepared and served to the customer.
- b) To reveal to the customer of what food is available and the price. Menu is sometimes referred to as 'cover'. A 'cover' means the number of customers served at a particular meal time. There are traditionally two main types of menu viz; Table d'hote menu (table of the host) and A'la carte menu (from the card)

The key difference between these two is that the a la carte menu has dishes separately priced whereas the table d'hote menu has an inclusive price either for the whole meal or for a specified number of courses, for example any two or any four courses. There are however usually choices within each course. Other menu term is called 'carte du jour' (card of the day) – which is usually a fixed meal with one or more courses for a set price.

The key characteristics of the table d'hote menu are:

The menu has a fixed number of courses

- There is a limited choice within each course
- The selling price is fixed
- The food is usually available at a set time

The key features of the a la carte menu are:

- The choice is generally more extensive
- Each dish is priced separately
- There may be longer waiting times as some dishes are cooked or finished to order

## Self-Assessment Exercise

What are the differences between A' la Carte menu and Table d'hote menu?

### 3.1.2 Styles of Service

About nine styles or types of service were identified. They include gueridon, full silver, plate/silver, plate, family, counter (or cafeteria), snack bar, French, and Russian. Of these, the last two – French and Russian styles – are hardly used in the industry today probably because of the high skill required.

Cafeteria service developed during the 1970s with several variations designed to increase speed of service throughput such as free-flow, scramble and carousel systems. In addition, there is buffet service, tray systems, trolley service, and automatic vending. Some of these will be explained in detail later in this unit.

All of these service styles can be categorized as follows:

- a) Table service: This is service to customers sitting at a laid cover. It includes silver service, family service and plate service.
- b) Assisted service: This is any combination of table service and self -service. For instance, many restaurants have incorporated self-help salad bars into their operation.

c) Self-service: Customers select from either a single counter or several counters of food and drink items, often using a tray, and pay at a still point. Alternative configurations of counters are known as free-flow, scramble and carousel.

d) Single point service: Customers are served at a single point and food may be consumed on the premises or taken away. This includes take-aways, kiosks, vending, food courts and bars.

e) Specialized or in-stow this refers largely to the service of served food and drink to customers in places not primarily designed for foodservice consumption. It includes tray serve systems, such as in hospitals or on airlines, trolley service, name delivery, drive and hotel floor service.

## 3.2 Origin of Service

Styles of food service have been found to have originated from custom, culture of a particular environment or another. This can be elicited by the following under-mentioned.

### 3.2.1 French service

This form of service is generally reserved for the haute cuisine (elegant) restaurants and complements an elegant ambiance. The food is attractively arranged on platter and presented to guests, after which the preparation of the food is completed on a gueridon table beside the guest's seat. A gueridon is a trolley-like table with a gas burner for table-side cooking. This is the most impressive and expensive form of service.

French service is conducted by an elaborate and formal staff comprising the following team:

#### ***Maitre d'hotel: Restaurant manager***

**Chef de rang:** Station server in charge of service for approximately four tables. Greets guests, describes and takes menu orders, supervises service, and completes the preparation of some dishes on the gueridon and carves slices or debones for guests.

**Demi chef de rang:** Assistant station server, assists the chef de rang, takes beverage orders and serves food.

**Commis de rang:** Food server in training. Assists demi chef de rang with service of water, bread and butter, serving and clearing of plates, taking orders to the kitchen and bringing the food into the restaurants.

### 3.2.2 Russian service

With Russian service the food is cooked in the kitchen, cut, placed onto a serving dish, and beautifully garnished. The dish then is presented to the guests and served individually by lifting the food onto the guest's place with a serving spoon and fork. Russian service can be used at a banquet or a dinner party, where the servers may wear white gloves.

### 3.2.3 American service

This is a simplified version of Russian service techniques. The prepared food is dished onto individual plates in the kitchen, carried into the dining room and served to guests. This method of service is more popular because it is quicker and guests receive the food hot and beautifully presented by the chef.

## 3.3 Basic Styles of Service

This is more or less a continuation of 3.2 above. Each style can easily be traced to the cultural background or the country of origin. These are the basic styles of service that operate commonly in day to day food service either at home or in the restaurant can be classified as follows:-

### 3.3.1 Waiter Service

This style of service has food item plated for each customer at the kitchen by the Aboyeur or Chef. The food is handed over to the waiter who takes the food to the guest in the restaurant. This service gives the chef opportunity to present the food artistically.

### 3.3.2 Family Service

Food and the accompaniments are traditionally served in large dishes and people help themselves to small amount from one dish for individuals. It is common in China, India and some African countries like Nigeria.

It can be said to be the practice of serving food in dishes from which customer are expected to help themselves. It helps to maintain the link of tradition. The style requires fewer staff than other styles and less training skill is required. For the food to maintain the correct temperature particularly hot food, the kitchen must ensure it is served in heated dishes and customers are given hot plates and the dishes are kept hot by lamps or hot plates.

### 3.3.3 Silver Service

It is known to be the standard of service in hotels and restaurants. Food is presented on flats (called serving trays) or dishes to customers and then served by the waiter with the help of serving fork and spoon to customer plate.

Silver Service of food enhances food presentation and appearance than family or plate service. It helps in maintaining the temperature of food and provides customers a high degree of service. Some restaurants tend to replace the silver with use of stainless steel because it is highly capital intensive. The operating costs of maintaining the flats, silver trays etc., silver service painting and staff need to acquire high skills of training to cope successfully with silver service methods.

### 3.3.4 Gueridon Service

Gueridon is a table or trolley placed beside the customer's table at which the waiter prepares fillets of fish or carves meat. Sometimes cooking of the dishes to be served is done

in the presence of the customer. This style requires personal attention and it is flamboyant. It is used for menu dishes of duties are expensive. This style of services is therefore restricted to high prices and can be charged to cover the operating costs.

The high prices are as a result of:

- High labour intensive is required
- Skilled and trained staff are required
- The style service requires 1 Chef de range 2 common de rang to between 10 and 12 customers.
- Staff salary must be commensurable with the high level of skill.
- Few customers can be seated in a restaurant operating gueridon service than other styles of service due to the need of space for trolley.
- The equipment requires greater capital than other styles of service.
- The food is also served in silver plate which is capital intensive.

### 3.3.5 Cafeteria Service

This is self service of customers. The customers queue on the line, pick a tray and plate from the beginning of the counter and move to the hot cupboard or cold compartments of food.

