HORECA
4VET

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I O 2   QUALIFICATION

MODERN, FLEXIBLE LEARNING PATHS
– CURRICULA AND EDUCATIONAL PACKAGES (TRAINER / TRAINEE)
FOR THE HORECA SECTOR

CURRICULA FOR QUALIFICATION 1:
CREATING FLAVOURS & DECORATING DISHES

HORECA4VET, 2022

Result 2: Modern, flexible learning paths - curricula and educational

packages (trainer / trainee) for the HoReCa sector

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INTRODUCTION

The main goal of the HoReCa4VET (Project No.: 2020-1-PL01-KA202-082206) project is to increase access to lifelong learning of formal, informal and non-formal nature in the HoReCa industry by developing and implementing validation and certification models in accordance to European Qualifications Framework.

HoReCa4VET project contributes to the identification of learning outcomes in the framework of identified learning outcomes by employers based on current market demand, as additional professional skills in the European dimension, which can be acquired in three qualifications as part of the project: Creating flavours and decorating dishes; Kitchen work management and Management in the HORECA industry.

The qualifications developed in the project may complement the skills acquired as part of formal and non-formal education, as it is a response to the needs of the labour market identified in the conducted research.

Project result Modern, flexible learning paths - curricula and educational packages (trainer / trainee) for the HoReCa sector is based on the development of training in the work environment, cascading, flexible learning paths, activating didactic methods, modern, innovative methods teaching taking into account the specifics of HoReCa.

While development of the result, the great emphasis was put on the individualization of training, active and practical learning methods, solutions in organization and didactics. The methodology of developed curricula and educational packages focused on the best practices identified in the partner countries (Cyprus, Poland, Spain, The Republic of North Macedonia and Turkey). The modules were assigned to qualifications whereas the units to learning outcomes or professional tasks has been described by sets of knowledge, skills and social competences. Developed units and packages took into account the specificities of the partner countries.

Training program was based on the outcomes of the job analysis of IO1. The program describes learning outcomes that can be achieved through learning at the workplace.

HoReCa4VET team

QUALIFICATION 1: CREATING FLAVOURS & DECORATING DISHES

1. INTRODUCTION

Modern cuisine not only opens up to new flavours and techniques, but also creates new flavours and develops new techniques itself. A good chef must be a visionary – they should be able to picture their future kitchen and the role they will play in a couple of years. People will always miss the flavours their remember from their childhood and that is why the chef's role is to preserve such traditional flavours and combine them with contemporary culinary trends. 'Bryndza podhalańska,' buckwheat honey from the Sudeten Mountains or the Kashubian strawberry – these, and many other regional products with original and exceptional flavours, will constitute a foundation for the modern Polish cuisine.

Therefore, chefs, often assisted by historians, search for traditional old recipes. Inspired by them, they prepare meals that are based on historical records but adapted to modern tastes and palates. It turns out that traditional Polish cuisine goes hand in hand with modern trends. History has turned full circle. Old flavours are reintroduced. When using old recipes we can taste history. We discover the Polish cuisine anew and highlight the value of traditional flavours.

At the same time, with easy access to ingredients from all over the world, we tend to experiment in the kitchen more often. Our culinary creativity is restricted solely by our imagination. Many new dishes (e.g. tomato soup with curry and chilli, Thai pizza or Italian sushi) are the result of combining different ideas and ingredients. Of course, this is not all. Sometimes the way ingredients are combined may be quite surprising. However, what is important is to make sure that food tastes good and that its preparation makes us happy.

Modern culinary art uses traditional flavours in a new way, and it experiments and combines ingredients that seemingly do not go with each other (e.g. pepper and chocolate).

What all modern cooks and chefs need, is the ability to create flavours. People who are able to do that have the skills and qualifications the market needs, and they are more likely to find employment quicker.

Decorating dishes, appetizers and plates is becoming more and more popular in both gastronomy and private kitchens. The taste, aroma, but also the visual side of the prepared dishes are extremely important, while the additions can make the dish delight with both taste and appearance.

Culinary art is not only about preparing tasty dishes, but also about serving them in such a way that their appearance alone provides a pleasant experience. The purpose of decorating dishes is to stimulate all the gourmet senses, both sight, smell and taste. Looking at attractive and tempting-looking dishes, undoubtedly encourages you to try them. In addition, nicely decorated dishes gain not only their appearance, but also taste differently, and decorative additions increase their taste.

Skilful decoration of dishes is the key to an effective arrangement of dishes. Dishes should be presented in such a way that their appearance is appetizing. We will achieve this by aesthetically placing them in appropriate dishes and decorating them. The first contact with a dish is to pay attention to its appearance. Before we even assess the palatability of the dish, we pay attention to the attractiveness of the presentation and overall aesthetics. Without knowing anything about a dish, we can choose it over others just because it looks nice and we like it. availability."

The ability to properly dispatch and decorate dishes is essential at the present time for people working in the catering industry and preparing dishes. A person with the qualifications to decorate dishes becomes more attractive on the labor market, expands his professional skills with qualifications sought on the market.

2. ADDITIONAL PROFESSIONAL SKILLS (DUZ)

In Poland, from September 1, 2019, a school providing vocational education may offer a student preparation for acquiring additional professional qualifications in the field of selected professions, additional professional skills or market qualifications functioning in the Integrated Qualifications System.[1]

What is DUZ?

Additional professional skills - should be understood as skills going beyond the core curriculum of vocational education, the acquisition of which by students during their studies at school or vocational skills courses increases their chances of future employment in a given profession, containing sets of education objectives and teaching content described in the form of expected learning outcomes: knowledge, professional skills and personal and social competences in relation to these skills

The development of curricula for additional professional skills allows for the adaptation of vocational education and training to the needs of the local and regional labour market. Creating conditions for students to acquire additional professional skills (DUZ) is one of the goals of making the vocational education system more flexible and adapting it to the real needs of the labour market.

The developed DUZ programs will contribute to increasing the employment of graduates of industry schools and technical schools in the dynamically changing labour market.

HoReCa4VET project as a DUZ

The HoReCa4VET project initially developed an additional vocational skill in the field of qualification *Creating flavours and decorating dishes*, for which the learning outcomes and criteria for verifying these effects (result 1) and the curriculum were defined. The proposed additional professional skills (DUZ) result from the increased demand on the market for specialists in this field.

Developed program developed in the project can be used by educational institutions providing vocational training, which will be able to offer students preparation for acquiring additional professional skills in the field of selected professions; students of schools providing vocational education, who will be able to obtain preparation for acquiring additional professional skills in the field of selected professions as part of compulsory educational classes, or graduates of schools and education system institutions conducting

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[1] Additional professional skills in the field of selected trade education professions are included in Annex 33 to the Regulation of the Minister of National Education of 16 May 2019 on the core curricula of education in trade education professions and additional professional skills in the field of selected trade education professions (Journal of Laws item 991, as amended).

vocational education - the additional professional skills they acquire will increase their chances of employment in the local and the regional labour market.

All the proposed additional professional skills (DUZ) result from the increased demand on the market for specialists in this field.

3. ORGANISATIONAL ASSUMPTIONS

3.1. Number of hours allocated to the curriculum

The qualification responds to the labour market needs (the 'HoReCa' market) as regards the professional food preparation, creation of new flavours and decorating dishes, garnishing, estimation of business profitability, own and teamwork planning, and, last but not least, occupational and clients' health and safety.

At least 140 hours need to be allocated to the curriculum for which the above learning outcomes have been planned.

Classes should be held in groups and students should work in pairs.

Individual work is also advised.

Different techniques to boost students' engagement (e.g. team work) should be introduced.

3.2. Mandatory qualifications for additional vocational skill educators

Qualifications required from educators who teach additional vocational skills are specified in applicable laws on mandatory qualifications for teachers. The detailed qualifications required from educators include the following:

- an undergraduate degree in the field of study corresponding to the course topic plus pedagogical preparation; or
- an undergraduate degree in the field of study whose learning outcomes include the content of the course's core curriculum plus pedagogical qualifications.

A person teaching classes focused on an additional vocational skill should:

- be qualified and experienced; and
- have methodological skills.

Such classes could also be taught by:

- the owner of a catering business who is a certified vocational teacher; or
- the owner of a catering business who has the required theoretical knowledge and practical experience in the field of food preparation.

Lecturers: persons with theoretical and practical knowledge of the subject. Instructors: qualified individuals teaching practical classes.

3.3. TEACHING MATERIALS AND EQUIPMENT

Description of the classroom structure

a. location of the station:

teaching stations should be located in close proximity to the classroom in which practical classes are taught (preferably in the same building).

b. size and other requirements concerning rooms or premises in which the station is located:

size of the room; number of stations; floor, ceiling, wall, window and door finishing complying with building, OHS, fire safety, sanitary, and epidemiological requirements.

c. required minimum size of the station:

station with the size adapted to the principles of ergonomics and ensuring unrestricted and safe work.

d. connection of the station to necessary utilities and determination of their parameters:

– 230 V sockets with a fuse; station and central safety switches;

– heating system;

– gravity ventilation system;

– access to daylight and artificial light; and

– Broadband Internet connection.

I. Sample food preparation and service classroom2 equipped with:

– a teacher's workstation connected to: the local network and the Internet, a multi-function device, digital projector, or an interactive board or screen;

– charts and slides concerning food preparation;

– a list of tools of the trade;

– food preparation tables;

– an oven or an induction stove with an oven;

– a sink with a mixing tap;

– pots and other cookware;

– kitchen knives;

– small food preparation appliances;

– a meat grinder;

– a deep fryer;

– a refrigerator with a freezer;

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2 Recommended equipment for classrooms designed for the training of nutrition and dietary technicians and developed for the purpose of Regional Operating Programmes for the 2014–2020 period, National Centre for Supporting Vocational and Continuing Education,Warsaw, 2013

- a dishwasher;

- combi ovens;

- a microwave;

- an induction stove;

- plate heaters;

- sous vide – a device for low temperature long time cooking;

- a vacuum sealer;

- an egg washer and sanitizer;

- table linen and tableware;

- metal trays;

- a blast chiller/shock freezer;

- a blender;

- a juicer;

- a kitchen robot;

- tableware, cutlery, crockery, drinkware, etc.;

- a storage rack or cabinet;

- tables and chairs;

- table linen;

- waste and recycling bins;

- auxiliary trolleys,

- electric salamander

- racks for equipment

- chairs matching the tables,

- waiter's trolley,

- waitress assistant

- a bar counter as a place to serve drinks,

- hockers,

- coffee maker,

- juicer,

- digester,

- mixer,

- ice maker,

- washer for bartending glass,

– glass, porcelain and small bartending equipment,

– beverage cooler,

– table linen.

a) measuring and diagnostic devices:

– thermometer for measuring the temperature of a heat-treated product; and

– scales;

b) professional library – manuals, norms, procedures, guidebooks, rules and regulations and acts applicable to the job:

– user manuals;

– food quality and safety procedures and manuals;

– recipes; and

– menus;

c) first aid:

– a first aid kit with a first aid manual;

d) measures enabling compliance with the principles of ergonomics and OHS rules:

– a sink with a mixing tap, a soap dispenser, and a paper towel container; a bin with a lid;

– the OHS compliance certificate;

– user manuals;

– a dry powder fire extinguisher;

– warning and evacuation route signs;

– personal protective equipment plus glasses and gloves for the operation of a combi oven;

– abridged user manuals;

– a commercial washer and dryer with the anti-crease programme (or other solutions helping to keep table linen clean);

– an iron and an ironing board;

– a domestic laundry press; and

– a first aid kit and a first aid manual for emergencies.

Basic teaching materials and equipment: molecular cuisine equipment, frozen ingredient blenders, grill plates, a baking and serving stone.

II. An exemplary food dispatching workshop3 equipped with:

– a computer station for the teacher connected to a local network with Internet access, with a multifunctional device, multimedia projector or interactive board or interactive monitor,

– overview boards for the preparation of dishes,

– a list of machines, devices, apparatus, tools and other equipment relevant to the qualification

– production tables,

– kitchen core with oven/induction cooker with oven;

– sink with hot and cold water installation,

– a set of pots and other kitchen utensils,

– a set of kitchen knives,

– small production equipment,

– grinding machine,

– fryer

– refrigerator with freezer,

– dishwasher,

– convection steam oven/oven with hot air circulation,

– microwave oven,

– induction cooker,

– plate warmer,

– sous vide - a device for cooking at low temperatures,

– vacuum packaging machine,

– egg illuminator,

– underwear and tableware,

– metal waiter's trays,

– blast chiller/chiller-freezer,

– blender,

– juicer,

– multifunctional food processor;

– tableware, cutlery and glassware and other utensils for serving food,

– bookcase, storage cabinet,

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3   Recommended equipment for school laboratories and workshops for the profession of nutrition and catering services technician, developed for the needs of the Regional Operational Programs for the years 2014 - 2020, National Center for Supporting Vocational and Continuing Education, Warsaw 2013

— tables and chairs,

— table linen,

— basket and containers for segregated waste,

A set for decorating tables, dishes and carving:

a) food decoration set:

— sharpener for vegetables and fruits with at least three tips,

— knife for a small spiral,

— knife for a large spiral

— bottles for decorating

— molds for arranging food

— gastronomy tweezers

— portioners

— Drillers

b) table decoration set:

— wedding rings,

— plain white linen napkins 30x30, 40x40, 50x50.

c) carving kit-

— cutting knives

— knives for carving

— cutters of various shapes

— ball knives

— V-shaped knives

— round knives

— decorators

— peelers

— notched knives

— other carving tools

The basic teaching aids are:

- stations equipped with kitchen equipment,

- set of knives,

- sinks,

- refrigerator,

- tableware,

- table linen.

The basic teaching aids are: equipment for molecular gastronomy (for working with liquid nitrogen), devices for mixing frozen raw materials, grill plates, baking and serving stone.

> **NOTE**
> Classes concerning the additional vocational skill should be taught in real-life conditions. They may be held in a vocational education classroom, at a given business owner's premises or at the centre for vocational education.

3.4. CONDITIONS TO BE MET BY PERSONS TAUGHT IN ACCORDANCE WITH THE ADDITIONAL SKILL CURRICULUM

The implementation of the additional vocational skill curriculum – *"Creating flavours and decorating dishes"* – requires:

— the achievement of the specified learning outcomes.

When planning a course in the additional vocational skill – *"Creating flavours and decorating dishes"* – educators should make sure that practical training is involved.

4. 2. Learning objectives of the additional vocational skill education

A person completing a course revolving around the additional vocational skill –*"Creating flavours and decorating dishes"* should be well equipped to perform the following tasks:

1. Operation of food processing machines and devices.

2. Application of modern food preparation techniques to create flavours typical for Old Polish

cuisine, but with a modern twist.

3. Application of modern food preparation techniques to create new flavours.

4. Decorating and dispatching dishes.

5. Making decorations from vegetables and fruits.

The implementation of the additional vocational skill curriculum – *"Creating flavours and decorating dishes"* – requires:

— the achievement of the specified learning outcomes.