There are 3 varieties of cafeteria system: in-line counter, free flow and carousel

i) In-line cafeteria is a single counter along in customers pass to select food and beverage. It is a fast method of service otherwise called a straight-line cafeteria. It can serve up to 4-8 customers per minute. Factors that can facilitate fast service are:

- Speed of serve staff
- Proficiency of the cashier
- Order presents
- Logical arrangements of the food restate main course, sweet and beverage in the correct sequence.
- The longer the counter, the slower the service will be length can be from between 20 and 50ft

ii) Free – flow: otherwise called scramble system comprises of many counters each serving different meal item such as foods, sandwiches, salads, dements or beverages. The advantage is that it allows for free-flow services and avoids queue. It can serve as many as 15 customers per minute.

Customers prefer this service method because it is quicker since there're different counters for different foods. It also has advantage of flexibility. At off-peak period, some counter may be closed.

iii) Carousel conventional service: was introduced but not very successful. It has rotating arrangement of shelves on in food and drinks are presented. The customers remain stationary as the carousel revolves every minute to enable them select items from it one half of the carousel counter is in the service area for customers to remove meal items. The other side of shelf can be replenished behind the unit trays, cutler y napkin and beverages

are separately available from dispenser to avoid congestion cashiers are situated between carousel and dinning room.

The disadvantages are that it is slow as it serves a customer for between 8 and 10 minutes. Waiters must be quick and efficient for steady flow of customers.

It is less used where hot food is served because of problem in making the temperature and quality; they are good for display of cold dishes and sweets. It is not popular.

### **3.4 Other important areas of service**

#### **3.4.1 Hot Plate**

The hot plate is a meeting point for the food service waiters and food production staff. The two staff (kitchen & restaurant) must co-operate with each other to achieve a successful operation. Correct order must be taken and brought by the waiter while the food is plated for the waiter. The food must be served at correct temperature and order must be legibly written.

The Aboyeur is otherwise called the banker or announcer, controls the hot cupboard during the service period. He informs the waiter on availability of food and those that went available. The hotplate is stocked up to china ready service e.g. soup plates, joint plates, sweet plates consommé cups, platters, soup cups etc. all the silver needed are placed on top of hotplate. It can be operated by gas or electricity. It is switched on well in advance of service for all necessary silver and china plates to be heated.

#### **3.4.2 Clearing Systems**

The service system explains how meals are served to customers. Clearing away of service equipment used by the customer cannot be trivialised such as dinner plates, side plates, cruet, cutlery sets etc. This is done systematically at the end of each course. For the A' la Carte menu, the cutler y is relayed for the next course unlike table d'hote where everything has been laid before service commences. Clearing of cutlery is done together with the plate.

The 'golden rule' about serving and clearing procedure in a standard restaurant is that food or plates should be served from the left and plates cleared from the right while glasses and drinks are served and cleared from the right.

#### **3.4.4 Dish Washing**

Wash Up is the first area the waiter enters from food service where he deposits all the dirty plates, crockery, stacking ready for washing correctly to prevent breaking all napkins while paper napkin and disposables must be thrown in separate bin.

The dirty china plates etc are placed into a tank of hot water containing soap detergent. After washing, the plates are placed into wire racks and dipped with sterilising tank containing hot water at a temp 75oC (179oF) The racks will be left for 2 minutes then the china are drained out if the temp is high enough, until dry automatically. A clean tea cloth is used to wipe them. After drying, the china plates are piled according to sizes and placed on shelves.

## 4.0 Conclusion

This unit has been able to discuss the various types of food service, style of service to adopt and the factors to consider for the method. In the next unit, we shall look into how to plan for service in good detail.

## 5.0 Summary

Classification and service of menu with the involvement of the service staff have been treated extensively. The service procedure was also discussed

## 6.0 Self-Assessment Exercise

Describe the following and state the merits and demerits:

1. Family service
2. Gueridon service
3. The most commonly used Cafeteria service

## 7.0 References/Further Reading

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## Unit 2 Planning and Service Procedure

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### 1.0 Introduction

Food is generally offered to customers in two major different ways. Some people call it order of service. The first one is, 'Self-service', where the customer orders and collects his food from the counter or point of sale. This is characterized by Counter/Cafeteria service or Vending machine. The second is, 'Table service', where a waiter or waitress takes the order of the customer and serves the meal at the table. Example of this is the hotel restaurant.

Although different types of foodservice operation have been identified and discussed in the previous units. This unit will go further to identify and discuss how menu planning and food composition are tailored to meet the customer needs.

Other aspects relating to food service operation such as the advance preparation 'Mis-en-place' for service and post service procedure as well as the basic equipment required for service will also be discussed.

### 2.0 Objectives

At the end of this unit, the students will be:

- familiar with the essential rudiments involved in food service operation.

### 3.0 Main Content

#### 3.1 Principles of Menu Planning

The following points should be considered when planning when planning menu.

1. Length: Number of dishes on the menu offered must not be long. Fewer good and standard dishes are better than uninteresting long menu.
2. Design: The design must complement the décor of restaurant. Allow for changes on daily / weekly / monthly basis.
3. Language: Must be easily understood and expressed in simple English which will help customers understand dish description easily.
4. Presentation: Menu must be presented in a sensible and welcoming way so that customer is put at ease.
5. Other Planning guidelines:
  - Type and size of establishment restaurant
  - Customer Profile
  - Special requirement.
  - Time of the year – summer or winter
  - Foods in season – give reasonable price
  - Special days e.g. Christmas, Sallah etc
  - Time of day, e.g. breakfast, lunch, or dinner etc.

- Price must be 'good value for money'. Customer satisfaction is important for repeat performance.
- No of courses
- Use of menu language (that customers understand)
- Nutritional balance
- Avoid repetition of ingredients from dish to dish
- Avoid repetition of colour and flavour.

### 3.1.1 Examples of Menus

#### Breakfast menus

A breakfast menu can be compiled from the following foods:

1. Fruit: Grapefruit, orange, melon, apple, etc.  
Fruit juices: Grapefruit, orange, pineapple.  
Stewed fruit: Prunes, figs, apple, pears, etc.  
Yoghurt: A selection.
2. Cereals: Cornflakes, shredded wheat, porridge, etc.
3. Eggs: Fried, boiled, poached, scrambled; omelette with bacon (streaky, back or gammon) or tomatoes, mushrooms or sauté potatoes.
4. Fish: Grilled herrings, kippers or bloaters; fried sole, plaice or whiting; fish cakes, smoked haddock, kedgeree.
5. Meats (hot): Fried or grilled bacon (streaky, back or gammon), sausages, kidney, calves' liver, with tomatoes, mushrooms or sauté potatoes, potato cakes or bubble and squeak.
6. Meats (cold): Ham, bacon, pressed beef with sauté potatoes.
7. Preserved: Marmalade (orange, lemon, grapefruit, ginger), jams, honey.
8. Fresh fruit: Apple, pear, peach, grapes, etc.
9. Beverages: Tea, coffee, chocolate.
10. Bread: Rolls, croissants, brioche, toast, pancakes, waffles.