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5.4. LEARNING OUTCOMES OF THE ADDITIONAL VOCATIONAL SKILL EDUCATION AND VERIFICATION CRITERIA FOR THE MODULE CREATING FLAVOURS

To perform tasks covered by the additional vocational skill course, students must achieve the following learning outcomes:

Learning outcomes	Verification criteria
The student:	**The student:**
Selects proper equipment for initial and thermal processing of products	▪ Selects proper knives and handles them safely ▪ Professionally cuts, chops, dices, etc. produce and ingredients, and serves food in a way appropriate for a given type of cuisine ▪ Operates tools of the trade necessary to prepare food
Prepares meals in accordance with the order	▪ Monitors the quality and amount of meals prepared in accordance with the order ▪ Selects proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value
Prepares traditional and modern meals characteristic for a given type of cuisine unassisted	▪ Explains and presents recipes characteristic for a given type of cuisine ▪ Specifies the time needed to complete a given order ▪ Lists the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine ▪ Searches for and combines products and creates new meals and comes up with new culinary ideas ▪ Presents the preparation of 'signature meals' ▪ Justifies the use of locally-sourced ingredients useful in a particular type of cuisine and names benefits derived from such a use (supports the promotion of local brands) ▪ Justifies the reasons for and against preparing particular meals in the context of customers' preferences and tastes ▪ Uses and combines ingredients (e.g. spices) characteristic for a given type of cuisine ▪ Is responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity ▪ Takes into account the availability of seasonal or fresh products or produce (e.g. fish) ▪ Analyses the economic aspect of food preparation, depending on the type of cuisine (with reference to flavours, preparation time, availability of ingredients or their price)
Prepares meals characteristic for a given type of cuisine	▪ Experiments with combining ingredients characteristic for a given type of cuisines ▪ Prepares meals in accordance with recipes, paying particular attention to flavours of meals served as part of individual and group orders ▪ Prepares new meals in accordance with current trends (e.g. healthy food)

Learning outcomes	Verification criteria	Subject
The student:	The student:	
Selects proper equipment for initial and thermal processing of products	■ Selects proper knives and handles them safely ■ Professionally cuts, chops, dices, etc. produce and ingredients, and serves food in a way appropriate for a given type of cuisine ■ Operates tools of the trade necessary to prepare food	Food processing machines and devices
Prepares meals in accordance with the order	■ Monitors the quality and amount of meals prepared in accordance with the order ■ Selects proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value	Modern meal preparation techniques
Prepares traditional and modern meals characteristic for a given type of cuisine unassisted	■ Explains and presents recipes characteristic for a given type of cuisine ■ Specifies the time needed to complete a given order ■ Lists the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine ■ Searches for and combines products; creates new meals and comes up with new culinary ideas ■ Presents the preparation of 'signature meals' ■ Justifies the use of locally-sourced ingredients useful in a particular type of cuisine and names benefits derived from such a use (supports the promotion of local brands) ■ Justifies the reasons for and against preparing particular meals in the context of customers' preferences and tastes ■ Uses and combines ingredients (e.g. spices) characteristic for a given type of cuisine ■ Is responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity ■ Takes into account the availability of seasonal or fresh products or produce (e.g. fish) ■ Analyses the economic aspect of food preparation, depending on the type of cuisine (with reference to flavours, preparation time, availability of ingredients or their price)	Modern meal preparation techniques
Prepares meals characteristic for a given type of cuisine	■ Experiments with combining ingredients characteristic for a given type of cuisines ■ Prepares meals in accordance with recipes, paying particular attention to flavours of meals served as part of individual and group orders ■ Prepares new meals in accordance with current trends (e.g. healthy food)	Modern meal preparation techniques

6. A LIST OF LEARNING OUTCOMES FOR ADDITIONAL PROFESSIONAL SKILLS AND VERIFICATION CRITERIA FOR THE FOOD DECORATING MODULE

Learning outcomes	Verification criteria
The student:	**The student:**
in changing conditions, uses the necessary accessories related to serving dishes in a given kitchen culture	▪ justifies the choice of tableware/vessels for the offered dish ▪ selects colours adequate to the tableware and the offered dish ▪ determines and justifies the quantity and quality of dishes necessary for a given order or service
selects the technique of decorating and serving dishes	▪ makes decoration elements from edible and inedible elements, makes decorations from vegetables, fruits, flowers, etc. ▪ uses edible and non-edible decoration elements and protects knives and carving equipment ▪ creates decorative arrangements using prepared elements and sculptures made of napkins, vegetables, fruits, etc.
composes the colors on the plate and the arrangement of the dishes - exposes the dish taking into account the artistic values	▪ exposes the dish taking into account the artistic values ▪ performs own spatial compositions from prepared dishes
organizes the order in which dishes are served	▪ selects and justifies the choice of a person to perform the assigned tasks in the field of serving dishes (soups, salads, desserts, etc.) ▪ agrees with the team the time frame for serving individual dishes and table decorations ▪ serves dishes preserving their nutritional properties (hot, fresh,etc.)
performs fruit and vegetable carving using various cutting methods	▪ makes/creates small flowers and miniature decorative elements from the indicated materials ▪ makes decorative flowers, e.g. from onions, beets, kohlrabi, carrot cones, parsley, leek ▪ makes/creates decorative leaves

Learning outcomes	Verification criteria	Subject
The student	**The student**	
1. in changing conditions, uses the necessary accessories related to serving dishes in a given culture	justifies the choice of tableware/vessels for the offered dish selects colours adequate to the tableware and the offered dish determines and justifies the quantity and quality of dishes necessary for a given order or service	Decorating techniques/ Dispatch of dishes
2. selects the technique of decorating and serving dishes	makes decoration elements from edible and inedible elements, makes decorations from vegetables, fruits, flowers, etc. uses knives and carving equipment for decoration and protection creates decorative arrangements using prepared elements and sculptures made of napkins, vegetables, fruits, etc.	Decorating techniques
3. composes the colours on the plate and the arrangement of the dishes.	exposes the dish taking into account the artistic values performs own spatial compositions from prepared dishes	Decorating techniques

4. organizes the order in which dishes are served	selects and justifies the choice of a person to perform the assigned tasks in the field of serving dishes (soups, salads, desserts, etc.)	Dispatch of dishes	
	agrees with the team the time frame for serving individual dishes and table decorations		
	serves dishes preserving their nutritional properties (hot, fresh, etc.		
5. performs fruit and vegetable carving using various cutting methods	makes/creates small flowers and miniature decorative elements from the indicated materials	Making decorations with vegetables and fruits	
	makes decorative flowers, e.g. from onions, beets, kohlrabi, carrot cones, parsley, leek		
	makes/creates decorative leaves		

7. ADDITIONAL VOCATIONAL SKILL EDUCATION – "CREATING FLAVOURS" TEACHING PLAN

Subject	Module topic	Number of hours	Comments
I. Food processing machines and devices	Professional kitchen knives and their use	2	
	Equipment for grinding (cutting, chopping, diving, etc.) and serving food	1	
	Modern garnishing tools and sets	1	
	Equipment used for cooking in accordance with modern cooking techniques	2	
	Vacuum equipment and techniques	1	
	Modern smoking equipment and techniques	1	
	Sous vide equipment and techniques	1	
	Molecular cuisine tools and kits	1	
	Anti-griddles	1	
	PacoJet equipment	1	
	Siphons and their use	1	
	Plancha grills	1	
	Creating and serving meals on a stone	1	
II. Modern meal preparation techniques	Rules for planning meal and beverage preparation	1	
	Product planning stages	1	
	Product planning for various consumer groups and services	2	
	Food storage	1	
	Price calculation	1	
	Cooperation with local suppliers	2	
	Characteristics of new culinary techniques	2	

	New pickling and smoking techniques – practical exercises – avant-garde pickles	3	
	Not so obvious combination of flavours – exercises	2	
	Food pairing technique	5	
	Sous-vide technique	5	
	Preparation of molecular cuisine dishes	5	
	Preparation of fusion cuisine dishes	5	
	Multicultural aspects in cooking – practical exercises	5	
	Preparation of dishes characteristic for local cuisine	5	
	Polish cuisine with a modern twist – practical exercises	5	
	Preparation of modern vegetarian meals – exercises	5	
	Modern healthy meal preparation techniques – exercises	5	
	Modern food garnishing and serving techniques – exercises	5	
Total:		80	

8. ADDITIONAL VOCATIONAL SKILL EDUCATION – "DECORATING DISHES" TEACHING PLAN

Subject	Module topic	Number of hours	Comments
I. Food decorating techniques	Edible and non-edible decorations	2	
	The basics of arranging and decorating a plate - plating	2	
	Equipment for creating decorations	2	
	Creating plate decorations using: vegetable puree, flavored mayonnaise, using vegetable and mushroom powders, using a whipped cream siphon and a microwave oven (so-called quick biscuits, flavor sponges in various colors)	8	
	Decorating the plates by arranging the elements of the dish in a special way and cutting them properly	2	
	Creating decorations by using vegetable tulles	2	
	The use of bread elements in decoration	2	
	Creating rice chips in various colors and flavors for use in savory and sweet dishes	2	
	Decorative arrangements using prepared elements and sculptures made of napkins, vegetables, fruits	2	
	Spatial compositions	2	
II. Food Expedition	The order in which food and drinks are served	1	
	Technical solutions in the field of food dispatch	1	
	Dispensed food temperature	1	

	Food storage	1	
	Distribution of tasks in the field of serving dishes	1	
	Hygienic food expedition	1	
	Practical food expedition	5	
III. Making decorations with vegetables and fruits	Carving – introduction	1	
	Tools and knives	1	
	Storage of fruit decorations	2	
	Fruit arrangements	8	
	Preparing vegetables, tools and knives for work	1	
	Cutting techniques	1	
	Decoration storage	1	
	Vegetable decorations	8	
Total		60	

9. CURRICULUM FOR ADDITIONAL VOCATIONAL SKILL SUBJECTS

Subjects

1. Food processing machines and devices
2. Modern meal preparation techniques
3. Food decorating techniques
4. Food Expedition
5. Making decorations with vegetables and fruits

9.1. Food processing machines and devices

Main objectives

1. Proper selection of knives and proper (safe) knife handling procedures.
2. Professional food preparation: cutting, chopping, dicing, etc. and serving foods appropriately for a given type of cuisine.
3. Familiarisation with the tools of the trade necessary to prepare food and their operation.

Operating objectives

1. to describe the intended use of given knife types to prepare food;
2. to be able to cut, chop, dice, etc. food unassisted; and
3. to describe the intended use of the tools of the trade required in modern cuisine.

Curriculum requirements	Module topic	Hours allocated	Curriculum requirements		Comments
			Basic The student knows how to:	Additional The student knows how to:	Implementation stage
I. Food processing machines and devices	Professional kitchen knives and their use	2	▪ select and handle knives properly and safely	▪ define the intended use of given types of kitchen knives	
	Equipment for grinding (cutting, chopping, diving, etc.) and serving food	1	▪ professionally cut, chop, dice, etc. and serve foods appropriately for a given type of cuisine ▪ operate tools of the trade necessary to prepare food	▪ use tools of the trade for grinding (cutting, chopping, diving, etc.) and serving food	
	Modern garnishing tools and sets	1	▪ list modern garnishing tools and sets	▪ operate tools of the trade necessary to prepare food	
	Equipment used for cooking in accordance with modern cooking techniques	2	▪ identify tools of the trade used to prepare meals in accordance with modern cooking techniques	▪ operate tools of the trade necessary to prepare food	
	Vacuum equipment and techniques	1	▪ identify tools of the trade used to prepare meals in accordance with modern cooking techniques	▪ operate tools of the trade necessary to prepare food	
	Modern smoking equipment and techniques	1	▪ identify tools of the trade used to prepare meals in accordance with modern cooking techniques	▪ operate tools of the trade necessary to prepare food	
	Sous vide equipment and techniques	1	▪ list tools of the trade for sous vide cooking	▪ operate tools of the trade necessary to prepare food	
	Molecular cuisine tools and kits	1	▪ list molecular cuisine tools and kits	▪ operate tools of the trade necessary to prepare food	
	Anti-griddles	1	▪ list anti-griddles	▪ operate tools of the trade necessary to prepare food	
	PacoJet equipment	1	▪ list PacoJet equipment	▪ operate tools of the trade necessary to prepare food	
	Siphons and their use	1	▪ specify the areas of siphon application in modern cuisine	▪ operate tools of the trade necessary to prepare food	
	Plancha grills	1	▪ list pancha grills	▪ operate tools of the trade necessary to prepare food	
	Creating and serving meals on a stone	1	▪ list tools of the trade necessary to create and serve meals on a stone	▪ operate tools of the trade necessary to prepare food	

9.2. Food decorating techniques

General objectives of the subject

1. Learning the techniques of decorating and serving food.

2. Learning the principles of composing food colours.

3. Learning the principles of arranging food on a plate.

Operational objectives

1. Describe edible and inedible decorations.

2. Make your own decorations from vegetables or fruits.

3. Justify the use of decoration tools.

4. Create decorative arrangements using prepared elements and sculptures from napkins, vegetables, fruits, etc.

5. Display dishes with artistic values.

6. Make your own spatial compositions from prepared dishes.

Curriculum requirements	Module topic	Hours allocated	Curriculum requirements		Comments
			Basic The student knows how to:	Additional The student knows how to:	Implementation stage
I. Food decorating techniques	Edible and non-edible decorations	2	▪ indicate elements of decoration made of edible and inedible elements ▪ identify the use of edible and non-edible decorations	▪ characterize the edible and inedible elements of the decoration	
	The basics of arranging and decorating a plate - plating	2	▪ characterize the rules of plating ▪ discusses plates and sets of plates for plating	▪ applies the principles of selection of vessels and a set of vessels for plating	
	Equipment for creating decorations	2	▪ identify knives and decorating equipment	▪ use knives and decorating equipment	
	Creating plate decorations using: vegetable puree, flavoured mayonnaise, using vegetable and mushroom powders, using a whipped cream siphon and a microwave oven (so-called quick biscuits, flavour sponges in various colours)	8	▪ indicate elements of decoration made of edible and inedible elements ▪ identify the use of edible and non-edible decorations	▪ use elements of decoration made of edible and inedible elements ▪ make your own decoration of vegetables, fruits, flowers, etc. ▪ display the dish with artistic values	

Curriculum requirements	Module topic	Hours allocated	Curriculum requirements		Comments
			Basic The student knows how to:	Additional The student knows how to:	Implementation stage
	Decorating the plates by arranging the elements of the dish in a special way and cutting them properly	2	▪ characterize the composition of dishes taking into account the artistic values	▪ display the dish with artistic values	
	Creating decorations by using vegetable tulles	2	▪ characterize decorative arrangements using prepared elements and sculptures made of napkins, vegetables, fruits, etc.	▪ • create decorative arrangements using prepared elements and sculptures made of napkins, vegetables, fruits, etc. ▪ display the dish with artistic values	
	The use of bread elements in decoration decorations	2	▪ indicate elements of decoration made of edible and inedible elements ▪ identify the use of edible and non-edible	▪ use edible and non-edible decoration elements ▪ make your own decoration of vegetables, fruits, flowers, etc.	
	Creating rice chips in various colours and flavours for use in savoury and sweet dishes	2	▪ indicate elements of decoration made of edible and inedible elements ▪ identify the use of edible and non-edible decorations • use edible and non-edible decoration elements	▪ use elements of decoration made of edible and inedible elements ▪ make your own decoration of vegetables, fruits, flowers, etc	
	Decorative arrangements using prepared elements and sculptures made of napkins, vegetables, fruits	2	▪ characterize decorative arrangements using prepared elements and sculptures made of napkins	▪ make your own decorative arrangements using prepared elements and sculptures made of napkins	
	Spatial compositions	2	▪ characterize your own spatial compositions from prepared dishes	▪ make your own spatial compositions from prepared dishes	

PROCEDURES FOR ACHIEVING LEARNING OBJECTIVES AND OUTCOMES

Suggested teaching methods:

Classes should involve individual work and teamwork. Subject presentation methods: lectures, talks, descriptions or explanations supplemented with activation methods including, among others, case studies, demonstrations, practical exercises or simulations.

Teaching materials:

Recommended teaching materials include in particular:

— visual materials like boards, flipcharts, printouts, photographs, catalogues, worksheets, OHS laws, etc.; or

— visual and auditory materials including online resources and tutorials related to the topic of foodstuffs and meal preparation, or other multimedia.

Classes should be held in a classroom equipped with a computer connected to the Internet.

Additional mandatory didactic equipment and teaching materials:

A teacher's workstation connected to: the local network and the Internet, a multi-function device, digital projector, or an interactive board or screen. Sets of exercises, together with instructions, self-assessment cards, and student worksheets. Stations for practical exercises.

Curriculum implementation requirements:

Classes should be held in an appropriate vocational education classroom and students should work individually or in pairs.

Suggested evaluation and assessment methods:

The achievement of learning objectives and outcomes will be assessed on the basis of practical exercises and with the consideration of the correctness and quality of the task and its visual effect. All achievements should be verified on an on-going basis throughout the course and based on the criteria presented at its beginning.

Subject evaluation and assessment methods:

In the subject evaluation, the following may be used:

— achievement tests;

— a teacher's self-assessment;

— class evaluation surveys; or

— opinions of third parties (inspectors).

The quality of the teaching process and obtained results greatly depends on the curriculum, i.e.:

— its concept;

— the selection of teaching methods and techniques;

— the teaching materials used to achieve learning objectives; and

— the educational content – the topic of study.

If the curriculum is followed, core learning objectives should be achieved. At this stage of curriculum evaluation, the following may be used:

– lists of current achievements;

– self-assessment cards/forms;

– observations (comprehensive, selective – focused on individual elements, e.g. development of crucial skills or attitudes, individualisation, methods and conditions of implementation).

As part of the curriculum evaluation, the following should be defined and analysed:

– the content students find easy to remember;

– the content students find difficult to remember;

– the teaching materials and methods; and

– the results achieved;

The above activities will enable the optimisation of the curriculum, tools of the trade, as well as teaching materials and methods.

9.3.   Modern meal preparation techniques

Main objectives

1. Preparation of meals in accordance with the order.
2. Unassisted preparation of traditional and modern meals characteristic for a given type of cuisine.
3. Preparation of a meal characteristic for a given type of cuisine.