#### A 'LA CARTE

##### FRUITS & JUICES

Fresh Orange or Grapefruit Juice \$. . . Large \$. . . When compiling a Pineapple, breakfast Toato menu or the Prune following Juice \$. . . points .Large should \$. . be . taken into cognisance: Chilled Melon \$. . . Stewed Prunes Juice \$. . .Half Grapefruit \$ . . . It is usual to offer Stewed three Figs of \$ the . . . courses Fresh previosly fruit in seas mentioned \$. . in . . 3.1.1. For example see menu below: BREAKFAST FAVOURITES Porridge or Cereal \$. . .Eggs, any style: one \$. . . Fruit, Two \$. Yoghurt, . . . or Cereals Fish, Eggs, or Ham, Meat Bacon, Chipolata Sausages or Grilled Tomato \$. . .Preserves, Bread, Omelett, Coffee or plain Tea \$. . . with Ham or Cheese \$. . .Grilled Gammon Ham \$. . . Breakfast Sirloin Steak \$. . .It is A pair better of to offer Kippers a few \$. . . number of Smoked well-prepared Haddock with dishes a than poached a large Egg \$. . . number of hurriedly Pancakes prepared with ones. Maple Syrup \$. . .A choice of plain foods such FROM as OUR boiled eggs BAKERY or poached haddock should be Croissants or Breakfast Rolls\$. . .Brioche \$. . . available for the Assorted customer Danish who Pastri does \$. not . . . require Toast fried \$. . breakfast..

## BEVERAGES

Tea, Coffee, Sank, Chocolate or Milk \$ . . .

*Service Charge 15%*

Breakfast menus may be table d'hote or a la carte. A topical continental breakfast would offer: rolls and butter, croissants, toast, preserves, tea or coffee. A continental breakfast does not include any cooked dish.

## Table 1

### Luncheon or Dinner menu

A luncheon or dinner table d'hote menu may offer a choice of dishes or may be a set meal with little or no choice, depending on the type of establishment.

If a special party luncheon menu required, three or four courses are usually offered.

Examples of which are given below:

**30th June, 2...**

**LUNCHEON MENU \$3.000**

Cocktail of Melon and Exotic Fruits

**Streak, Kidney and Mushroom pudding**

**Cream ed potatoes**

Fresh Market Vegetables

**Stilton and Cheddar**

Biscuit and Celery

**Coffee**

**Petit Fours**

Thank you

**Table 2**

<p><b>26th April, 2...</b></p> <p><b>MENU</b></p> <p><b>Filet de Tuite de Riviera Fume</b> <b>Raifort Chantilly</b> Fillet of Smoked Trout with Horseradish Mouse</p> <p><b>Consommé Julienne</b> Beef Consommé with Vegetable Julienne</p> <p><b>Escalope de Veau a la Crème de Fenouil</b> <b>Veal Escalope in a Fennel Cream Sauce</b></p> <p><b>Legumes du Mache</b> Seasonal Vegetable</p> <p><b>Riz Pilaf</b>  Pilaf Rice</p> <p><b>Salade de Fruits Frais Refraichis au Kirsch</b></p> <p><b>Crème Fraiche</b>  Fresh Fruit Salad with Kirsch and Cream</p>
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**Table 3**

<p><b>30th Nov., 2....</b></p> <p><b>DINNER MENU</b></p> <p><b>Cocktail de Crevettes et Avocat</b> (Prawn and Avocado Cocktail)</p> <p>Consommé de Volaille en Surprise (Clear Chicken Soup cooked under a pastry Case)</p> <p><b>Tournedos Soufflé ‘Melton Mowbray’</b> (Fillet Steak topped with a Stilton Mousse)</p> <p><b>Pommes Nouvelles Rissolées</b> (Roasted New Potatoes)</p> <p><b>Légumes du Marché</b> (Fresh Market Vegetables)</p> <p><b>Mousse au Chocolat Noir et Blanc</b> (Chocolate Mousse)</p> <p><b>Café</b> <b>Friandises</b></p>
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**Table 4**

**An example of A' la Carte Menu**

30th June, 2...

Served throughout 24 hours

**SANDWICH SELSCTIONS**

Club House: Sliced Turkey Breast, Bacon, Lettuces, Tomato and Mayonnaise £. . . . Ham and Swiss Cheese £. . . . Tuna Fish Salad £. . . . Cold Roast Beef £. . . . Turkey Breast £. . . . Chicken Breast £. . . .

**HOT SPECIALITIES**

The following are served with French Fried potatoes Grilled Chopped Steak on a toasted Bun £. . . . Grilled Chopped Steak accompanied by a Fried egg, Bacon and a Grilled tomato £. . . . Café's Liver and Bacon £. . . . Omelette's to Choice £. . . . Vegetables and Side Salads to choice £. . .

**BREADS, PASTRIES AND ICE CR EAMS**

Gateaux £. . . . Toast and Butter £. . . . Assorted Danish or French pastries £. . . . Brown Bread and Butter £. . . . Assorted Ice creams £. . . . Assorted Biscuits £. . . . Full Afternoon Tea £. . . .

**BEVERAGES** Tea, Coffee, Sanka, Chocolate or Milk £. . . .

Thank you

### 3.3 Production Systems

Production systems vary according to the organisation's policy and availability of raw materials for preparation. Menu items may be prepared individually, usually in response to a customer order. This is traditionally a la carte or calls order system. Alternatively they may be prepared in bulk or prior to specific customer orders. This is the tradition table d'hote system . The styles of service have been discussed in the previous unit. We shall now look into some preparations to undertake before proceeding on service and regulations to follow after service.

#### 3.2.1 Mis- en- Place

Mis- en- place', which is French in simple English language means, the advance preparation for service. Some of the procedures to follow are as follows:

Check on numbers, function and layout of room. Check room is clean and furniture required is available, present, clean and serviceable. Place sideboards in position in each Station.

Arrange tables at each station, then place chairs to each cover. Place clean linen or mats of correct size on the table. At Silver dispense collect all silver on oblong tray. At sideboard

check cleanliness and polish all silver, service items, and reserve into sideboard drawers. Collect miscellaneous such as: flowers, numbers, cruets (full), basket, etc.