Operating objectives

1. to monitor the quality and amount of meals prepared according to the order;
2. to select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value;
3. to explain and present recipes characteristic for a given type of cuisine;
4. to specify the time needed to complete a given order;
5. to list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine;
6. to searches for and combines products; to create new meals and come up with new culinary ideas;
7. to present the preparation of 'signature meals';
8. to justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands);
9. to justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes;
10.   to use and combine ingredients (e.g. spices) characteristic for a given type of cuisine;

11. to be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity;

12. to take into account the availability of seasonal or fresh products or produce (e.g. fish); and

13. to analyse the economic aspect of food preparation, depending on the type of cuisine (with reference to flavours, preparation time, availability of ingredients or their price).

| Curriculum requirements | Module topic | Hours allocated | Curriculum requirements | | Comments |
			Basic The student knows how to:	Additional The student knows how to:	Implementation stage
II. Modern meal preparation techniques	Rules for planning meal and beverage preparation	1	▪ monitor the quality and amount of meals prepared in accordance with the order	▪ analyse the economic aspect of food preparation, depending on the type of cuisine (with reference to flavours, preparation time, availability of ingredients or their price)	
	Product planning stages	1	▪ monitor the quality and amount of meals prepared in accordance with the order	▪ analyse the economic aspect of food preparation, depending on the type of cuisine (with reference to flavours, preparation time, availability of ingredients or their price)	
	Product planning for various consumer groups and services	2	▪ monitor the quality and amount of meals prepared in accordance with the order	▪ analyse the economic aspect of food preparation, depending on the type of cuisine (with reference to flavours, preparation time, availability of ingredients or their price)	
	Food storage	1	▪ select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value	▪ analyse the economic aspect of food preparation, depending on the type of cuisine (with reference to flavours, preparation time, availability of ingredients or their price)	
	Price calculation	1	▪ analyse the economic aspect of food preparation, depending on the type of cuisine (with reference to flavours, preparation time, availability of ingredients or their price)	▪ monitor the quality and amount of meals prepared in accordance with the order ▪ specify the time needed to complete a given order	
	Cooperation with local suppliers	2	▪ justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands)	▪ characterise local suppliers	

			▪ take into account the availability of seasonal or fresh products or produce (e.g. fish)		
	Characteristics of new culinary techniques	2	▪ justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes ▪ use and combine ingredients (e.g. spices) characteristic for a given type of cuisine	▪ justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands) ▪ take into account the availability of seasonal or fresh products or produce (e.g. fish)	
	New pickling and smoking techniques – practical exercises – avant-garde pickles	3	▪ use and combine ingredients (e.g. spices) characteristic for a given type of cuisine	▪ prepare meals in accordance with the order ▪ use and combine ingredients (e.g. spices) characteristic for a given type of cuisine ▪ be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	
	Not so obvious combination of flavours – exercises	2	▪ prepare meals characteristic for a given type of cuisine ▪ use and combine ingredients (e.g. spices) characteristic for a given type of cuisine	▪ use and combine ingredients (e.g. spices) characteristic for a given type of cuisine ▪ be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	
	Food pairing technique	5	▪ prepare traditional and modern meals characteristic for a given type of cuisine independently ▪ prepare meals characteristic for a given type of cuisine ▪ explain and present recipes characteristic for a given type of cuisine	▪ monitor the quality and amount of meals prepared in accordance with the order ▪ select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value	
			▪ specify the time needed to complete a given order ▪ list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine	▪ justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes ▪ use and combine ingredients (e.g. spices) characteristic for a given type of cuisine	

			- search for and combine products; create new meals and come up with new culinary ideas - present the preparation of 'signature meals' - justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands) - take into account the availability of seasonal or fresh products or produce (e.g. fish)	be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	
	Sous-vide technique	5	- prepare traditional and modern meals characteristic for a given type of cuisine independently - prepare meals characteristic for a given type of cuisine - explain and present recipes characteristic for a given type of cuisine - specify the time needed to complete a given order - list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine - search for and combine products; create new meals and come up with new culinary ideas - present the preparation of 'signature meals' - justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands) - take into account the availability of seasonal or fresh products or produce (e.g. fish)	- monitor the quality and amount of meals prepared in accordance with the order - select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value - justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes - use and combine ingredients (e.g. spices) characteristic for a given type of cuisine - be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	
	Preparation of molecular cuisine dishes	5	prepare traditional and modern meals characteristic for a given type of cuisine independently	monitor the quality and amount of meals prepared in accordance with the order	

			- prepare meals characteristic for a given type of cuisine - explain and present recipes characteristic for a given type of cuisine - specify the time needed to complete a given order - list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine - search for and combine products; create new meals and come up with new culinary ideas - present the preparation of 'signature meals' - justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands) - take into account the availability of seasonal or fresh products or produce (e.g. fish)	- select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value - justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes - use and combine ingredients (e.g. spices) characteristic for a given type of cuisine - be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	
	Preparation of fusion cuisine dishes	5	- prepare traditional and modern meals characteristic for a given type of cuisine independently - prepare meals characteristic for a given type of cuisine - explain and present recipes characteristic for a given type of cuisine - specify the time needed to complete a given order - list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine - search for and combine products; create new meals and come up with new culinary ideas - present the preparation of 'signature meals' - justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived	- monitor the quality and amount of meals prepared in accordance with the order - select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value - justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes - use and combine ingredients (e.g. spices) characteristic for a given type of cuisine - be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	

			from such a use (to support the promotion of local brands) ▪ take into account the availability of seasonal or fresh products or produce (e.g. fish)		
	Multicultural aspects in cooking – practical exercises	5	▪ prepare traditional and modern meals characteristic for a given type of cuisine independently ▪ prepare meals characteristic for a given type of cuisine ▪ explain and present recipes characteristic for a given type of cuisine ▪ specify the time needed to complete a given order ▪ list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine ▪ search for and combine products; create new meals and come up with new culinary ideas ▪ present the preparation of 'signature meals' ▪ justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands) ▪ take into account the availability of seasonal or fresh products or produce (e.g. fish)	▪ monitor the quality and amount of meals prepared in accordance with the order ▪ select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value ▪ justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes ▪ use and combine ingredients (e.g. spices) characteristic for a given type of cuisine ▪ be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	
	Preparation of dishes characteristic for local cuisine	5	▪ prepare traditional and modern meals characteristic for a given type of cuisine unassisted ▪ prepare meals characteristic for a given type of cuisine ▪ explain and present recipes characteristic for a given type of cuisine ▪ specify the time needed to complete a given order	▪ monitor the quality and amount of meals prepared in accordance with the order	

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			- list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine - search for and combine products; create new meals and come up with new culinary ideas - present the preparation of 'signature meals' - justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands) - take into account the availability of seasonal or fresh products or produce (e.g. fish)	- select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value - justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes - use and combine ingredients (e.g. spices) characteristic for a given type of cuisine - be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	
	Polish cuisine with a modern twist – practical exercises	5	- prepare traditional and modern meals characteristic for a given type of cuisine unassisted - prepare meals characteristic for a given type of cuisine - explain and present recipes characteristic for a given type of cuisine - specify the time needed to complete a given order - list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine - search for and combine products; create new meals and come up with new culinary ideas - present the preparation of 'signature meals' - justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands) - take into account the availability of seasonal or fresh products or produce (e.g. fish)	- monitor the quality and amount of meals prepared in accordance with the order - select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value - justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes - use and combine ingredients (e.g. spices) characteristic for a given type of cuisine - be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	

| | Tasting menu | 5 | • prepare traditional and modern meals characteristic for a given type of cuisine unassisted
• prepare meals characteristic for a given type of cuisine
• explain and present recipes characteristic for a given type of cuisine
• specify the time needed to complete a given order
• list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine
• search for and combine products; create new meals and come up with new culinary ideas
• present the preparation of 'signature meals'
• justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands)
• take into account the availability of seasonal or fresh products or produce (e.g. fish) | • monitor the quality and amount of meals prepared in accordance with the order
• select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value
• justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes
• use and combine ingredients (e.g. spices) characteristic for a given type of cuisine
• be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity | |
| | Modern healthy meal preparation techniques – exercises | 5 | • prepare traditional and modern meals characteristic for a given type of cuisine unassisted
• prepare meals characteristic for a given type of cuisine
• explain and present recipes characteristic for a given type of cuisine
• specify the time needed to complete a given order
• list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine
• search for and combine products; create new meals and come up with new culinary ideas | • monitor the quality and amount of meals prepared in accordance with the order
• select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value
• justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes
• use and combine ingredients (e.g. spices) characteristic for a given type of cuisine | |

			▪ present the preparation of 'signature meals' ▪ justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands) ▪ take into account the availability of seasonal or fresh products or produce (e.g. fish)	▪ be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	
	Modern food garnishing and serving techniques – exercises	5	▪ prepare traditional and modern meals characteristic for a given type of cuisine unassisted ▪ prepare meals characteristic for a given type of cuisine ▪ explain and present recipes characteristic for a given type of cuisine ▪ specify the time needed to complete a given order ▪ list the advantages and disadvantages associated with the preparation of meals characteristic for a given type of cuisine ▪ search for and combine products; create new meals and come up with new culinary ideas ▪ present the preparation of 'signature meals' ▪ justify the use of locally-sourced ingredients useful in a particular type of cuisine and name benefits derived from such a use (to support the promotion of local brands) ▪ take into account the availability of seasonal or fresh products or produce (e.g. fish)	▪ monitor the quality and amount of meals prepared in accordance with the order ▪ select proper means and methods of storage and transport so as not to spoil the taste of the prepared meals or compromise their nutritional value ▪ justify the reasons for and against preparing particular meals in the context of customers' preferences and tastes ▪ use and combine ingredients (e.g. spices) characteristic for a given type of cuisine ▪ ▪ be responsible for ordering finished and semi-finished products of relevant quality and in suitable quantity	

9.4.   Food Expedition

General objectives of the subject

1. Organizes the order in which dishes are served.

2. In changing conditions, he uses the necessary accessories related to serving dishes in a given kitchen culture.

Operational objectives

1. Justify the choice of the set/dish for the offered dish.

2. Specify and justify the quantity and quality of dishes necessary for a given order or service.

3. Select and justify the choice of a person to perform the assigned tasks in the field of serving dishes (soups, salads, desserts, etc.

4. Determine with the team the time frame for serving individual dishes and table decorations.

5. Describe the activities of serving dishes while preserving their nutritional properties (hot, fresh, etc.).

6. Dispense dishes while preserving their nutritional properties (hot, fresh, etc.).

Department programmatic	Topics units methodical	Number hours _	Requirements software		Comments about the implementation
			Basic Student can :	Secondary Student can :	Stage implementation
II. Expedition fog	Order spending fog and drinks	1	▪ discuss people to perform assigned tasks in the field spending dishes (soups, salads, desserts etc.) ▪ discuss temporary spending individual dishes and decor table	▪ define deadlines reviews current and periodic trolleys truck	Class V first six months
	Solutions technical in scope expedition fog	1	▪ discuss people to perform assigned tasks in the field spending dishes (soups, salads, desserts etc.) ▪ discuss temporary spending individual dishes and decor table ▪ discuss technical solutions in the field expedition	▪ choose and justify choice people to perform assigned tasks in the field spending dishes (soups, salads, desserts etc.) ▪ arrange with the team framework temporary spending individual dishes and decor table ▪ spend meals with care their properties nutritional (hot, fresh etc. _	
	Temperature issued fog	1	▪ to exchange temperature issued dishes ▪ discuss process spending meals with care their properties nutritional (hot, fresh e.t.c	▪ spend meals with care their properties nutritional (hot, fresh e.t.c	

	Storage and storage fog	1	▪ describe conditions storage and storage fog ▪ discuss process spending meals with care their properties nutritional (hot, fresh e.t.c	▪ spend meals with care their properties nutritional (hot, fresh e.t.c	
	Division tasks in the field spending fog	1	▪ discuss people to perform assigned tasks in the field spending dishes (soups, salads, desserts etc.) ▪ discuss temporary spending individual dishes and decor table	▪ choose and justify choice people to perform assigned tasks in the field spending dishes (soups, salads, desserts etc.) ▪ arrange with the team framework temporary spending individual dishes and decor table ▪ spend meals with care their properties nutritional (hot, fresh etc. _	
	Hygienic expedition fog	1	▪ discuss people to perform assigned tasks in the field spending dishes (soups, salads, desserts etc.) ▪ discuss temporary spending individual dishes and decor table ▪ discuss hygienic rules expedition	▪ choose and justify choice people to perform assigned tasks in the field spending dishes (soups, salads, desserts etc.) ▪ arrange with the team framework temporary spending individual dishes and decor table ▪ spend meals with care their properties nutritional (hot, fresh etc. _	
	Practical expedition fog	5	▪ discuss quantity and quality dishes necessary for the given orders or services, ▪ discuss people to perform assigned tasks in the field spending dishes (soups, salads, desserts etc.) ▪ discuss temporary spending individual dishes and decor table ▪ discuss technical solutions in the field expedition	▪ define and justify quantity and quality dishes necessary for the given orders or services, ▪ choose and justify choice people to perform assigned tasks in the field spending dishes (soups, salads, desserts etc.) ▪ arrange with the team framework temporary spending individual dishes and decor table ▪ spend meals with care their properties nutritional (hot, fresh etc. _	

9.5. Making decorations with vegetables and fruits

General objectives of the subject

1. making fruit carving

2. doing vegetable carving

3. using different ways of slicing.

Operational objectives

1. make small flowers and miniature decorative elements from the indicated materials,

2. make decorative flowers,

3. make decorative leaves.

Department programmatic	Topics units methodical	Number hours _	Requirements software		Comments about the implementation
			Basic Student can :	Secondary Student can :	Stage implementation
II. Exercise decoration with vegetables and fruit	Carving - news preliminary .	1	■ describe what carving is	■ define usefulness carving for decoration fog	
	Tools and knives	15	■ describe knives and carving equipment _	■ use to perform decoration and secures knives and carving equipment _	
	Storage fruit decoration _	2	■ describe way storage fruit decoration _	■ characterize way storage fruit decoration_	
	Fruit arrangements _		■ describe way execution petty flowers and miniature elements decorative ■ That indicated materials ■ describe way execution flowers ornamental, among others from onions, beets, kohlrabi, carrot cones, parsley, leek _ ■ describe way execution / creation leaves decorative	■ perform / create minor flowers and miniature elements decorative That indicated materials ■ perform flowers decorative, among others from onions, beets, kohlrabi, carrot cones, parsley, leek _ ■ perform / create leaves decorative	
	Preparation vegetables, tools and knives for work		■ describe way execution petty flowers and miniature elements decorative ■ That indicated materials ■ describe way execution flowers ornamental, among others from onions, beets, kohlrabi, carrot cones, parsley, leek _ ■ describe way execution / creation leaves decorative	■ perform / create minor flowers and miniature elements decorative That indicated materials ■ perform flowers decorative, among others from onions, beets, kohlrabi, carrot cones, parsley, leek _ ■ perform / create leaves decorative	

	techniques cuts		• describe technician cuts petty flowers and miniature elements decorative • That indicated materials • describe way execution flowers ornamental, among others from onions, beets, kohlrabi, carrot cones, parsley, leek _ • describe way execution / creation leaves decorative	• perform / create technician cuts minor flowers and miniature elements decorative That indicated materials • perform flowers decorative, among others from onions, beets, kohlrabi, carrot cones, parsley, leek _ • perform / create leaves decorative	
	Storage decoration		• describe way storage decoration from vegetables	• characterize way storage decoration from vegetables	
	Vegetable decorations _		• describe way execution petty flowers and miniature elements decorative • That indicated materials • describe way execution flowers ornamental, among others from onions, beets, kohlrabi, carrot cones, parsley, leek _ • describe way execution / creation leaves decorative	• perform / create minor flowers and miniature elements decorative That indicated materials • perform flowers decorative, among others from onions, beets, kohlrabi, carrot cones, parsley, leek _ • perform / create leaves decorative	

PROCEDURES FOR ACHIEVING LEARNING OBJECTIVES AND OUTCOMES

Suggested teaching methods:

Classes should involve individual work and teamwork. Subject presentation methods: lectures, talks, descriptions or explanations supplemented with activation methods including, among others, case studies, demonstrations, practical exercises or simulations.

Teaching materials:

Recommended teaching materials include in particular:

— visual materials like boards, flipcharts, printouts, photographs, catalogues, worksheets, OHS laws, etc.; or

— visual and auditory materials including online resources and tutorials related to the topic of foodstuffs and meal preparation, or other multimedia.

Classes should be held in a classroom equipped with a computer connected to the Internet.

Additional mandatory didactic equipment and teaching materials:

A teacher's workstation connected to: the local network and the Internet, a multi-function device, digital projector, or an interactive board or screen. Sets of exercises, together with instructions, self-assessment cards, and student worksheets. Stations for practical exercises concerning modern food preparation techniques.

Curriculum implementation requirements:

Classes should be held in an appropriate vocational education classroom and students should work individually or in pairs.

Suggested evaluation and assessment methods:

The achievement of learning objectives and outcomes will be assessed on the basis of practical exercises and with the consideration of the correctness and quality of the task and its visual effect. All achievements should be verified on an on-going basis throughout the course and based on the criteria presented at its beginning.

Subject evaluation and assessment methods:

In the subject evaluation, the following may be used:

— achievement tests;

— a teacher's self-assessment;

— class evaluation surveys; or

— opinions of third parties (inspectors).

The quality of the teaching process and obtained results greatly depends on the curriculum, i.e.:

— its concept;

— the selection of teaching methods and techniques;

— the teaching materials used to achieve learning objectives; and

— the educational content – the topic of study.

If the curriculum is followed, core learning objectives should be achieved. At this stage of curriculum evaluation, the following may be used:

— lists of current achievements;

— self-assessment cards/forms; or

— observations (comprehensive, selective — focused on individual elements, e.g. development of crucial skills or attitudes, individualisation, methods and conditions of implementation).

As part of the curriculum evaluation, the following should be defined and analysed:

— the content students find easy to remember;

— the content students find difficult to remember;

— the teaching materials and methods; and

— the results achieved;

The above activities will enable the optimisation of the curriculum, tools of the trade, as well as teaching materials and methods.

10. CREATING FLAVOURS

Creating flavors

Food is the basis of the existence of every living organism. Changes in people's eating habits offer the opportunity to create new flavors for food and to cultivate traditional ones. Eating food is both a necessity and a pleasure, especially if it is well-seasoned and composed in a recipe. Each raw meat and fish needs a flavor setting, a background in which the main ingredient is distinct. A pinch of this or that spice is enough and the product will not only look attractive, but also aroma during technological processing, until it finally dissipates in a storm of sophisticated flavors on the palate.

Taste is king and texture is queen

Recent market research indicates a strong customer interest in the taste sensations while eating. The texture of the product plays an important role in this process

On the one hand, this effect can be achieved through the production process, and on the other hand, by adding different ingredients, Consumers are looking for new flavors in combination with known formats and flavors, which leads to interesting combinations. Crossing the tastes of seemingly mismatched ingredients is a manifestation of culinary creativity.

1. Cooking techniques

Cooking is a culinary art related to the preparation of dishes. In order to skillfully explore the secrets of the art of cooking, it is important to know the basic culinary techniques.

The most popular classic and modern ways of preparing dishes are:

1. Blanching - consists in short-term immersion in boiling water or putting the ingredients into cold water and removing them immediately when the water boils.

2. Deglacage (deglassing). The secret of this technique is to "peel" the flavor from ingredients that were previously fried in a pan. All you have to do is pour off the rest of the fat and add a small amount of liquid, e.g. water, broth, wine or cream to what is left at the bottom. The liquid should be boiled, gently scrape the shell from the pan with a spatula and mix it - this way you will prepare an aromatic sauce.

3. Decostructure - This technique can be applied to literally any dish. It consists in changing the presentation of individual ingredients while maintaining, and sometimes even enhancing, the characteristic flavor.

4. Stewing - combines frying and cooking. Stewing is mainly used to prepare dishes of various types of meat, where roasting alone can only dry them. Stewing is similar to baking in a water bath, but has the advantage that it can be done in a saucepan, pot or pan when an oven is not available.

5. Emulsification - a cooking technique that allows you to permanently combine fatty and watery substances. As a result, emulsions are formed, giving the dish a new structure. They can contain any flavor and color them in any color.

6. Fermentation - the oldest method of food fermentation is lactic fermentation, which consists in the production of lactic acid under aerobic conditions. His bacteria are found, among others in fresh currant leaves, horseradish and sorrel. These products and salt allow you to dry or wet almost any food in a controlled manner.

7. Flambéing - sprinkling the finished dish with alcohol and lighting it on the table.

8. Garnish - decorating meals and mixed drinks.

9. Glazing - a method used to finish vegetables cooked in a small amount of water. Sprinkle the cooked vegetable with potato flour, then put it back in the water and boil it.

10. Sous-vide cooking - or cooking in a vacuum container. The food is prepared at low temperature. Everything remains in the dish, the taste and aroma. The prepared product is boiled in water, maintaining an even, low temperature for a long time, i.e. "Water bath".

11. Steaming - is a very healthy way of preparing food, thanks to which many valuable nutrients are not lost. During steaming, the most valuable micronutrients are not washed out, and the products retain their shape, taste and appearance.

12. Pressure cooking - the so-called We use pressure cookers mainly when we prepare dishes from products that cook for a long time. This method is based on the fact that the pressure generated inside the pot with a special, tight lid allows to obtain a temperature of approx. 110-120°C. Both factors: temperature and pressure shorten the cooking time by up to 30%.

13. Traditional cooking - consists in heating food in boiling water at a temperature of 98-100°C. Cooking food in this way causes the tissues to soften and the nutrients to dissolve.

14. Cooking in a water bath - we use it when we want to prepare a cream or sauce based on butter or eggs, as well as when we want to dissolve ingredients that burn easily, such as butter or chocolate.

15. Grilling - involves frying meat and vegetables without fat. Currently, we also have electric and gas grills.

16. Candying - preserving whole or sliced fruit. This treatment involves frying these products several times in syrups with an increasing sugar content, thanks to which the fruit retains the desired shape.

17. Clarification - a cooking technique involving the removal of foam and cloudy suspensions from the surface of meat, vegetable, fish and fruit decoctions as well as preserves and plum jam. Food becomes clear and more flavorful. The most common clarifications are broth, wine and preserves.

18. Compressing is the vacuum packing of food to give it a unique flavor or color. Of course, we must first put the product in the right company, e.g. coat the meat with herbs or put pieces of fruit in sugar syrup.

19. Pasteurization - a method of preserving products, involving the destruction of microorganisms at high temperatures, by heating them up for several minutes - for example, of juices or milk. You can also pasteurize products when they are closed in glass containers, by placing them in a large pot filled with boiling water.

b - a cooking technique involving treating meat with brine or a curing mixture. The result of this process is the preservation of the color, creating the characteristic taste and smell of the meat and extending the shelf life of the product.

21. Baking meat in the oven - We mainly bake meat in the oven, but we can also prepare various casseroles of potatoes, rice, pasta, and bake only vegetables, cabbage rolls, bigos and jam.

22. Seasoning - thickening sauces and soups by adding cream, kefir, flour and water slurry or roux to them.

23. Roasting - thermal treatment at a temperature of 100 ° C. The products are roasted in their own liquid or in a little water or fat for dry products.

24. Saute - a technique of frying pieces of meat, fish, without breading, sprinkled only with salt, pepper or herbs.

25. Frying in a pan - Frying in a pan requires higher temperatures (approx. 250°C). It is very important that the fat is warmed up well before frying. Recently, however, it has become very popular to fry without or with very little fat (literally a few drops) in grill and Teflon pans.

26. Deep frying - involves putting portions of chopped fish, meat and vegetables into a large amount of fat heated to approx. 200°C. Faworki, some buns and donuts are also fried in deep fat.

27. Stir-fry is a modern technique opposite to deep frying. Before we start cooking a dish, prepare, wash and cut all the ingredients - after that, everything will be done quickly enough. Heat a small amount of oil on a wok, then heat the spices for a short time and add the remaining ingredients, starting with those that need the longest heat treatment (e.g. meat). Everything has to be done quickly and the ingredients have to be mixed vigorously. You must not let the vegetables release their juices and start to choke. The products prepared in this way do not lose their colors and aromas, and remain juicy and crunchy.

28. Dry ice, like liquid nitrogen, is formed from gas, except that it is solid carbon dioxide with a temperature of -78.5 ° C. Unlike ice made from water, it does not melt, but sublimes. We can achieve different effects with dry ice than with liquid nitrogen. First of all, it makes the product that we treat it carbonated and slightly sour.

29. Drying involves exposing the food to heat and airflow. If we are in a hurry, put the product in an oven preheated to 80-100°C with hot air on. We can dry in the dehydrator at a lower temperature, but the process also takes longer.

30. Piercing - placing bars of smoked bacon in venison or wild bird meat to prevent it from drying out during baking or frying.

31. Transaging - cutting into pieces, slices or slices of roasted meat or cutting whole roasted poultry into pieces.

32. Boning - cleaning meat, fish or poultry of inedible parts, tendons, skin and fat. The remnants of boning are used to prepare stocks, soups and sauces.

33. Smoking - a method of preserving food (meat and meat products, fish, cheese, etc.) by means of smoke. As a result of this process, food products acquire a specific smell, taste and surface color.

34. Compaction – The compaction technique offers many advantages. The first and foremost is the feeling the thickened substance leaves on the tongue. It helps to emphasize the taste and make the dish acquire a creamy, rich texture. Thanks to this property, it is possible to reduce the amount of fat in the dish while maintaining its taste and juiciness

35. Nitrogen freezing is another technique used in molecular gastronomy. After immersing a warm dish in nitrogen, you will get a warm-cold dish, which will remain hot inside, and its surface will be covered with a thin layer of ice.

36. Gelling is a culinary technique that allows you to prepare a dish or addition to a dish with the consistency of jelly. This cooking technique uses natural ingredients such as agar, gellan or gelatin, for example.

2. Catering recipes

Catering recipes are, in short, highly complex recipes that must contain specific data and, in most cases, are very accurate.

What must a gastronomic recipe contain?

This type of recipe must contain the following data:

- the name of the dish (or drink),
- ingredients (their amount must be written in the appropriate units - kilograms, liters or pieces),
- additional information (advice on the next steps of preparation, tips on the use of ingredients, weight and optional photos).

Recipes in gastronomy also contain the way of dressing a given dish.

Recipes are necessary when drawing up the demand for raw materials during production planning, they allow you to control the correctness of the production processes and account for the consumption of raw materials.

Preparing meals and drinks based on recipes guarantees repeatability of their features and good quality. An experienced chef can adjust the recipe to the individual characteristics of the raw material, slightly changing some of its parameters, e.g. the amount of water added to flour or sugar to fruit. Read the recipe carefully before starting the production planning and preparation process. After collecting the raw material, the recommendations contained in the recipe are followed and finally the amount of the product obtained, i.e. the obtained efficiency, is checked.

Gastronomic recipe - example

It has been assumed that gastronomic recipes very often have the form of a table with the most important information. An example can be found below.

	Gastronomic recipe		
Name	Spaghetti Bolognese		
Number of servings	4		
Portion size	400 g		
Pretreatment time	20 min		
Cooking time	2 hours. 30 minutes		
Ingredients			
Ingredients	Quantity	Unit	Description
Beef and pork minced meat	500	g	
Carrot	80	g	Peeled and diced
Celery	150	g	Peeled and diced
Parsley root	80	g	Peeled and diced
Celery	100	g	Diced
Onion	100	g	Peeled and diced
Garlic	twenty	g	Peeled and chopped
Tomato puree	600	ml	
Raspberry tomatoes	300	g	Scalded, peeled and diced

Beef broth	150	ml	
Cream 30%	200	ml	
olive oil	80	ml	
Spaghetti pasta	500	g	
Water	500	ml	
Salt	35	g	For the pasta water
Fresh basil	twenty	g	Chopped
Parsley	twenty	g	Chopped
Butter	80	g	
Salt, pepper, sugar, and balsamic vinegar			To taste

Preparation method / technological description:

1. Heat 10 ml of olive oil in a pot. Add the carrots, celery, celery, parsley root and onion. Fry until light brown.

2. Add a tablespoon of tomato puree to the vegetables. Stir so that nothing burns. After 10 minutes, pour the broth into the pot. After the broth has evaporated, add the tomato puree, tomatoes, garlic and season with salt and pepper. Reduce the heat, leave for 2 hours, stirring occasionally.

3. After this time, add 2-3 basil leaves and grind the vegetables with a blender . Then rub them through a sieve. Add a little balsamic vinegar and sugar.

4. Heat 10 ml of olive oil in a frying pan. Toss in the minced meat and smash it with a spatula. Fry until all the water has evaporated.

5. Add a tablespoon of tomato puree to the meat. Fry for 5 minutes. Add cream 30% and leave for 30 minutes, stirring occasionally.

6. Boil water in a pot and add salt. When it starts to boil, add the pasta. Cook for 8 minutes, then drain.

7. To prepare 1 portion: heat 10 ml of oil in a separate frying pan, add 120 g of fried meat, 150 ml of sauce, 20 g of butter and 120 g of pasta. After 3 minutes, add a pinch of parsley and basil. Serve on a plate decorated with fresh basil leaves.

The form of a gastronomic recipe may vary depending on the kitchen. It can be printed on paper and stored in binders or in an electronic version on a computer or mobile devices.

3. Devices used for modern gastronomic techniques

The technological process in gastronomy consists of two basic parts - pre-treatment (segregation, cleaning, rinsing and grinding of the raw material) and proper (thermal) treatment.

In fact, the basic division of devices used in gastronomy is very simple and even obvious. It includes equipment divided according to what it is specifically used for. So it can be intended for storing food products, transporting and producing.

Catering equipment for kitchens, which are divided into:

1. machines intended for heat and mechanical treatment of food products,

2. refrigeration, i.e. various types of refrigerators and freezers,

3. gastronomic furniture,

4. small kitchen accessories.

By far the most technologically advanced are those related to the processing of food products, including mechanical ones. What are these?

The equipment used for mechanical processing is by far the most important in any restaurant kitchen. This type of device shreds, chops, cleans, peels and washes food products and is responsible for many other tasks. There are many types of such machines, ranging from simple mills, blenders, mixers or juice squeezers, to modern equipment for shredding, grinding and even forming. Among the devices used in a modern kitchen, we distinguish:

PACO JET Machines for grinding frozen masses into ice cream and sorbets;

BAKING STONE will allow us to prepare great, crispy pizza, but also cookies, bread, meat and vegetables. It is made of natural material. Thanks to its porosity, it absorbs and releases moisture, making the dough crispy

VACUUM PACKING MACHINE device for single or multi-portion food packaging and compressing products, eg compressing watermelon pieces in a marinade of balsamic vinegar and honey;

CIRCULATOR SOUS VIDE A device for low-temperature cooking in which the duck's breast can be cooked at 68 degrees Celsius for 20 minutes;

SMOKING GUN micro-smoking machine for portion-based smoking of products or ready-made appetizers

4. Popular slicing techniques

Slicing is one of the most important basic skills in food processing. The type of product to be cut, the quality of the knife and the correct technique are also very important in this case. The greater the cutting movement, the less pressure is required.

Knife types

Chef's knife - a wide blade with exceptional sharpness is the most important part of this knife. Large and heavy, it lies securely in your hand and allows you to make precise cuts - whether when cutting meat and filleting fish, or when dividing vegetables and fruit into pieces.

Universal knife - long, but definitely thinner than the chef's knife. It is suitable for slicing cold meats, processing vegetables and fruits, and also for peeling.

Vegetable cutter - small, short and very handy, it is indispensable for peeling and scraping. It is also great at slicing potatoes, cucumbers, carrots and all other vegetables.

Bread knife - long and equipped with characteristic, sparse teeth. For this reason, it can handle both large loaves of bread and smaller buns.

Peeling knife - its blade is characteristically rounded and the knife itself is small. With its help, you can easily remove the skin from vegetables and fruits, cutting it very thinly.

Meat knife - the structure of raw meat is quite fibrous, which makes it difficult to cut it into perfectly thin slices. This is where a long, thin knife with a smooth blade comes in handy and copes well with meat.

Cheese knife - There are actually several cheese knives. If you are a lover of this type of snacks or serve cheese boards in your restaurant, you must have them all.

steak knife boning knife

filleting knife

salmon knife

cleaver and chinese cleaver steak knife

https://www.expondo.pl/inspiracje/techniki-kroje-warzyw/#0-jak-kroi%C4%87-warzywa-%E2%80%93-najpopularsze-metody

Cutting techniques

ROCK CHOP

Use this technique to cut fleshy fruit and vegetables with a delicate skin.

Rest the tip of the foot on a wooden cutting board, then point the handle downwards and gently forward. Then up and gently backwards. The tip of the knife sticks to the board all the time.

DRAW SLICE

We rest the tip of the knife on the board and smoothly pull the knife towards you. This technique is useful when cutting finely structured products where it is important not to crush the product.

CROSS CHOP

This technique is very similar to Rock Chop - we also add sideways movement here. Perfect for chopping herbs.

PUSH SLICE

Another very popular cutting technique, especially useful when chopping vegetables. The blade is pushed forward while it falls onto the cutting board.

TAP CHOP

This technique will work well when slicing small diameter products, such as carrots or cucumbers.

The knife moves up and down only, and the blade runs parallel to the wooden cutting board .

SAWING CUT

The knife moves back and forth, penetrating the cut product without any additional pressure that could cause it to crush or crush. The technique is mainly used for cutting bread, but is also perfect for fruits and vegetables with a hard skin and a soft interior.

PULL SLICE

The blade is placed right next to the handle on the product to be cut, the tip is tilted upwards at the same time. We try to make one, even cut, pulling the knife towards you while lowering the tip. This technique is often used by sushi chefs when slicing very delicate products, such as raw fish meat.

https://tghome.pl/blog/techniki-koszenia.html

"Correct holding of the knife is the basis for safe, effective and comfortable work. We present below three basic methods of gripping depending on the type of knife."

Shank for knives such as: Chef, Deba, Santoku, Nakiri .

It is one of the most versatile techniques and is recommended for most applications. It is particularly well suited to energy transfer, therefore it is also suitable for cutting food with a fibrous structure.

Handle for knives such as: Chef (chef), Deba, Santoku, Nakiri, cleaver.