Fig. 3 – Mis- en- place (procedure for laying table cloth)

### 3.2.2 Procedure for table laying: (see fig 4 below)

Place mats to centre of each cover or lay table cloths. On centre of cover place side plate, badge to top. With use of circular tray lay silver cutlery, inside to out, bottom to top,

Follow with serviettes, cruets, numbers, flowers, glasses, etc. When each cover is complete and correct, move side plate to left of forks.

Collect hot plates, clean and position. Light 15 minutes before service. Obtain waiters check pads, menus, biros etc. Ensure reserve equipment is available and en place.

Fig. 4 – ‘A typical table laying, cruet sets and flowers yet to be placed’

### 3.2.3 Procedure for table laying II

These activities are put in place immediately prior to service. Collect butter and place on tables. Place bread and iced water in the jug on sideboard. Line –up to be conducted by the supervisor to ensure that the menu and its dishes, their constituent ingredient, methods of service, the portion size is explained to the waiters and commis waiters. Carry out final check for the sideboard.

### 3.2.4 Sequence of Service

In a big establishment, the Reception Head Waiter greets guests and escorts them to your table. In others, the waiter greets them with “Good day, Sir/Madam”. Greet the guests “Good day, Sir/Madam, your table is this way”. Offer menus to host and guests. Serve water from right, jug on service plate. Refill (place on table). Serve bread rolls by use of spoon and fork, from left. Take orders for first course, main course and vegetables, only. Remove unwanted silver (cutlery) if any, or add additional silver as is necessary using round tray or service plate. Take the top check to kitchen, second to cashier, retain flimsy.

Serve first course, ladies before gentlemen, aged before others, host last; from left. When all have finished, then clear covers from right. Serve main course, vegetables and sauces, wait, clear. On service tray, remove cruets and butter, unused silver. Offer menu. Remove side plate(s), knife(s) and debris on round tray. Crumb down, bring down sweet cutlery. Take sweet order, checks to kitchen and cashier. If savoury, change cutlery, add sauces, salts, as required. Serve wait, clear, plus unused items. Remove water glasses (plus jug) from right. Take order for coffee, obtain as required. Take checks to Still Room and Cashier.

Place on coffee cup services.

Serve brown sugar according to house policy. Serve, Coffee black or with milk or cream. Serve coffee to all and then follow round with milk, cream. Place brown sugar on table and ash tray if required. Wait until host has almost finished then serve bill, on a side plate, folded

over. Take bill, side plate and money to cashier, Return change and receipt. Thank customers as they leave, escort out of door.

Fig 5 - 'Plate handling'

Fig. 6 – 'Use of spoon and fork for silver service'

### 3.2.5 Post Service Procedure

Using round tray, remove coffee and ash trays, used napkins, etc, Proceed and do a, b or c as applicable in case other customers are expected or if service has ended

- a. Crumb down and relay,
- b. Crumb down place on covers, side plate napkin, knife to centre of each cover.
- c. Crumb down and clear away everything.

By use of tray remove dirty silver, cutlery and crockery to wash up. Return clean items to stock. Dispose of condiments, return waiter's check pad to Maitre d'Hotel for control. Clean up station and await further instruction.

### 3.2.6 Service of Cheese & Fruits

Take order, write out checks.

Place on cold (fish) plate and knife.

Serve food in question.

If fresh fruit, place on finger bowl, napkin and plate.

When customer has finished, remove and continue sequence.

### 3.2.7 Use of under- plates

Under- plates are used for four main reasons viz:- To improve presentation on the table To make carrying of soup plates or bowl shaped dishes easier To isolate hands from hot dishes To allow cutlery and flatware to be carried along with the item

Sometimes dollies or napkins are used on underplates to improve presentation, reduce noise and prevent dishes from slipping on the underplates.

## 3.3 Movement of food

In traditional foodservice operation, the production area is adjacent to the dining area, so food is served hot directly from the kitchen to the customer. With the table d'hote system, this food is usually kept hot in the bain-marie hot cupboard during service period. However, as identified in the previous unit, some operations are 'decouple'. Food is produced in a different place and at a different time to when it is served. In these cases the cook-chill, cook-freeze or sous-vide system may be used to hold the food at a safe temperature.

In decouple systems, dishes and meals need to be transported in their chilled or frozen state from the kitchen to the dining area. A variety of systems exist for doing this in hospitals, flight catering and other sectors adopting this approach. Also in out-door catering service transportation is essential to move food, equipment and staff to the venue of the function.

### 3.4 What are Food Accompaniments?

Accompaniments are condiments offered to customers to add to and improve the flavour of the dishes. There are a number of dishes where traditional accompaniments are served.

Here is a list of some of the dishes you will have to serve with their accompaniments.

<b>Dish</b>	<b>Accompaniment</b>
Hors d'oeuvre-	Olive oil and vinegar
Prawn cocktail	Brown bread and butter, cayenne pepper, pepper mill
Smoked salmon	Brown bread and butter, cayenne pepper, pepper mill
Melon	Castor sugar and ground ginger
Paste maison	Hot toast
Minestrone	Grated Parmesan Cheese
Cear turtle soup	Cheese straws
Cold poached salmon	Mayonnaise
Deep fried bread crumbed fish	Tartare sauce
Roast leg on lamb	Mint sauce or red currant jelly Roast gravy
Roast beef	Horseradish sauce English mustard Roast gravy
Roast leg of mutton	Redcurrant jelly or mint sauce Roast gravy
Roast pork	Apple sauce Roast gravy English mustard
Grilled steaks	English and French mustard
Roast chicken	Bread sauce
Roast turkey	Cranberry sauce
Cheese and biscuits	Celery, radish, spring onions etc
Coffee	Petit fours

### Self-Assessment Exercise

1. Plan a 4- Course Menu with choices within the courses
2. Give suitable accompaniment(s) for each of the menu

### 3.5 Classic menu sequence

#### 3.5.1 European Classical Menu

Over a century, the sequence of the European menu has taken on a classical format or order of dishes. This format is used to lay out menus as well as to indicate the order of the various courses. Although the actual number of courses on a menu and dishes within each course will depend on the size and class of the establishment. The classic sequence must be followed.

This sequence is as follows:

### **1. Hors-d' oeuvres**

Traditionally this course consisted of a variety of compound salads but now includes items such as pates, mousses, fruit, charcuterie and smoked fish.

### **2. Soups (potages)**

Includes all soups, both hot and cold

### **3. Egg dishes (oeufs)**

There a great number of egg dishes beyond the usual omelettes but these have not retained their popularity on modern menus.