A popular technique used for the fine grinding, especially of vegetables.

Grip for knives such as: Slicer, Yanagiba, Takohiki .

In this technique, the index finger allows you to easily control the knife, ensuring that the cuts are made with precision. A technique very often used by sushi chefs.

https://masahiro.pl/nozopedia/chwyt-noza

5. Combining and crossing flavors

Some people already know the combinations that provide new, interesting taste sensations. Most people, however, still do not acknowledge that the following connections may even occur. And they are recommended by the most experienced chefs and cooking masters of world renown .

Foodpairing, or extraordinary duets of combinations, is a philosophy that consists in combining our everyday flavors in a non-standard way. Then we get completely new dishes, with a different taste and character.

There are two methods of searching for new flavors. The first one is to combine related flavors. How does it look in practice? Mix sweet with sweet, dense with thick, and salty with salty. So figs or dates will go great with milk chocolate. The colors will also be a hint here. When composing vegetables or fruits, mix them according to their color, not taste.

The second assumes something completely different. Chefs who compose flavors according to this method prove that the best taste is obtained by mixing together the opposites. We have five flavors: umami, sweet, bitter, sour and salty. However, there are many more accompanying aromas. And they are largely the focus of all the fuss. The cook must choose the flavors in such a way that the selected ingredients emphasize the aromas and not spoil them.

CONNECTION	EFFECT
MEAT + ANISE	**it will emphasize and enrich the taste of the meat itself**
SUGAR AND CARROTS	It may seem strange to add sugar to vegetables, but it's a very popular method of making carrots in France, for example. The specific name of this dish is Karotka Vichy, where carrots, salt, pepper, sugar and Vichy mineral water are combined and then simmered until the carrots are slightly soft. Sugar enhances their flavor and the end result is a fantastic vegetable dish with a beautiful orange color. However, it should be remembered that it is a bit of sugar, which should only be added moderately to all dishes.
SUGAR AND TOMATOES	Cane sugar enhances the flavor of many dishes, including tomatoes. So use sugar instead of salt. Tomatoes are acidic by nature, and the addition of salt only underlines this. Sugar, on the other hand, brings out the full flavor of the tomato itself, which is after all the fruit. Tomates confites is a delicious baked appetizer using sweet tomatoes. Such tomatoes should be baked for at least 2-3 hours at 90 ° C, especially if you intend to store them for some time in a jar.
SALT AND COFFEE	A pinch of salt will enhance the value of the coffee, as it does with virtually any other dish (including sweet desserts).
CHILI AND CHOCOLATE	Chocolate will deepen the distinctive flavor of the chillies, strengthening its peppery base.
POTATOES AND MUSKLE KNOB	Just a little scoop will add depth to the taste of potatoes.
APPLE AND VANILLA	Apples are very acidic and usually need to be sweetened before being cooked. Many people also add cinnamon or nutmeg. Vanilla, on the other hand, gives apples an interesting flavor note, the source of which not everyone can guess, but everyone will surely appreciate it.
Rucola and pear	a perfect combination as an addition to dinner, or a separate salad. This combination of tart and deliciously sweet taste, seasoned with orange juice mixed with a bit of wine vinegar, caresses the palate. So instead of making a standard mixture with peppers or tomatoes, be sure to try it with sweet pears.
PEPPERS AND STRAWBERRIES	Fresh strawberries are most often served with sugar, but the addition of finely ground fresh pepper underlines a flavor that would otherwise remain hidden. It has to be black pepper.
RED MEAT SPICED WITH CINNAMON	it will emphasize and enrich the taste of the meat itself

6. Traditional cuisine in a new version

Old Polish cuisine is based on simple dishes made of agricultural products and meats of wild and farmed animals, as well as sea and freshwater fish. Fruit, collected herbs, spices and mushrooms were also used. Salt was abundantly used, groats were always present and the feasts were lavished with beer and mead. Thanks to Italian influences, Old Polish cuisine was enriched with vegetables and spices, and the foundations of Polish confectionery were created. We owe the Orient to the Orient: roots, buckwheat, poppy seeds, dried fruit, halva as well as frozen purees and fruit juices, i.e. sorbets. Marinating and chopping meat, shish kebabs, tartare, kutia and poppy seed twigs are also due to the influence of the Orient. The new techniques and methods of cooking are due to the influence of French cuisine. It is thanks to the French that Polish cuisine has been enriched with stuffing, pates, apricots, truffles and anchovy capers. Polish cooks learned about blanching, stuffing, glazing, breading, marinating and others. We owe Jews the methods of preparing goose meat, fish, herring or, for example, challah. The Dutch, on the other hand, perfected us in the technique of making cheese. . The contemporary image of Polish cuisine consists of ingredients rarely found elsewhere, prepared for years in accordance with traditional recipes. These include pickled mushrooms, sour rye soup, pickled cucumbers,

sauerkraut, dried mushrooms, sour milk and cottage cheese. The raw materials characteristic of Polish cuisine are also forest fruits, poppy seeds, herring, fish and game. It was also traditional to respect the raw material (which always had to be fresh) and ready-made dishes. Bread, which was baked several dozen species, was especially venerated.

The inspiration for modern Polish cuisine can also be the courage with which our ancestors approached the seasoning of dishes. They very often put on a contrast, based especially on the combination of sweet and sour tastes. The dishes were poured with a lot of vinegar or lemon or lime juice, adding sugar, fruit, jam or honey. Sugar was treated not only as a sweetener for desserts, but also as a full-fledged spice, complementing the flavors of meat and vegetable dishes.

Seasoning was also bold. Dishes often acquired a very intense aroma, flavor and color. Exotic saffron, cinnamon, pepper, ginger and nutmeg were selected as one of the demonstrations of wealth and status. Herbs found in meadows and forests were also used. Was used, inter alia, juniper seeds, cumin, garlic, horseradish, mustard seeds.

Seven features of Old Polish cuisine that are worth taking advantage of

1. Hierarchy - although today there are no divisions, you should combine the peasants' kitchen with the nobility's kitchen and use: peas, buckwheat, millet, quinoa, root vegetables, turnips, cabbage, venison, crayfish, caviar, precious meats

2. Culinary travels - do not be afraid of introducing foreign or even exotic ingredients into Old Polish cuisine: figs, raisins, almonds, lemons, chestnuts, pepper, saffron, artichokes, asparagus, tomatoes, truffles, goose necks

3. The limitations of fasting - Old Polish dishes do not have to be difficult to digest, the key is good quality ingredients and the art of their preparation. Easily digestible dishes will be prepared from fish: pike perch, perch, trout and carp.

4. Seasonality and local character - arrange the menu according to seasonal changes, draw inspiration from local traditions, use seasonal fruits and vegetables, game, fresh herbs, cereals, local cheeses, jam and honey

5. Piece of meat - use unusual pieces of meat and offal: liver, kidneys, tongues, tails, kidneys, poultry and wild birds

6. Contrasts - boldly combine flavors that conquer thanks to contrasts, especially sweet and sour: sugar, honey, fruit, jam, raisins combined with vinegar, lemon and lime

7. The wealth of spices - you can add even the most exotic spices to the dishes and combine them with herbs: pepper, saffron, ginger, nutmeg, cumin, cinnamon, fresh herbs, juniper.

Contemporary Polish restaurateurs are convinced that in order to get the best taste, you have to cook and try, cook and search until you reach perfection - from the unlimited palette of colors you can choose those that perfectly match to create a beautiful work. In searching for their own people, they reach the sources and discover the flavors of our authentic old Polish recipes influenced by the cuisines of different nations. The best - quality - which is the basis of their kitchen - you just have to take care of them. This return to tradition, to native products, i.e. valuable groats, fresh vegetables and fruits, dairy products, a variety of mushrooms and healthy fish, this fascination with culinary traditions of other nations means creating new quality and new compositions, new unforgettable culinary experiences, new images.

It also turns out that the rules of Old Polish cuisine can significantly change and increase the value of dishes prepared today. A return to naturalness, quality and use of the gifts of the earth is of particular importance. So

if we want to propose a new version of Old Polish cuisine, we should look for inspiration in the field, meadow or forest. After all, our ancestors drew it from there.

The chefs offer us Polish cuisine in a modern version - local, multicultural, molecular and simply tasty.

They use the experience gained abroad, using modern culinary techniques on the one hand and traditional on the other. They are inspired by Polish nature, refer to the traditions of the regions and the rich history of Poland. The new Polish cuisine is a classic cuisine adapted to the technological conditions of today. Nature, old cookbooks and forgotten recipes become an inspiration and are translated into the language of modern cuisine. The menu is composed to the rhythm of nature, according to an individually tailored calendar. For dishes in the new edition, he recommends traditional Polish alcohols: meads, high-quality vodkas and liqueurs. In their search for the best flavor compositions, chefs change the structure of ingredients and reverse their roles. If soup, then in a deconstructed version. If bread, then the famous one with burnt hay. For chefs, the most important thing is taste. Although they use the sous vide method, the traditional cooking methods or the traditional frying pan cannot disappear from the kitchen. Its kitchen is modern, but at the same time does not force guests to go beyond their own comfort zone.

Often, more and more fashionable offal and forgotten parts of animals are introduced into the card: the cerebellum, thymus, tongue, cheeks, marrow bones or fries from pig's ears.

The scene of new Polish cuisine is dynamic and changing all the time. New places and concepts are created - not necessarily in line with the concept of fine dining and not necessarily in large cities.

Saddle of venison wrapped in leek

Ingredients:	
1 kg of roe deer, boneless	Salt
1 leek halved lengthwise	Pepper
Rosemary	olive oil

Preparation

1. Clean the saddle and divide it into pieces. Briefly boil single leek layers in salted water, then cool them immediately with ice water.

2. Season the meat with a little salt and pepper and drizzle with olive oil. Tear off the rosemary leaves, chop them finely and spread them over the venison pieces.

3. Wrap the meat neatly in leek strips and tie with kitchen string.

4. Grill everything on both sides for 2-3 minutes on medium temperature (internal temperature 60 ° C).

https://www.makro.pl/food-lovers/comber-z-sarny

Red cabbage with apple

Servings: 6 / Cooking time: approx. 90 mins. + waiting time

Ingredients	
1 red cabbage (approx. 1 kg.)	1 sachet of spices containing bay leaf, juniper berries, pepper, star anise, cinnamon
250 ml of red wine	4 tablespoons of clarified butter
150 ml of red wine vinegar	Salt
3 apples	Pepper
3 onions	Sugar

Preparation

1. Cut the cabbage into four or six parts (depending on its size), remove the stem and cut the vegetable pieces into thin strips.

2. Cut the onions and apples into small pieces.

3. Season everything well with vinegar, red wine, salt and sugar …

4. … and knead properly. Add spices and leave it all for at least two hours - preferably overnight.

5. Squeeze the cabbage through a sieve, collect the liquid.

6. Stew the cabbage in the clarified butter.

7. Gradually add the cabbage liquid and stew the cabbage for about 45 minutes until it is tender.

8. Add salt, pepper and sugar to taste .

https://www.makro.pl/food-lovers/czerwona-kapusta-z-jablkiem https://culture.pl/pl/artykul/od-amaro-do-krzyzakow-czyli-o-nowoczesnej-kuchni-polskiej

7. Tasting and seasonal menu

Our taste buds, when we eat a dish, focus only on the first three bites, then the intensity of the taste sensations decreases. When we have many small dishes, we can 100 percent. concentrate on unique flavors

Evaporation

Compared to the long and narrow menu, the pairing menu is structured as follows to serve a specific drink with each dish served.

This menu allows you to serve the right drink with the ingredients that make up the dish and emphasize its taste.

Exhibition

The menu of the exhibition is a gastronomic service focused on the experience and skills of the chef, therefore it consists of 9 to 50 dishes.

A characteristic feature of the tasting dishes is that they are significantly smaller in size than standard dishes from the menu. Sometimes you get the impression that they resemble appetizers, or even amuse-bouche .

As for the dishes themselves and their types, usually during such tasting the following can be served:

AMUSE-BOUCHE (sometimes more than 1), i.e. a very small appetizer for one bite served, for example, on a teaspoon or spoon. Then it is worth tasting it whole to feel the full composition of flavors. Sometimes there are also "larger" amuse-bouches, which we eat for a few bites, but personally I prefer the really small ones, because they usually surprise more with the composition of flavors. Let's keep in mind that such a snack is the chef's choice, something special and unique - a foretaste of further tasting.

COLD STARTERS - small dishes that should not overload the stomach, but stimulate the appetite.

WARM STARTERS - as above, but in a warm version.

SOUP - according to the idea of the tasting menu, it will be unique, but also small.

SORBET - often lemon or plum (may be with alcohol). Its role is to clear the taste buds before tasting further and to support the digestive process.

MAIN COURSE - as a rule, meat dishes are served after fish. In addition, for more dishes, white meat takes priority over lamb, rabbit over beef, and venison will be served last. Here, too, the portion should not be too large, so as not to "overwhelm" the other delicacies.

DESSERT - can be very diverse, hot or cold.

Finally, we can order coffee or tea (these are usually not a standard element of the tasting menu).

It is important that each dish has a good presentation and great taste, to achieve this you need to purchase ingredients from quality suppliers.

Some restaurants that only offer a tasting menu provide their customers with an experience that lasts three to four hours.

Other restaurants treat their tasting menus as demonstrations of typical dishes from specific countries or regions. This tasting menu is perfect for serving and receiving tourists.

Read more at:

https://kulinaria.trojmiasto.pl/Menu-degustacyjne-w-trojmiejskich-restauracji-n160654.html#tri

https://blog.monouso.pl/menu-degustacyjne-wledzowki-jak-wdrozyc-je-w-swojej-firmie/

The whole concept of tasting is to create small works of art from a few ingredients.

Vineyard snails fried with shallots and carotte, served with a wine-butter emulsion with garlic, topped with fresh chopped parsley.

Chopped sirloin tartare from organic farming, served with onion, marinated pepper and quail egg.

Morels stuffed with smooth guinea fowl mousse, fried in parsley butter, served with baked tomato.

Baked marrow from organically reared cows, served with garlic confit, pepper chips and herb toast.

Saffron broth cooked on Masurian fish, served with root vegetables, fried crayfish necks and pieces of fish.

Cod sirloin baked in herbal olive oil served on organic paprika and cauliflower mousse.

Pink-fried duck breast, served on organic beetroot puree and fried Brussels sprouts.

White chocolate goat cheese mousse, served with baked apple sorbet and sparkling wine with spinach meringue.

Menu degustacyjne w Białym Króliku.
mat. prasowe/Biały Królik

Menu degustacyjne w Białym Króliku.
mat. prasowe/Biały Królik

The first option - meat, includes: potato rosti with smoked salmon, goat curd with forest fruit, Kashubian herring, pickled hibiscus borscht on veal, haddock with white bisque and beans, mussels on pickled curd with sea buckthorn and almonds, in the vegan option you can try butternut squash marinated in honey marigold, vegan cottage cheese with forest fruit, boletus pâté lorrain or young eggplant with fig in the onion Jacqueline.

Read more at: https://kulinaria.trojmiasto.pl/Menu-degustacyjne-w-trojmiejskich-restauracji-n160654.html#tri

The menu is listed by experts as one of the leading gastronomic trends. In their statements, chefs often emphasize the role of seasonality in the menu. Why? Consumers subconsciously feel that seasonal products are the richest in nutrients, and therefore the best for their health. At the same time, dishes made on their basis are distinguished by an incomparable taste, which is possible only in the season!

By introducing a seasonal menu, we show our guests that we focus on the highest quality ingredients, and we care for interesting and varied dishes. Seasonality is actually the same benefits for the restaurant - image and taste.

Seasonality is easiest to emphasize with accessories. **Even the most traditional dishes can be refreshed with the right vegetables and fruits.** How to make them stand out on the menu? **It is worth remembering about diversity - it is the key to success.** Therefore, if possible, you should choose vegetables and fruit from local producers, as well as exotic ones from around the world. Such a menu excludes monotony.

Seasonality itself holds the promise of change and diversity. It is worth learning to juggle seasonal ingredients and introduce seasonal vegetables in different versions. For example, potato dishes are returning to favors. It can be used in dozens of ways: in salads, pies, casseroles and additionally enhance their taste with other ingredients characteristic for a given season. And the new potatoes? This is one of the main symbols of seasonality.

You can do the same with the entire product list. Celebrate the asparagus season with creamy soups and grilled salads. Also serve them with Hollandaise sauce or bake them with bacon. Strawberries, raspberries and blueberries will work not only in desserts - go ahead and add them to salads and meats.

In the fall, highlight mushrooms and pumpkins in your dishes. You can prepare soups, sauces and even your own preserves from them. Caramelized pears and plums must not be missing in desserts and salads!

WHAT IS CARVING?

CARVING - it is the art of decorating dishes and tables with imaginative carvings

various vegetables and fruits. The goal of carving is to make dishes or dishes

they made a more attractive and aesthetic appearance and attracted

customers. In the hands of carving masters, every fruit or vegetable turns into

work of art.

The homeland of carving are Asian countries, especially Thailand, China, and also

Japan and other neighboring countries. This art has been known for over 1000 years.

This art experienced its heyday during the Song Dynasty, which ruled in

China in the years 960-1279. The most important event related to

carving is the Loi Kratong festival, and Sukhothai is the best place in

Thailand to see him. Currently, the art of carving is given to foreigners and

practiced around the world, especially by chefs who through

this art they want to visually improve the effects of their dishes.

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HORECA
4VET

I O 2 QUALIFICATION

MODERN, FLEXIBLE LEARNING PATHS
– CURRICULA AND EDUCATIONAL PACKAGES (TRAINER / TRAINEE)
FOR THE HORECA SECTOR

Result 2: Modern, flexible learning paths - curricula and educational

packages (trainer / trainee) for the HoReCa sector

Developed by the project consortium:

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INTRODUCTION

The main goal of the HoReCa4VET (Project No.: 2020-1-PL01-KA202-082206) project is to increase access to lifelong learning of formal, informal and non-formal nature in the HoReCa industry by developing and implementing validation and certification models in accordance to European Qualifications Framework.

HoReCa4VET project contributes to the identification of learning outcomes in the framework of identified learning outcomes by employers based on current market demand, as additional professional skills in the European dimension, which can be acquired in three qualifications as part of the project: Creating flavours and decorating dishes; Kitchen work management and Management in the HORECA industry.

The qualifications developed in the project may complement the skills acquired as part of formal and non-formal education, as it is a response to the needs of the labour market identified in the conducted research.

Project result Modern, flexible learning paths - curricula and educational packages (trainer / trainee) for the HoReCa sector is based on the development of training in the work environment, cascading, flexible learning paths, activating didactic methods, modern, innovative methods teaching taking into account the specifics of HoReCa.

While development of the result, the great emphasis was put on the individualization of training, active and practical learning methods, solutions in organization and didactics. The methodology of developed curricula and educational packages focused on the best practices identified in the partner countries (Cyprus, Poland, Spain, The Republic of North Macedonia and Turkey). The modules were assigned to qualifications whereas the units to learning outcomes or professional tasks has been described by sets of knowledge, skills and social competences. Developed units and packages took into account the specificities of the partner countries.

Training program was based on the outcomes of the job analysis of IO1. The program describes learning outcomes that can be achieved through learning at the workplace.

HoReCa4VET team

MODULE 1: ORGANISING THE WORK OF THE KITCHEN TEAM

STAFF PLANNING

Staff planning is a process that aims to anticipate the human resource needs in a company, both for the present and for the future, in order to meet the objectives set.

In other words, it seeks to qualify and quantify the number of people who optimise results in the short, medium and long term, key information that can make the difference between profit and loss.

In other words, on the one hand, a company with a number of personnel below the optimum number does not manage to meet the objectives set (e.g. causing delays in production), and on the other hand, with a higher number unnecessary costs will be incurred.

Template planning can provide the following **benefits**:

- Identifying current and future staffing needs.
- Obtain a template with realistic dimensions for each moment.
- Encourage the promotion and qualification of the staff (career plans), taking into account the needs of the company at all times.
- Increasing work motivation.

Workforce planning encompasses a group of plans that are fundamental for companies to have a successful workforce. It consists of:

- Recruitment plan
- Training plan
- Career planning
- Promotional plan
- Staff cost plan

Some of these plans will be presented in other sections.

The staff planning process includes the following phases: (1) analysis of the current situation; (2) review of requirements; (3) strategy; (4) evaluation/review/planning.

Phase 1. Collect qualitative and quantitative information on the whole structure of the company, with the aim of knowing how many staff it has and what each one is doing (organisation chart, job description, staff rotation, etc.).

Phase 2. Through the previous analysis, the company knows what resources it has as well as the needs that will arise and are not covered. It is also important to take into consideration the fact that many companies are immersed in needs that vary substantially over time, e.g. seasonality. It is at this stage that special emphasis

would be placed on workforce planning, designating the jobs, activities and responsibilities of each worker or group of workers, mainly based on the activity of previous years.

Phase 3. Implement a staffing strategy to address results. Increase, decrease or maintain staff to meet needs, and staff can be transferred to new functions if their skills are not used (e.g. temporary employment contracts, functional mobility (for organisational reasons), etc.)

Phase 4. Finally, evaluate the strategy applied and, if necessary, make new revisions and planning. As discussed above, planning can be based on experience, previous reports or evaluation results.

Templates can be planned in the short, medium or long term:

1. **Short term planning**: This is when you plan for a period up to one year. This is where you foresee what will affect the Company in the short term, for example, retirements, layoffs, leaves, etc. Short-term analysis allows companies to know the personnel needs to be covered so that production is assured. However, it is also important to know how many people are needed in production and in the administrative area, i.e. direct and indirect labour.

   a. **Direct labour** can be foreseen with the following formula:

   b. Need for personnel = No. of units to be produced annually / units produced per hours × No. of hours per year

   c. **Indirect labour** (administrative) can be foreseen through an analysis of proven or experience-based organisational criteria and anticipated workloads.

2. **Medium and long-term staffing**: When estimating staffing needs for a period of 3 and 10 years. This is associated with a more complex compliance, because there is greater variation in the factors that influence the staff.

The following statistical methods can be used to estimate medium and long-term planning:

A. **Trend extrapolation**: Is a method based on historical data.

B. **Correlation and regressions**.

C. **Forecasting models**: This is the method that makes estimates based on expected and unexpected variables.

D. **Non-quantitative forecasting methods**: This is based on expert or specialist opinion and is often applied to complement the above methods.

Below are some examples of questions that help to understand the situation of the company:

- How many employees does my company have? And, how many workers do I need in my company?

- What technical skills do they have? And what technical skills do they need to have?

- What department are they in? Are they where they should be? What other departments could they be in?

- What responsibilities do they have? What functions do they perform? and what do they need to do?

- Do the workers have training, should I train my staff or hire trained staff, how many need to be trained?

- Are my workers' skills being used?

- With the current arrangement, am I optimising production?

- What changes can I make to optimise the jobs in my company to make better use of the resources and economic benefit?

TEAMWORK PLANNING

The importance of the work environment

The workplace is often portrayed as the root cause of employee discomfort, and is thought to induce backaches, weight gain and eye strain. While many modern-day offices do foster employee injuries, it is possible for workers to leave their companies each day healthier than when they arrived.

With careful planning and an understanding of the relevant research, facility managers can create healthy workplaces that minimise adverse health risks and the associated costs. Thoughtful design considerations, flexible user-controlled arrangements and a forward-thinking company culture are just a few elements that contribute to employee wellbeing within the physical workplace.

Sectoral internal factors are specified as follows:

1. High temporary hiring is one of the attributes of the HORECA sector, as a consequence of its seasonality.

2. The selection of personnel provides as a criterion the experience and other subjective criteria as a consequence of the immediate need for incorporation. Leaving aside training and other more impartial aspects.

3. Restoration requires hourly availability and work week fines.

4. Promotion is not very viable, normally, the companies are SMEs and there are few opportunities for promotion, therefore, to improve professionally, rotation within or outside the restoration is required.

Regarding the **internal organisational factors**, we can find the salary policy, the hiring policy, the evaluation of performance and the analysis and improvement of the work environment and working conditions.

In short, the characteristic internal factors of a company make specific reference to the set of situations that will directly influence the employee. It is determined that when a worker does not reach a certain level of satisfaction, he/she looks for another job.

The company aims to retain staff; otherwise it would greatly increase its costs. To achieve this goal, rotation must be reduced, and problems related to climate and job satisfaction that are eliminated from the worker must be solved. If you work on the so-called internal marketing, listening to the worker and negotiating beneficial conditions for both parties, the shortcomings, which characterise the HORECA industry as a sector with harsh working conditions in which a good part of the people who have access to work on it, are for temporary reasons.

DEVELOPMENT OPPORTUNITIES FOR EMPLOYEES IN THE HORECA SECTOR

1. **Adapt jobs to new business concepts based on home delivery.** The revolution of food delivery and its great use by customers means that hospitality companies have to adapt their structures to new positions, with the logistics part being essential when assessing functions. Therefore, hospitality companies and entrepreneurs must adapt to the new circumstances, adapting jobs to current customer demands.

2. **Cost saving as a flag**. In times of instability, transactions tend to be reduced and the priority is to achieve more profitability with fewer sales.

3. **Training as a tool for employee loyalty and recognition.** Good professionals are currently scarce and retaining the work team is going to be essential to reach the objectives.

4. **Closer gastronomic trends**. Consumer tastes have been turning towards proposals that are simpler in appearance and with clearly defined flavours. Looking for that memory or recognizable flavour of the main product, placing more and more emphasis on original and fun side dishes. In recent times, trends based on veganism or the increasingly determined commitment to the inclusion of plant-based products and other alternatives with which to overcome allergies and intolerances have been flourishing.

5. **New technologies**. Taking advantage of technological innovation is essential to give the customer a personalised, distinctive and quality service.

TALENT MANAGEMENT IN THE ORGANISATION

Talent Management is a process that adds value to your organisation in each of its phases. Talent management aims to **retain the most valuable assets of your company** in order to build loyalty in your talent and be efficient. Having a team with excellent professionals means better performance, and a competitive advantage.

It can be defined as the **set of integrated human resource processes designed to attract, develop, motivate and retain an organisation's employees**. Good human resource management within a company has become increasingly important, as the idea people are one of the most important assets within an organisation becomes more prevalent.

From the employee's point of view, proper talent management also allows them to see where their role fits within the organisation and, therefore, subsequently allows them to participate in the overall management of the company.

Managing talent in your company is estimating the knowledge, skills and performance necessary and / or desirable in order to obtain maximum value creation. This will allow you to design the set of policies and practices necessary to direct the aspects related to your human capital.

Generally, within the management and development of talent, we will find a relationship with sections of the module such as recruitment, training and / or performance evaluation.

ADVANTAGES

When assessing the value of implementing talent management, it is important to keep in mind its benefits. It is even more valuable when companies realise a new hire is up to three times more expensive for them than retaining a valuable asset. Human resource management experts identify the following timelines:

- The adaptation time of a new employee in the company can last up to six months. This time corresponds to the time it takes from their joining the company until they reach an expected level of productivity.

- The integration of a new employee into the company culture can take up to 18 months.

- For the new employee to get to know everything about the company's strategy and activity, this process can take up to 24 months.

All these reasons make it even more valuable for companies to retain workers who are part of their regular workforce. This is the strategy implemented by the most competitive companies. Companies grow through good human resources management, given they play an essential role in the company and increase its value. An organisation with talented people is a more competitive company, capable of taking (and offsetting) risks, and facing new situations.

STAGES OF TALENT MANAGEMENT

1. Define talent

For the talent management process to be successful, we need to correctly define what talent is. As for the business field, we will define the characteristics of talent for the organisation, such as competencies, skills and desired values in line with the mission and values of the company. In other words, defining talent is not easy...

Talent is defined based on the needs of the company, its customers, the way it works, the leadership style, the job, etc. It is a complex term that depends on the characteristics of each company.

In a summarised way, Talent can be summed up by Power, Wanting and Acting:

Briefly, it is essential to achieve **a proper fit between the business needs of your organisation and the individual needs of each employee**. The following are questions, whose answers can place the current and future needs of a company:
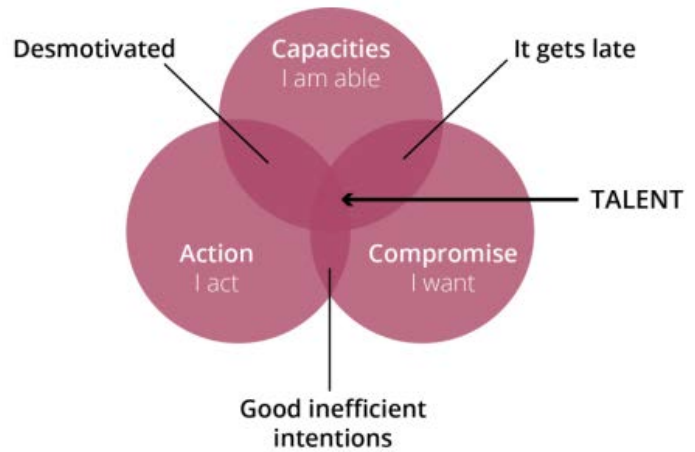
2. Attracting talent

To attract talent, it is necessary to generate a brand as an employee, achieving greater visibility for the talent that you want to capture. It has to be analysed where the company is at and where to direct it, oriented to the active search for new talents and generate new contacts.

Attracting new employees will give value to your company. **It is very important that you know the qualities that the company has and rely on them to be able to capture the different candidates and achieve the goals and objectives that are proposed**. The person dedicated to attracting applicants to the job should be based on three fundamental aspects to effectively achieve that recruitment.

To do this, you should:

▪ **Write in detail the profile you are looking for** (responsibilities, minimum experience in the position, language requirement, availability to travel, etc.).

▪ **Describe what skills are available to the candidate to qualify for employment** (leadership, communication skills, etc.).

▪ **Have the ability to promote the position in a professional, serious and attractive way** (through the corporate website, job fairs, dissemination among employees, etc.). This part can be found in the Selection and recruitment section.

Creativity is essential when attracting talent, because the person in charge of recruitment must use different resources that are motivating. In addition, we must also have the ability to make a choice of optimising costs and leaning flexibly on new social networks, agreements with universities or internal promotions.

How you can attract talent:

1. Work for the Brand as an employer.

2. To get workers into ambassadors of the companies.

3. Define clearly the type of talent you are looking for.

4. Actively look for new talents in fairs, forums, universities…

5. Keep a database of candidates updated.

How not to attract talent:

1. Give an unrealistic image of the company outwards.

2. Do not take care of your employees and that they speak badly of the company.

3. Stay only with the candidates that show interest.

4. Do not publish profiles and values that you look for in candidates.

3. Value talent

To assess talent it is advisable to detect what we have within the organisation, with an **established system to measure talent**, clearly defining what is measured and why it is measured, creating a map of talent.

The starting point for us to develop talent assessment tools are competencies and objectives.

Reflecting on the competencies of the organisation and on which ones we should focus to achieve the objectives and results derived from the Strategic Plan and achieve competitive advantage in the market, will be a key success factor:

The detection of individual potential in the company is the most important prediction variable of the success of an individual in a given position.

4. Developing talent

It is also necessary that we know the concerns and motivations of the different talents that we have detected in the company to establish different actions adapted to the needs of each person, always according to the possibilities of the company.

Development actions can be carried out both inside and outside the workplace, following up on these plans to assess that the actions implemented are adapted to the needs of the workers and the company at the present time, and even in the future.

The development of professional careers is usually collected under the concepts of:

- **Career planning**: When the problem is analysed from the employee's perspective.
- **Career direction**: When done from the perspective of the company.

Companies must assess the real career possibilities based on their strategic needs. The number and specialisation of people with high potential will probably not match the number and specialisation of employees who may have a real career opportunity within the company (horizontal or vertical promotion). It is essential not to create false expectations for employees regarding future promotions.

On the other hand, the possibility of creating a **succession plan** involves planning the possibilities of replacing personnel in the short, medium and long term. This situation allows companies more stability, as they will be prepared for personnel losses, both planned and unplanned.

This plan must contemplate each job or the most important (strategic) and identify who will be the most appropriate people for each.

In case we cannot identify any internal person with the necessary characteristics in the short term, it is essential that we use **external recruitment**.
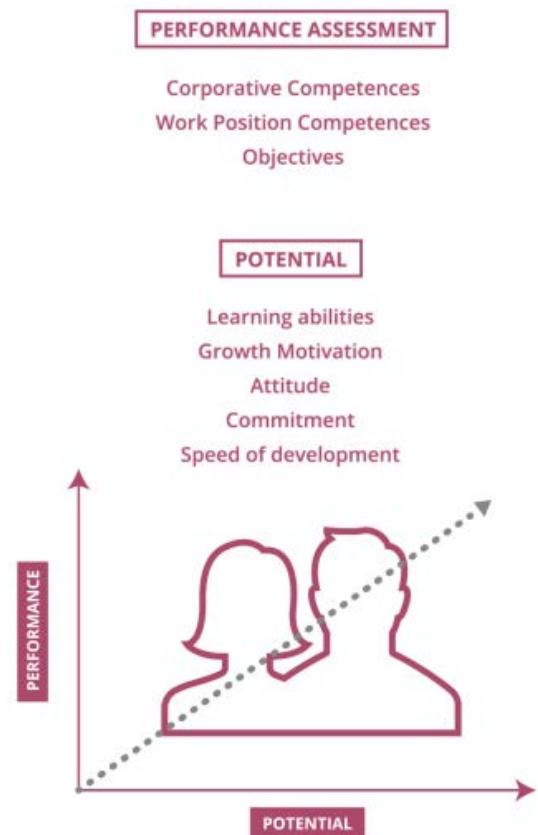
5. Retain talent

It is important that we **analyse the atmosphere of the organisation continuously over time, assess the concerns, motivations and needs of workers**. In this way, we can detect the motivations that drive the orientation of good performance to continue developing strategies that add value to the company.