### **4. Pasta and rice (farineux)**

Includes all pasta and rice dishes known as farinaceous dishes.

### **5. Fish (Poisson)**

This course consists of fish dishes, both not cold. Fish dishes such as smoked salmon or seafood cocktail are mainly considered to be hors- d' oeuvres dishes and therefore would be served earlier in a meal.

### **6. Entrée**

Entrees are generally small, well garnished dishes which come from the kitchen ready for service. They are usually accompanied by a rich sauce or gravy. Potatoes and vegetables are not usually served with this course if it is to be followed by a main meat course. If this is the main meat sauce then it is usually by potatoes and vegetables to also be offered. Examples of this type of dish are tournedos, noisettes, sweetbreads, garnished cutlets or filled volau-vent cases.

### **7. Sorbet**

Traditionally sorbet (sometimes now called granites) were served to give a pause thing a small meal, allowing the palate to be refreshed. They are lightly frozen water ices, often based on un-sweetened fruit juice and may be served with a spirit, liqueur or even Champagne poured over. Russian cigarettes also used to be offered at this stage of meal.

### **8. Releve**

This refers to main roasts or other larger points of meat, which would be served as potatoes or vegetables.

### **9. Roast (roti)**

This term traditionally refers to roasted game or poultry dishes

### **10. Vegetables (vegumes)**

Apart from vegetables served with the Releve or roast courses, certain vegetables (e.g. asparagus and artichokes) may be served as a separate course, although this type of dishes are now more commonly served as starters.

### **11. Salad (salade)**

Often refers to a small plate of salad that is taken after a main course (or courses) and is quit often simply a green salad and dressing.

### **12. Cold Buffet (buffet froid)**

This course includes a variety of cold meat and fish, cheese and egg items together with a range of salads and dressings.

### **13. Cheese (fromage)**

Includes the range of cheeses and various accompaniments, includes biscuits, breads, celery, grapes and apples. This course can also be referred to as cheese based dishes such as soufflés.

### **14. Sweet (entremets)**

Refers to both hot and cold puddings

### **15. Savoury (savoureux)**

Sometimes simple savouries, such as Welsh Rarebit or other items to toast, or in pastry, or savoury soufflés, may be served at this stage.

### **16. Fruit (desert)**

Fresh fruit, nuts and sometimes candied fruits.

## **4.0 Conclusion**

The importance of planning and following the correct pattern of service cannot be over-emphasised. These and menu service procedure with classification of menu have been discussed. In the next unit we shall look into the essential equipment for service.

## **5.0 Summary**

The food service sector is an organised industry as a result some laid down rules on service procedure must be followed for successful operation. This was responsible for the lengthening discussion on Planning and Service procedure. Equipment can be seen as one of the tools by which food is conveyed to the customers. Equipment is therefore discussed in the next unit.

## **6.0 Self-Assessment Exercise**

What factors would you consider in planning menu?

## **7.0 References/Further Reading**

Lillicrap (1971). Food and Beverage Service, Edward Arnold: London

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# Unit 3 Food Service Equipment

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## 1.0 Introduction

Tableware is a term used for all types of equipment in the food service operation. Examples of such items as: flatware, cutlery and hallow-ware. The importance of equipment in the service sector cannot be over-emphasised. It is used for storage, serving and presentation to mention but a few. The major function is that it is a means of presenting prepared food to the customers. This unit discusses the various types of equipment that can be found in different food establishments.

## 2.0 Objectives

At the end of this unit, you should be able to:

- To know the various types of equipment in use for the food service operation.
- To understand what the equipment is used for and the advantages one type has over the other.

## 3.0 Main Content

### 3.1 Importance of Tableware

Most food service areas use either plated silverware or stainless steel. The stainless steel items come in different types. Some of which are:

- Flatware: this denotes all forms of spoon and fork
- Cutlery: refers to knives and other cutting implements
- Hallow-ware: consists of any item made from silver, apart from flatware and cutlery e.g teapots, milk jugs, sugar basins, oval flats.

#### 3.1.1 Common China-ware & their uses

Some light service equipment commonly used in the service organisations:

**Table 6**

TRADE NAME	MAIN USAGE STYLE	APPROXIMATE	SIZE
Side Plate	Bread items Cheese Small Savouries Underplate	Round 16cm	(6 1/2 ins)
Entrée Plate	Hors d'Oeuvres Fish Dishes (single) Desserts Fruit Underplate	Round 22 cm	(8 1/2 ins)
Dinner Plate Main meals	Round 25 cm (complete)		(10 ins)

Grill Plate Main meals	Grill Specialties Whole fish	Oval 30 cm	(12 ins)
Soup Plate Soup Round	23 cm		(5 ins)
Soup Bowl Soups	Cereals Desserts	Deep round	13 cm
Dessert Plate Desserts	Cereals Soups	Deep round	15 cm
Teacup Tea/Coffee 3 to pint 5 to a litre			
Demi-tasse Coffee 6 to pint 10 to litre			
cup Specialist items: Cream jug or pot, milk jug			
Sugar basin, Cruets, Tea/coffee etc.			

### 3.1.2 Common Silver-ware & their Uses

#### Equipment Uses

- |                            |   |
|----------------------------|---|
| 1. Asparagus holder        | 1. Used to hold asparagus spears when eating            |
| 2. Pastry Slice            | 2. Sweet trolley – serving portions of gateau           |
| 3. Oyster fork             | 3. Shellfish cocktail/oysters                           |
| 4. Pastry fork             | 4. Afternoon tea  |
| 5. Corn-on-the-cob holders | 5. One to pierce each end of the cob                    |
| 6. Lobster pick            | 6. To extract the flesh from the claw                   |
| 7. Butter knife            | 7. To serve butter portion                              |
| 8. Sauce ladle             | 8. Service from sauce boat                              |
| 9. Fruit knife and fork    | 9. Dessert - cover                                      |
| 10. Nutcrackers            | 10. Dessert – fruit basket                              |
| 11. Grape scissors         | 11. To cut and hold a portion of grapes                 |
| 12. Grapefruit spoon       | 12. Grapefruit halves                                   |
| 13. Ice-cream spoon        | 13. for all ice-cream dishes served in coupes           |
| 14. Ice-cream spoon        | 14. Ice-cream dish in a tall glass                      |
| 15. Sundae spoon           | 15. used to hold snail shell                            |
| 16. Snail tongs            | 16. Dish is round with two ears, having six indentation |

	To hold a portion (6) of snails
17. Snail fork	17. Used to extract a snail from its shell Snail fork
18. Cheese knife	18. Cheese board
19. Stilton scoop	19. Service of stilton cheese
20. Gourmet spoon	20. Sauce spoon for cover
21. Preserve spoon	21. Used with jam dish
22. Sugar tongs	22. Required for cube sugar

### 3.1.3 Purchasing Service Equipment

The durability is often quoted by the manufacturers. It ranges between 20 and 30 years. The lifespan of silver depends upon the weight of silver deposited. The majority of food service areas use either plated silverware or stainless steel. Plain cutlery and flatware are more popular than patterned for the simple reason that the former are cheaper and easier to keep clean. Handles are an important factor in cutlery. The best investment is knives with handles of hard soldered silver plate, nickel or good stainless steel.

The following points concerning purchase of equipment should be borne in mind when purchasing flatware and cutlery for a foodservice organisation:

- The type of menu and service offered
- The maximum and average seating capacity
- The rush hour turn-over
- The washing-up facilities and there turn-over

Plastic materials, however, are cheaper and usually satisfactory. It is worth noting that stainless steel resists scratching far more than other metal and it is more hygienic. It neither tarnishes nor stains.

## 3.2 Other Service Equipment

### 3.2.1 Use of Disposables

Disposables are sometimes referred to as throw-aways. The growth in the use of disposables has been considerable. Part of the reasons for the popularity is due to the emergence of the fast-food and take-away establishments. It is the trend in many establishments to use disposables to help cut costs. Other advantages are enumerated below. At the same time, the disposable must be attractive, presentable and acceptable to the client and this helps to attract customers. Some of the establishments that use disposables are:

1. Outdoor Catering
2. Fast food
3. Automatic vending

### 3.2.2 Types of disposables

There are varieties of disposables available and they are used in various areas as summarised below:

1. Storage and cooking purposes
2. Service of food and beverages, e.g. plates, knives, forks, cups
3. Décor – napkins, tablecloths, slip cloths, banquet roll, place mats
4. Hygiene – wipes
5. Clothing, e.g. aprons, chef hats, gloves
6. Packaging – for marketing and presentation purposes.

### 3.2.3 Advantages of disposables

Equipment and labour disposables reduce the need for washing-up equipment, staff and materials

Hygiene: usage improves the standard of hygiene in an establishment

Time: disposables may speed up service, e.g. for fast food

Properties: they have good heat retention and insulation properties

Marketing: disposables can be used as a promotional aid

Capital: usage reduces the amount of capital investment

Carriage: they are easily transported

Cost: disposables are cheaper than hiring conventional equipment

### 3.2.4 Disadvantages of disposables

Acceptability: customer acceptability may be poor

Cost: disposables can be more expensive than some conventional equipment

Storage: back-up quantities are required

Supply: there is heavy reliance on supply and delivery time

## Self-Assessment Exercise

What points do you consider in purchasing service equipment?

## 3.3 Care of Service Equipment

### 3.3.1 Storage of Service Equipment

Careful storage of cutlery and flatware is most important. Ideally, there should be boxes or drawers for each specific item. Each box or drawer being lined with baize to prevent the items concerned sliding about and becoming scratched and marked. Other items of hollow-ware should be stored on shelves which are labelled showing where the different items go. They must be stored at a convenient height for placing on and removing from the shelves.

All flatware, cutlery and hollow-ware should be stored in a room or cupboard which can be locked since they constitute a large part of the capital of the restaurant. Cutlery and flatware may be stored in cutlery trolleys or trays of which there are a number now on the market to suit all purposes.

There is an almost unlimited range of flatware, cutlery and hollow-ware in use in the catering industry today. Some of the common equipment are listed in Figure 6 and Table 2 above. They both contain brief notes of what they may be used for.

## **4.0 Conclusion**

The importance of service equipment and the various types have been discussed in this unit.

## **5.0 Summary**

The food service sector is an organised industry as a result some laid down rules must be followed for successful operation. Service Equipment can be seen as one of the tools by which food is conveyed to the customers. This salient issue has been tackled.

The next unit will look into the issues of staffing under the Human Resources Personnel.

## **6.0 Self-Assessment Exercise**

1. What type of equipment would you recommend for a Fast- food Restaurant sited on the highway
2. Give the advantages and disadvantages of disposable equipment?

## **7.0 Reference/Further Reading**

Lillicrap (1971) Food and Beverage Service, Edward Arnold: London Kinton

## Unit 4 Role of Human Resources Management in the Food Service Organisation

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### 1.0 Introduction

Human Resources Management is the process of evaluating human resources needs, finding the people to fill the needs and getting the best work from each employee by providing good incentives and the right job environment.

Hospitality industry offers products and intangible services. The industry is synonymous with qualitative service and professionalism for success.

The food and drink service is the second major activity of most food service organisations and particularly in the hotel industry. This sector accounts for a larger proportion of employees than the provision of accommodation and related services. This is why the management is critical about the issue of human resources management.

The provision of meals and refreshments has a relatively high labour content and two main factors are responsible for the large number of employees viz:-

- In the hotels, meals and refreshments may be supplied to nonresidents and resident guests.
- There are substantial sales from functions and conferences.

In this unit we shall be discussing the various human resources procedures and the role of employees in the food service organisations.

### 2.0 Objectives

At the end of this unit, you should be able to:

- understanding of human resources management and development processes
- understand the significance of staff and their attitude in the food service organizations.

### 3.0 Main Content

#### 3.1 Responsibilities of the Human Resources Manager

Responsibilities of the Human Resources Manager is about attracting, selecting, orienting, training, developing and evaluating the performance of the employees of an organisation. Workers are the most important resource in the industry. Other functions of the human resources management include job descriptions, job specifications, advertising, salaries & wages, disciplines and promotion. The industry is complex for the fact that most of the employees are unskilled with little or no training. There is also cultural diversity within the industry.

### 3.1.1 The HRM challenges in the Food Service organisation

Traditionally, hotels and restaurants are recognized for facilitating international career development. The hospitality industry is reliant on an increasingly younger, internationally focused work force though faced with a transient pool of labour and a high proportion of managers aged under 40 years old.

About 80% of the hospital industry employees are engaged in the provision of foodservice and 70% were female employees. The workers are seeking attractive compensation packages and career advancement to fulfil their lifestyle aspirations. This makes retention a key challenge for the industry where over a third of staff are, within their first year of employment, looking to advance their career within, while nearly two thirds of the work force will be looking to move within two years of changing companies. The industry is also faced with the decline in the number of ageing females. There is stress due to the nature of work and sometimes odd hours of duty.