The establishment of strategies for the retention of people in our companies is fundamental, since this depends on the monitoring and continuity and integration of them to the changes in the environment.

Human talent is a strategic resource, since it is valuable, inimitable and irreplaceable and it is also a sustainable competitive advantage. Companies must take care to retain human talent. The workers have the knowledge, the experience, the skill and as time goes by they specialise in carrying out the work in our companies.

The retention of talent arises from the need of companies to maintain the most valuable assets, and that the employees who remain do not suffer the consequences of rotation:

- Demotivation of the group.
- Restructuring of work plans.

The importance of retaining the best talents as a business strategy entails evaluating the methods and good practices in personnel management, employed from the moment in which the recruitment of the professional, the induction and the planning of objectives of the organisation is carried out.

And what are the fundamental points for the retainment of talent?

- Ask employees, talk to them and know what they need.
- Detec motivations that show a superior performance.
- Try to have all needed resources.
- Reward the good work done.
- Consider a strategy, be coherent as a business and show a real concern about employees' situation.
- Not only speak, but also listen carefully.

Among other things, it is essential that our organisation:

- **Motivates**, as long as it starts from the basis of a fair salary, there are important non-monetary incentives for talent retention (conciliation, emotional salary, etc.).
- **Working conditions** that provide people with adequate tools and technology to perform their tasks, in addition to the comfortable working day, the appropriate ergonomic, hygienic and temperature conditions.
- **Recognition**, understood as positive feedback when tasks are performed well and the contribution to the company is worthy of being taken into account.
- **Attractive job opportunities** within the company to ensure that the employee is motivated to undertake new projects within the company, feeling satisfied.
- **Feeling of belonging**, based on the link between employee and company that strengthens the existing relationship (e.g. the worker is proud to belong to the company).
- **Training** to grow and develop professionally, improving processes and personal satisfaction, relating to the improvement of position in the company (e.g. offering training courses by the company).

ABSENTEEISM

As explained, employees implicitly ask to keep their commitment to the organisation a series of items:

- Training.
- Job security.
- Flexibility.
- Punctual salary.
- Good working conditions.

The breaking of these conditions, as well as responsibilities not adapted to the position, excessive workload, etc. entails a decrease in motivation, decrease in performance, increase in absenteeism and increase in staff turnover.

For all these reasons, it is essential that we maintain an adequate working environment, since in case of not obtaining it, there are usually negative consequences on the physical and mental health of the workers and the operation of the company. Absenteeism is a defence against job dissatisfaction.

Hereunder, you can find a clear division of factors that affect someone's workplace situation: labour and organisational reasons.
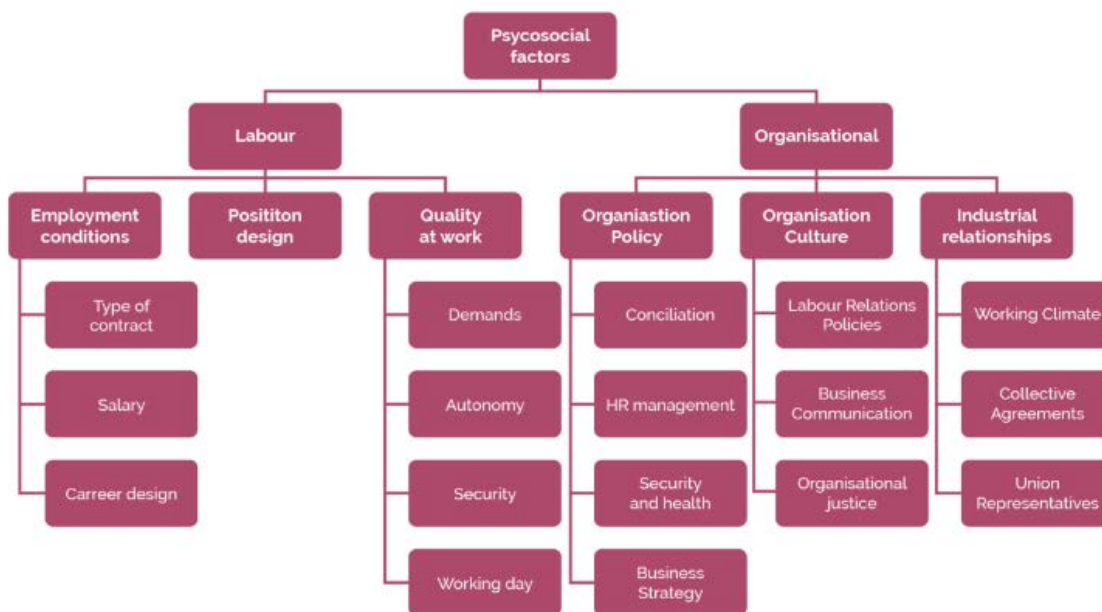
INTERDEPARTMENTAL COOPERATION

Throughout history, the importance of human relations in the field of restoration has been underestimated. However, starting in the 1980s, the role of the employer in the HORECA industry began to require a certain management both in economic matters (budgets, costs, planning, etc.) and in labour matters (labour law, trade union law, etc.).

There is currently an existing correlation between kitchen management and personnel management; the kitchen manager must work closely with the personnel manager, indicating the profile of the worker to be recruited, transmitting the behaviour of the staff, etc. In addition, these two figures must jointly take care of IT and marketing in the HORECA sector. Next, a figure that shows the concordance of some areas with others, so that the activity of the business is carried out successfully.

TALENT KNOWLEDGE INTEGRATION AND TRANSFER BETWEEN DEPARTMENTS

The integration and transfer of knowledge is something that will benefit all parts of the company.

Having a structured process and being able to transfer knowledge within an organisation has a significant positive impact on the success rate of projects and initiatives. The success of the company is linked to the high development of talent management, as well as to the high level of correlation between the different roles and departments.

Different studies, such as one conducted by the American Society for Training and Development in collaboration with the Institute for Corporate Productivity, determine **the following practices have a positive effect on talent management**:

- Standardise review and feedback processes;
- Assign a sole functional owner, with regard talent management;
- Develop an organisational culture which supports talent management;
- Ensure consistency between talent management activities;
- Increase the visibility of talent management initiatives.

MOTIVATION METHODS IN THE HORECA SECTOR

- **Create a good atmosphere**: Working in a HORECA establishment where a good atmosphere prevails is basic. The better your employees feel, the better their performance will be, since they will be calm and happy.

- **Train them**: A crucial motivation for any employee is to see that his/her boss bets on him/her. And training is, without a doubt, a great recognition. If you help your workers to train, you will be giving them the opportunity to improve and, at the same time, you will get them to perform their work better.

- **Communication**: Communication is the basis of all human relationships. Communicate with them properly, listen to them, let them be part of your project and you will be able to form a good team in which everyone feels valued.

- **Recognize their efforts**: Everyone likes to be recognized for their work, therefore, do not skimp on congratulations if the results deserve it. Recognizing a job well done will increase the satisfaction of your employees and will motivate them to continue working in the same or better way.

- **Be flexible**: Your employees are people and therefore have their own lives outside of work. Most of the time, in the HORECA industry, closing times can be longer than expected. Therefore, try to be flexible also in the entry times. Compensate them with days off that can be combined between them so as not to leave the kitchen unattended. They will certainly thank you.

- **Reward financially**: If your workers have decent wages, they will feel that they are being duly compensated for their work. What will keep them motivated and wanting to give it their all? Dividing the tips equally among them and compensating them financially, if the benefits allow it, will make them feel part of the business and motivated to continue working with the same intensity.

- **Promote camaraderie**: Try not to make comparisons between your employees and, much less, that some feel more cared for or valued than others. Treat them all the same and try to help each other. Teamwork is the key to making any team work.

- **Take care of the facilities**: Working in a clean and well-kept place will make them perform their functions with greater ease. Make sure that the bathrooms are always in good condition, that your work tools are in perfect condition and carry out continuous maintenance of your premises.

- **Involve them**: Let your employees be part of everything. Listen to their proposals and try to carry them out if they can be beneficial for your business. If you want to make changes, explain the reasons and let them give you their opinions, after all, the workers spend many hours in your premises and are perfectly aware of the possible shortcomings that the kitchen may have.

Other actions in order to...	
Motivate employees	**Demotivate / Avoid in the workplace**
• Promote the desire for belonging, achieving goals and planning joint actions.	• Business policies such as favoritism, unvalued promotions and the like.
• Offer opportunities for the employee so that they asume responsibilities and greater leadership.	• Too many rules, excessive control.
	• Poorly designed work processes.
• Guarantee measures for individual development and improvement, especially to strengthen their skills.	• Lack of supervisión.
	• Insufficient resources.

MOTIVATIONAL THEORIES

As a summary of the best-known theories of motivation so far, a summary of the three best-known so far are included. Of the three, the most applied to Human Resources systems is Maslow's Theory, although we can also find the Alderfer and McClelland Theories.

Knowledge of these theories can help us better understand the causes of motivation behind an employee:

- **Maslow's theory**: Motivation is a function of five psychological needs: physiological, security, affection, recognition and self-development. The basic principle of the theory is that the needs of an employee can be placed in different positions where the basic needs are at the bottom and the most developed at the top.

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What Motivates Employees ?
Maslow's Hierarchy can help us — understand Employee's motivation

Purpose
Employees whose work enables them to contribute towards a greater cause that they believe in, are driven by a higher sense of achievement and fulfillment.

Learning & Growth
Employees who have the opportunity to continuously learn and are challenged in their job, are motivated by a sense of achievement and personal development.

Belong & connect
A sense of belonging and connection can only be fostered in an environment of fair and just treatment for all Employees. Employees must have a sense of pride in being part of the organization.

Fairness
Consistent fair treatment of all employees is the foundation for creating a culture of trust within the organization. Mistrust within the organization will lead to high stress levels and low motivation.

Self-Actualization
Able to contribute positively towards a greater goal, Contributing to Humanity, Building a legacy.

Self-Esteem
Respect of management & colleges, appropriate level of decision making independence, Fair Performance Management System, Career Growth, Personal Development

Love & Belonging
Comradery among colleagues, Inclusiveness (lack of discrimination), minimal office politics, Collaborative Culture, no blame culture

Safety & Security
Fair treatment of Employees, Workers rights, Safe working environment, Medical Insurance, etc.

Physiological Needs
Job Opportunity, Fair Compensation, Reasonable working hours, Fair benefits, access to food & drinks, etc.

Independence
Employees empowered with the appropriate degree of choice and autonomy have a greater level of pride and ownership in their work.

Voice & recognition
Employees who are able to voice their views and ideas across feel that their contributions are recognized and appreciated. Employees are then better able to realize self-actualization.

Opportunity to contribute
Employees must be provided with the appropriate opportunities to contribute at a level appropriate to their capabilities. If they do not feel valued, they can feel threatened which will negatively impact their performance.

Security & Certainty
High levels of uncertainty in the organization leads to employees feeling insecure & threatened. This has a negative effect on employee performance and productivity levels.

- **Alderfer Theory**: Motivation is a function of three basic states: existence, relationship and growth. Frustration at a higher level implies disdain for the next level.
- **McClelland's Theory**: Motivation based on the needs of: belonging, power, competence and achievement.

ADVANTAGES OF CONTINUOUS HOURS IN HORECA

Beyond adapting to the restrictions derived from the measures to deal with COVID-19, continuous hours also provide relevant advantages for the HORECA businesses.

- Increases employee motivation due to personal time gained for their personal life.
- Strengthens identification with the project and with the company by associating the company with an organisation that takes into account its needs.
- Reduce the stress generated by longer hours.
- It stimulates the optimization of time, by condensing the same tasks in a smaller number of hours.
- It teaches planning, for the above reason: there is no optimization of time without planning.
- It allows learning and teamwork due to the importance of personnel management or shifts within this planning.
- Improves rest, especially by avoiding transportation to the workplace half the time.
- It facilitates work disconnection, so demanded by the templates, by having schedules that allow rationalising the day.

- Explore new facets of the workers, who now have possibilities such as taking advantage of the time gained for training or others.
- Increases productivity, as a direct consequence of many of the points covered in this list.

TEAM GOALS AND TASKS

Beyond hiring quality staff with extremely high knowledge in the area of HORECA, it is about ensuring that everyone is able to work in synergy, hand in hand with each of the company's purposes and values. To achieve this efficiency in management, some of the gastro coaching techniques that are recommended are:

GOALS

- Carry out training sessions in which the skills of the team members are understood and, based on this, assign them roles and responsibilities, in this way their skills will be enhanced.
- Generate team confidence by delegating activities in accordance with their area.
- Guarantee a healthy work environment where good actions are rewarded and problems are solved without fear of sanctions.
- Encourage cooperation with exercises and recreational activities that improve their communication and skills.
- Gather team members and involve them in decision making such as defining goals and objectives.
- Promote the commitment of the staff, so that they feel part of the company, sowing in them the corporate identity and culture.

EMPLOYEE FEEDBACK LOOPS FOR TEAMWORK

What is a feedback loop and what is the relationship with HORECA HR management?

Basically, a feedback loop is a concept to express an action that also has an effect on the origin of that action.

In human resource management, it involves communicating information to an individual about how it affects others. It involves highlighting good behaviours, praising positive actions and adjusting actions that require improvements. This involves involving the employee in a skills development loop, where at each new cycle the employee's resources are re-evaluated and readjusted if necessary, to correlate them with the company's objectives.

Benefits of the application of feedback loops

The strategy of feedback loops impacts almost all of the areas of an organisation because it can serve as a way to **increase productivity in an individual's performance**, **project teamwork**, and/or **processes**.

From an individual perspective, feedback loops help to regularly identify areas for improvement in any specific task. Turning these potential improvements into actionable work items and making it easier to track and address the key challenges we face, related to any task, product or process.

In the project teamwork perspective, feedback loops help teams to have more coordinated, collaborative, and committed deliverables. Plus, they can also encourage more proactive and shared ownership within the team, improved team performance, and agility.

And the best part is that this way of interaction, because it is constant and continuous, allows them to be integrated in the organisation culture and become an essential part without requiring any external input once again. Allowing the integration of all of these positive management principles.

The Components of a Feedback Loop and How to Build an Effective System for Your Business
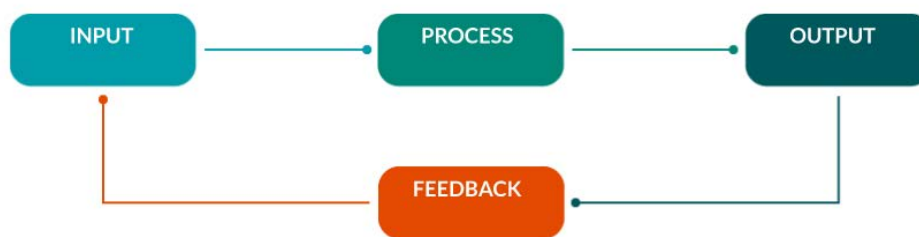
COACHING AND/OR TRAINING TO DEVELOP INTERNAL EMPLOYABILITY AND EMPLOYEE DEVELOPMENT IN THE HORECA SECTOR

Employability is a term used to describe an **approach to human resources management in which employers provide jobs and opportunities to develop skills** that can be used to build a mobile career, 'generalised investments in employees'.

Employability is different from employee mobility in the sense that employability refers to the transversal skills the employee develops and takes to every position he/she holds within the organisation (job-securing skills), while organisational mobility refers to movement of employees to different job positions which may incur the development of position specific skills.

Coaching in a business environment is a **training method** in which a more experienced or skilled individual **provides an employee with advice and guidance intended to help develop the individual's skills, performance and career**. Coaching is distinguished from similar HR practices as mentoring and counselling (as a step in a progressive discipline system).

In contrast to mentoring programmes, coaching and training programmes have a **wider applicability** and they **impact** employee mobility and internal employability. Coaching and training is more geared towards a short term development support in updating employee skills, the focus is placed on the development of job specific and securing skills, and the provision of social support.

At a general level, coaching and training are processes of developing the skills of employees for helping them successfully respond to the challenges of the work position, while **mentoring** is the process of developing the core skills by providing employees with opportunities to undertake new positions.

Coaching between current and former employees **creates added value** not only for the company, but also for society as a whole, by encouraging the creation of links between individuals. It is not only beneficial for the coachee and the organisation, it is equally beneficial for the coach.

On the other hand, **involving former employees in the company's Human Resources Management strategy** is a way to **keep the know-how** within the company and to perpetuate it. For retired people, occasionally

coming back to the workplace to talk about their experiences, to pass on their knowledge, their successes and their difficulties, enables them to continue to maintain a link with the company.

For today's employees this brings another dimension, which extends beyond professional and economic expectations. It is a perspective where the link between individuals continues to be created even if they are no longer directly involved in the objectives of their company.