## 3.2 Employment procedures

### 3.2.1 Job description

A job description is detailed description of the activities and outcomes expected of an employee performing the job. The job description is important because it can become a legal document. Some cases have come before the courts and administrative agencies in which employees who were dismissed have sued the former employer, claiming that they did not know or were not properly informed of the duties required.

Today, many companies have employees sign their job description to avoid any confusion or misunderstanding about their job and its responsibilities. The job description specifies the knowledge, qualifications and skill necessary to do the job successfully. It is used as good performance measurement tools.

### 3.2.2 Recruitment and Selection

This is the process of finding the most suitable employee for the available position. The process begins with announcing the vacancy; sometimes this is done first within the organization, then outside. Applications are received from a variety of sources:

- Internal promotion
- Employee referrals
- Applicant files
- Transfers within the company
- Advertising
- Colleges and universities
- Government sponsored employment service

Application forms and resumes are accepted and screened by the human resource department. Many companies require applicants to come and personally fill out the application forms. The human resources department then reviews the application forms and resume for accuracy and to ensure that the prospective employee is legally entitled to work in the country. Applicants are invited to attend an interview with the employment manager.

This is a general screening interview to determine that the applicant is suitable for employment in a general way. Employment managers look for dress, mannerisms, attentiveness, attitude, and interest; they also ask questions that encourage the applicant to answer in some detail. This necessitates asking open ended questions such as “what did you like most and least about your last job?” Questions like this invite the applicant to open up. The two-way exchange of information allows the prospective employee to ask or learn about the job and the corporation. Assuming the applicant makes a favourable impression, she or he will be invited for a second interview with the candidate’s ability to do the job and his or her interpersonal suitability to join the department team.

Selection means to choose the most suitably qualified candidate for the available job. Providing candidates meet the minimum requirements stated in the job specification, the best individual may be selected from the qualified applicants. Part of the selection process might involve tests (personality, attitude, skill psychological) to ensure that candidates possess the requisite interpersonal skills or knowledge to do the job. In addition, some companies, as a condition of employment, require new employees to take a drug-screening test. If the reference and background checks are positive, a formal offer is made in writing to the prospective employee. The offer outlines the terms and conditions of employment and has a date by which the offer must be accepted. The medical examination is the last step in the recruitment and selection process. It acts as a precaution for both the employee and the company.

### 3.2.3 Orientation

During the first few days of employment, new employees are required to attend an orientation session. At the orientation, new employees learn details about the company’s history, compensation and benefits. Safety and fire prevention are introduced as well as the property’s service philosophy. Department heads and the general manager usually introduce themselves to the new employees and wish them well in their new positions.

### 3.2.4 Training

Training in many organizations is an on-going activity that is conducted by a training department, a training manager or by line management or specially selected individuals within each department depending on the policy of the HRM. The first step in establishing a training program is to identify training needs and then set training objectives. Training must be geared toward guest expectations; it often focuses on areas where current service falls short of guest expectations.

There are five main types of employee training: apprentice, simulation, certification, on-the-job and off-the-job. These training methods help individuals to quickly learn the job and to improve their performance in doing the work.

**a) Apprentice training is given to people who are new to a particular job.** It is specially designed to teach participants the correct way to do a particular task.

This often follows the “tell me, show me, let me do it” routine.

**b) Simulation training simulates the actual workplace. For example, there are specially prepared simulation exercises for some food service departments such as hotel**

room service, out-door catering service and airline catering service systems. Once the trainees have reached the required level of proficiency, they are allowed to work on their own.

**c) Certification training enables individuals to gain corporate or professional certification** by attaining passing scores on practical or theoretical tests. These tests are generally job specific and are helpful in motivating employees to develop in a professional manner. Some Professional Institutions operate certification programmes viz- a- viz:- Culinary Federation of America, the National Restaurant Association, American Hotel and Motel Association as well as Institute of Hospitality formerly, HCIMA in UK.

**d) On-the-job training (OJT) helps maintain standards by having managers, supervisors, trainers or fellow employee coach individuals** the most effective way to do the required work. OJT allows the trainee to quickly learn the best way to do the works based on the experienced of trial and error. New waiters may work with an experienced employee for a few days to learn the preferred way to serve food.

**e) Off-the-job training is done away from the workplace and is usually used for non-technical training**, such as effective communications, team-building, motivation and leadership. These topics often are handled by outside experts.

### **3.3 Employees' Rewards & Motivation**

#### **3.3.1 Performance Appraisal**

The purpose of performance appraisal is to compare an employee's actual performance to establish standards as described in the job description. This has been viewed by the industry as positive as well as negative. The positive attributes of performance appraisal include giving feedback to employees, building the appraisal into a personal development plan, establishing a rationale for promotion and wage.

Employee retention is the exact opposite of employee turnover. Whether it is called retention or turnover, the subject is still a major concern for the hospitality industry, in general, and human resources direction, in particular.

It is frustrating for management to spend time and effort on employees who go through the employment process only to leave a short time later. Retention is a key challenge for the industry where over a third of individuals are, within their first year of employment, looking to advance their career within a new employer. Retention is expressed as a percentage; if a department has one hundred employees on January 1 and sixty- three stay through the year, then the retention rate is 63 percent. This means that thirty-seven people left the organization and had to be replaced. Experts estimate that the turnover of one hourly position per week costs between \$150,000 and \$213,000 per year.

#### **3.3.2 Compensation**

Compensation is the term used to describe what most people call a pay- check. The compensation package includes wages, salaries and benefits. The term wages is generally used with hourly employees and the term salaries usually is used for employees who work for a set rate of pay.

Compensation goes beyond payment of wages or salaries in high class restaurants. Exclusive service such as greeting and seating guests, suggestive selling, correct methods of service and guest relations to ensure a positive dining experience attractive handsome prize for the waiter. A good and efficient food waiter in a restaurant in many cities can earn more than the manager of a small hotel.

### 3.3.3 Equal Employment Opportunity (EEO)

Equal employment opportunity is the legal right of all individuals to be considered for employment and promotion on the basis of their ability and merit. The intent of this legislation is to prevent discrimination against applicants for the Civil Rights Act. The EEOC is the organization that individuals may turn to if they feel that they have been discriminated against.

If it agrees, the commission will file charges against individuals or organizations.

### 3.3.4 Employees with Disabilities act (EDA)

The EPA has two components: Employment and Public Accommodations. The EDA prohibits discrimination against persons with disabilities and stipulates that employers must make “readily achievable” modifications to their premises and to the work practices and working conditions for the disabled. Existing facilities need not be retrofitted to provide full accessibility.

However, barrier removal that is readily achievable and easily completed without significant difficulty or expenses is required in all existing buildings.

### 3.3.5 Harassment

Employers are responsible for creating and maintaining a working environment that is pleasant, and for avoiding hostile, offensive, intimidating, or discriminatory conduct or statements. In other words, the workplace must be kept free from all forms of harassment, including those based on sex, race, religious choice, ethnic background and age. An offensive environment also may be created by lewd jokes or comments, sexual favours, displaying explicit or sexually suggestive material, or hands-on behaviour.

## 3.4 Evaluating Employee Out-puts

### 3.4.1 Productivity Standards

With today's high labour costs, increasing employee productivity has become a major issue. Productivity standards may be established for each position within the organization. They are determined by measuring or timing how long it takes to do a given task. Each section in the food service department is staffed according to forecasted demand, whether restaurant covers or quantity of take- away meals sold.

Employee productivity is measured in monetary terms whether dollar, pound or any relevant currency by dividing sales by labour costs. If sales totaled \$46,325 and labour r cost were \$9,265, productivity would be measured as a factor of five. This means that for every dollar in labour costs, \$5 in sales was generated. Another way of expressing employee

productivity is to divide sales by the number of employees, to arrive at the sales generated per employee.

Fire is hazard in any organisation and the prevention is very importance. While the management is responsible for prevention of accidents, the food and beverages manager should endeavour to see that the staff are safety conscious. The act governing fire regulations in the food service operation must be taken into cognisance and strictly observed. This act states that:

- Management must maintain equipment and provide safe working practices
- Management must provide correct storage, handling and transporting of articles and substances with maximum security
- Management must provide information, instruction, training and supervision to ensure health and safety of employees
- Management must provide good working environment with adequate facilities without risk to health
- A written management policy must be displayed by employer with more than 5 employees and must be amended when necessary
- First- aid box must be provided and made available to all staff. The box must be checked regularly to ensure that they do not contain less than minimum items required by law
- Fire fighting equipment must be provided in strategic areas while fire alarms may be automatically started by heat or smoke detectors in ceilings
- Ashtrays must be provided on the restaurant table and service counter

Other measures of productivity might be the number of covers served by a foodservice waiter.

### **3.5 Culture**

Culture is a learned behaviour. Someone who lives in the United State learns from its culture a unique set of beliefs, values, attitudes, habits, customs, traditions, and other forms of behaviour. Besides other cultures like African, Asian Latin, European, and American, there are cultural variations, such as African-American, Asian-American, Hispanic-American, European-American, and French-Canadian, for example. These cultural variations are a blend of cultures.

Culture influences the way people behave, and there are many differences among the various cultures. For instance, American culture is more individualistic than the African, Asia or Latin cultures. Consider also the differences between the genders in these cultures. America's multicultural society gives us an opportunity to learn from one another instead of simply thinking "my way is best." Cultural barriers in hospitality workplace do exist; therefore it is important to understand ethnic diversity, minorities and how to train ethnic groups in order to understand the various cultural aspects in our hospitality workplace.

### **3.6 Staff Duty Rotas**

In order that planning can be carried out satisfactorily, each sectional head in the Food Service department will draw up a very detailed duty roster for all the staff covering all the necessary areas against the extra time to be on duty.

When the number of staff has been calculated, the number of supervisors can be assessed depending on the quantity of service to be rendered, the number of staff and the hours of coverage needed. Staff rotas (telling staff the hours they are expected to work) and

timetables (telling staff what they have to do during the hours they are at work) can be worked out from this information.

These procedures can ensure that service is provided at the minimum cost to the restaurant and other service areas.

### **Self-Assessment Exercise**

Is it important to have human resources management department in the fast- food restaurant? Discuss

## **3.7 Other Motivational Factors**

### **3.7.1 Security, Health and Safety at work**

Both the Human resources manager and the head of department have the responsible for the safety of staff at work. The latter trains the staff on the correct use of equipment, gives direct supervision and first aid in case of accident before the case is referred to the human resources manager for further action

#### **3.7.1 Work Place security**

Security is the prerogative of all staff. Every one should be security minded and report anything of suspicious nature to protect staff and customers from such dangers as theft, bomb threat, fire or assault. Security officers who run shift duties are usually engaged to guard the premises and they are expected to cover the 24 hours, 7 days a week. In some organisations they are also responsible for safety precautions.

For security reason, the Food and Beverages Manager will on assumption of duty, ask the new staff for the names and addresses of their referees. Staff care on health and safety at work can motivate them to be productive and give sense of belonging.

#### **3.7.2 Personal & Environmental hygiene**

Food Service job demands acceptable standard of personal appearance as well as high standard of hygiene of the equipment and environment. Food service must therefore be fastidious and fussy in preparing oneself for a function. The staff must make sure they look nice and wear the company's uniform with care. It must be kept clean and well pressed and any minor repairs attended to immediately. Other personal hygiene regulations to observe are as follows:

- Keep teeth clean
- Use deodorants moderately daily
- Bath as often as possible
- Change underclothes frequently
- Change socks or stockings daily
- Keep hair clean and tidy
- Avoid excessive perfume or aftershave
- Keep fingernails short and clean
- Remove all traces of nicotine and avoid nail varnish
- No unnecessary jewellery

- White apron only
- Wear comfortable clean shoes

Hygiene and safety standards must be built into operation from the planning stage for the well-being of customers and employees. The environmental health officers have powers to inspect and close premises if the hygiene standards are unacceptable.

Environmental hygiene covers safety and sanitary conditions of the food service area such as: floors, ceilings, walls etc. The design of the equipment and installation also matter. They have to be arranged clear of the wall with sufficient space so that the floor can be reached when cleaning. Regular maintenance of equipment is essential because breakdowns can be costly and possible accidents are avoided.

### 3.7.3 The food Safety and Fire prevention

The Food Hygiene regulations take in all aspects of the cleanliness of the premises and cover the structural make-up as well as the kitchen surfaces, ventilation, washing facilities, equipment, drainage, storage and refuse. The Sale of Goods Act and legislation dealing with the hygiene of delivery vans will affect the business when the planning stages are over.

## 4.0 Conclusion

We have been able to discuss the various steps involved in the human resources management development. Staff benefits, incentives and other staff motivating factors were also discussed. The significance of human resources management in the food service industry was highlighted.

## 5.0 Summary

This unit has been able to establish the importance of the human resource management in successful management of the food service operation.

## 6.0 Self-Assessment Exercise

As a Management staff in a 4 –star high class Restaurant, what package would you consider attractive in the company's condition of service?

## 7.0 References/Further Reading

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