The aim is not to promote a model where the boundaries between the end of working life and retirement fade away, but to **encourage the creation of social links between people** who have had their involvement in the life of the company for a longer or shorter period of time in common. The focus of coaching is placed on the internal coaching programmes which allow and support this type of social and development link among the employees in the company.

EXTERNAL VS. INTERNAL COACHING PROGRAMMES

An organisational coaching programme which focuses on broad organisational objectives, major transitions, culture shifts, developing leadership, increasing engagement and retention, or any other goal, or challenge, positively impacts the overall business. Coaches work with both individuals and groups, within the business to continually align efforts and decisions with the overall goal, vision and mission of the organisation.

Some organisations hire full time coaches, train existing leaders to function as coaches, or partner with an **external coaching service** to design and run their programme. In some cases, an external coaching service will be hired to run the programme initially, but part of that effort will be to create a coaching culture and train leaders to take over and drive the coaching programme after the engagement ends.

As the role of the coach is to bring out the best in others, HR managers need to guide them to capitalise on their strengths, create impact, and support them with tools and strategies to continually grow.

Compared to the external coaching service, an **internal coaching programme** is long term and has the power to drive real change within the organisation. It is becoming more popular, especially because this type of programme is often more cost-effective, but also company specific and can be more successful in developing employees if the organisational culture is supportive. Internal coaching engagements are usually shorter, have a specific number of sessions and are aimed at individuals who are early in their leadership journey. Internal coaches can leverage their knowledge of the company culture, processes, and key leaders to help the coachee achieve improved performance or overcome challenges.

DEVELOPING COACHING SKILLS

Once the attitudes and beliefs are in place, the next step is **building and refining the skills of the employees who will serve as coaches**. Thus, the third step in launching the internal coaching programme is the focus on developing the coaching skills. There are **3 sets of skills that are essential to being a strong coach**:

1. **Skill One: Active Listening**

A coach's number one task when it comes to internal coaching is to help coachees identify, learn, and apply new and/or different skills or ways of working. To achieve this, the coach needs to practise active listening. The same can be challenging because research indicates that, on average, adults have short attention spans and offer focused attention for up to 17 seconds at a time. This does not allow for the type of depth and understanding

needed to truly hear and empower the coachee. Paraphrasing is a critical part of active listening. Impactful coaching conversation consists of listening and paraphrasing. Paraphrasing allows the coachee to hear back what they were saying, in a drilled down, clarified way. Even if the paraphrasing isn't repetition, rephrasing the same message helps them make sense of their thoughts and contextualise their understanding.

2. Skill Two: Focused Questions

The next stage of effective coaching is developing focused (powerful) questions. Powerful (or focused) questioning means using open ended questions to take a participant deeper into their own experience and closer to what matters most. Questions that cause a person to think more deeply and give more thought to an answer are more powerful. The key is to ask a question that may cause the person to dig deep or consider a possibility that they had not previously identified. Additionally, a powerful question should be no more than 5-7 words so that a listener is very clear on what is being asked of them.

3. Skill Three: Goal Setting

One of the things that make coaching so effective is that the coach is helping push the coachee towards a self-identified goal and consistently bringing them back to reflect on the stated goal. Coaching can happen without goal setting, but it should be applied to support employee mobility and internal employability.

THE ORGANISATIONAL CULTURE

Usually the organisational beliefs and shared values are not explicit, are not defined, written or documented, but they are implicit. People know them day by day, by the way they work in the company. Although not explicit, **organisational culture can make the difference between success and failure**.

It is the set of perceptions, feelings, attitudes, habits, beliefs, values, traditions and forms of interaction within and between groups in all organisations.

The organisational culture can facilitate the implementation of the strategy if there is a strong coherence between the two or, on the contrary, prevent or delay its implementation. If we accept the premise that business strategy, in addition to leading the company towards the achievement of certain economic objectives, serves as a guide in its constant search to improve its operation, it can therefore be deduced that culture can and does influence the results of the company's activity.

It is important to keep in mind that the culture of the company can have a significant impact on the company's activity, so it is important that it is constantly reviewed with the aim of making sure that the objectives are being met.

Culture is not something eternal, stable and invariable. It is something that is created over time and that can change with the evolution of the organisation. Furthermore, organisational culture is not something that simply belongs to an organisation. Culture can be typical of a division, a department or a work team. This is not good or bad in itself, it will depend on the situation and the way in which it is necessary to develop the work to achieve the organisational objectives.

CHARACTERISTICS OF ORGANISATIONAL CULTURE

Business culture has certain characteristics that are key to achieving a positive impact on both human relations and the projection of the organisation. It is up to each company to apply or adjust them according to its vision. These are some essential characteristics:

- **Physical space**: The physical space of an organisation also affects and can imply the idea of the culture of a company. Some of these elements would include how to distribute and delimit the space (shared, open spaces, closed doors, security, fair distribution, etc.), possible personal and / or corporate decoration (personal photos, work photos, professional titles; logo of the company; exhibition products; ostentatious decoration) and even the functionality of the space (presence / absence of social spaces, order, cleanliness, time to relax).

- **Risk tolerance**: Refers to the degree of freedom that employees have to make risky decisions.

- **Proactivity**: Refers to the degree of independence that individuals have to make decisions for themselves within the organisation.

- **Identity**: Refers not only to the image of the company (graphic identity, logo, distinctive colours, etc.), but also to the degree of coherence. The more consistent the identity, the more enduring it will be over time. This normally refers to the degree to which people who work in the company identify with it. In the most superficial, it also refers to the style, appearance or clothing imposed by the company, the freedom and individuality of style or other related.

- **Shared culture**: Refers to the values, beliefs and behaviours that are shared by the members of the organisation.

- **Communicational model**: Implies a hierarchy in terms of functions and processes in the company's internal communications. Communication is an essential element for training and maintaining the organisational culture of a company. Some important elements are the procedures for establishing the exchange of information and ideas (mail, telephone, face-to-face, etc.); the facilities to find certain people in the organisation (facilities, a lot of administration, availability) or the way in which meetings can be requested or formalised (formal, among colleagues, people needed in them, answered opinions, etc.).

- **Control**: A characteristic to validate the fluidity of processes in organisations is the degree of direct supervision of employees. Generally, to a greater degree or number of supervisors, the processes are less fluid.

- **Incentives**: Business culture must contemplate the existence or not of an incentive system, as well as the criteria with which employees can enjoy them: productivity, seniority, etc.

One of the most important concepts related to Organisational Culture are the **mission, vision and values** of a company.

These three concepts define the objectives of the organisation and are also a fundamental part of the definition of culture of an organisation since they are at the base of the other concepts.

In many cases the objectives of the company will determine, in one way or another, how to achieve them, and how employees must behave in their workplace.

Having a well-defined mission, vision and values is essential for the development of an appropriate organisational culture for the objectives of a company. Coherence is essential for workers to accept and internalise the culture of their organisation.

MISSION

It defines the *raison d'être* of the company, the needs they cover with its products and services, the market in which the company develops and the public image of the company or organisation.

The company's mission answers the question: why does the organisation exist?

When defining the mission of our organisation, we must bear in mind that **three fundamental elements** must be present:

1. Description of what the organisation does (what to do).
2. What is the objective of our work (who is going to implement it).
3. What is unique about the organisation (what makes us different from the rest).

Some other answers:

- What was the company created for? (original idea, needs, satisfaction, etc.).
- What does the company know well? (diagnosis, products, personal selection, etc.).
- What does the company lack to provide its employees? (security, change of promotions, personal and professional development, etc.).

VISION

Define and describe the future situation of what the company wants to have. The purpose of the vision is to guide control and encourage the organisation as a whole to reach its desired state.

The vision of a company is the answer to the question: how do we want our company / organisation to be in the following years?

- What position does the company have with respect to the position it wants to occupy in its sector in the coming years (in sales, profitability, quality, innovation, etc.)?
- Is there a company in the same sector or any other, even worldwide, that the company would like to look like?
- As a worker, what would you like the company to achieve / convert so that as a worker you are committed and proud?

It is important that the vision of the company is shared by as many workers as possible. To establish a long-term future and positive evolution, it is essential that the aspirations of the workers can be fulfilled and that they feel that they participate in the advancement of the organisation.

VALUES

It defines the set of principles, beliefs and norms that determine the management of the organisation. Values are guiding principles that guide and share the members of an organisation.

The basic objective of the definition of corporate values is to have a frame of reference that inspires and regulates the life of the company.

Values are one of the fundamental pillars of the organisation's culture, although not the only one, of course. It is very important to define in a manner consistent with the objectives of the company. If you want workers to feel

part of the organisation and collaborate in the evolution and search for the vision, these values must be shared and accepted by all, they must never be imposed.

Some questions to work on values:

- What values are considered important in the company? (Quality of service, customer orientation, teamwork, results orientation, etc.).
- How are the values reflected in daily work?
- How important is each of these values in the company? (On a scale of 1 to 5, for example).

Examples of values:

- Customer orientation.
- Commitment to results.
- Sustainability.
- Interest in people.
- Social responsibility.
- Integrity.

ORGANISATIONAL TOOLS

Companies often use **organisational charts** to set up a system of division of tasks and personnel that suits their needs. The organisation chart of a company consists of the informative graphic representation of the company's structure. It represents the company's employees and human resources, as well as the departmental structures, and is a good outline of the hierarchical relations within the organisation.

Each company will have its own organisation chart that will depend on its activity, its production volume and its business culture.

The preparation of an organisation chart serves to:

- Formally form hierarchies between the different positions and departments.
- Clarify responsibilities and workloads (processes, communication, etc.).
- Reflect the role of each position in each company.
- It facilitates the global vision of the organisation to the new incorporations.
- Clarifies hierarchical dependency.
- Formalise internal relationships.

It is convenient to have different organisation charts, general (company), specific (areas or departments, processes), functional (tasks to be carried out by each one) or relational, depending on who will use the organisation chart and its purpose.

A well-defined organisational chart facilitates both day-to-day management and strategic planning. Some of the basic elements that all companies have, are shown in the following points:

- **Management**: The senior management part of the company. They are responsible for making significant decisions for the organisation.
- **Middle line**: Includes all the middle managers of the company. They can be said to be the link between the top management and the line of operations of the organisation.
- **Core of operations**: Made up of the workers who are directly related to the production of the good or service and its distribution.

Other components of the company can be:

- **Technostructure**: These are analysts outside the company's management who analyse and present changes to the company's structure (extensions, restructuring, etc.) to make it more efficient.
- **Support staff**: This is a part of the company that does not collaborate directly in the performance of the activity, but is dedicated to support functions for better performance. They may not be part of the company, but rather be subcontracted (e.g. consultancy).

However, not all of these elements are presented in the organisation chart of the company since depending on the sector and the type of company these may vary. This will also depend on the size of the company, regardless of whether it comes from the same sector.
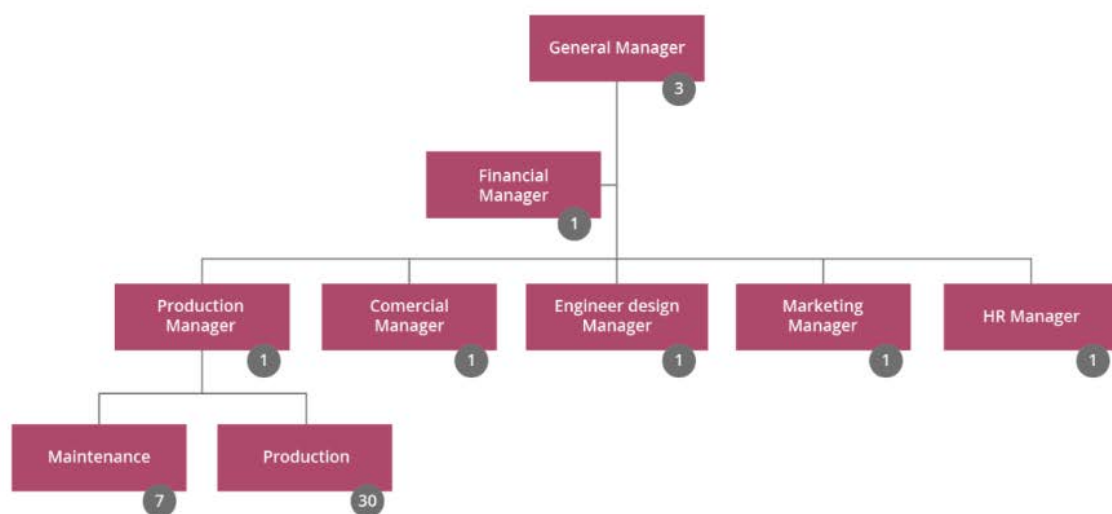
TYPES OF ORGANISATIONAL CHARTS

Below are the most expanded organisational charts in the organisations:
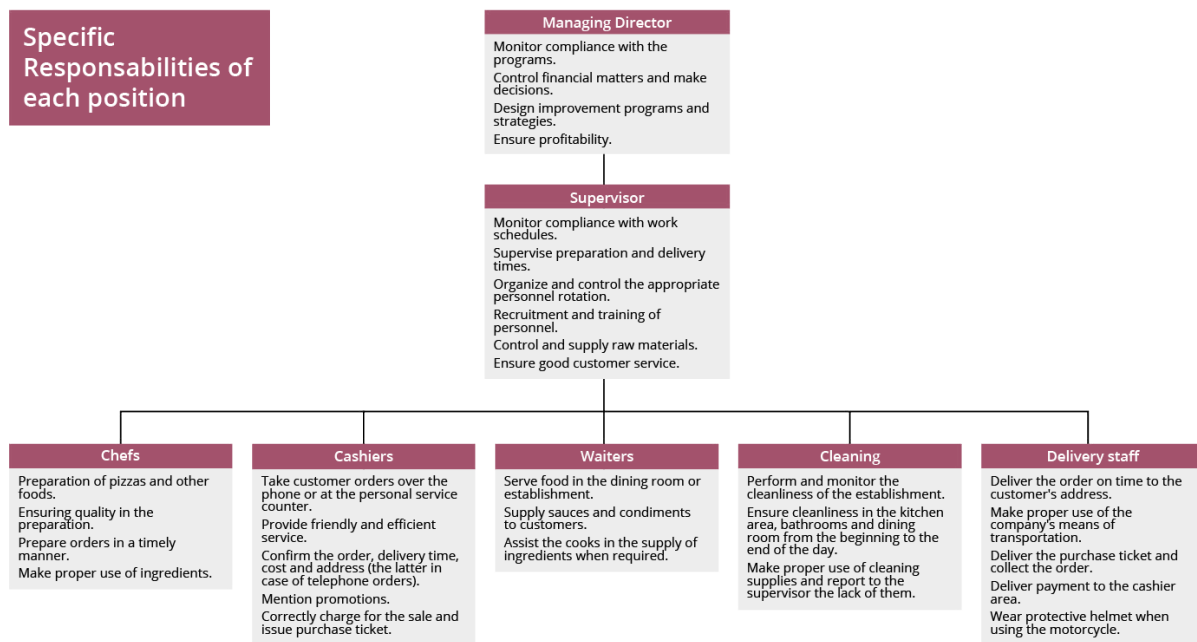
SIMPLE ORGANISATION

The most common in small and medium enterprises. It mainly involves managers and the core of operations, and does not have the other possible elements.

This structure allows for fluid communication between senior management and operators, an essential point when it comes to new companies that are adapting to the environment and need to be flexible.
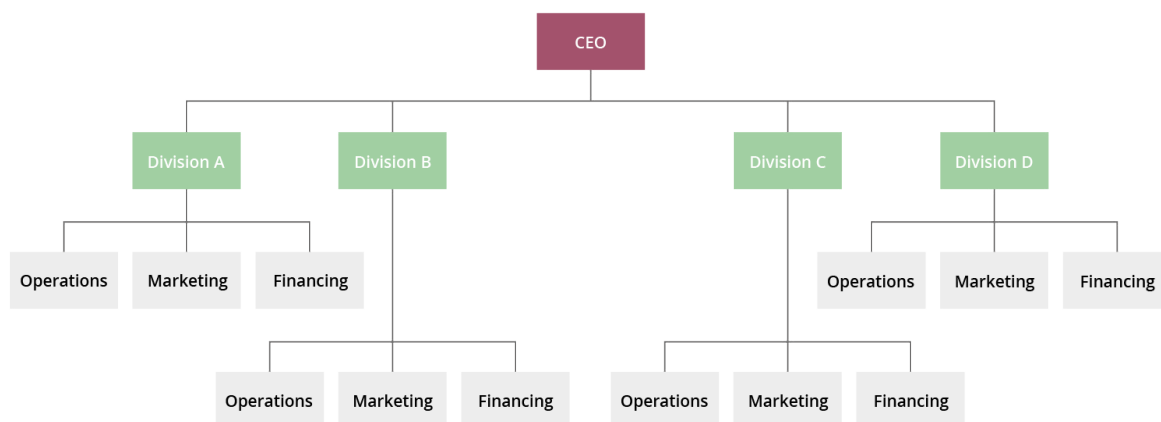
FUNCTIONAL ORGANIGRAM

This representation includes the main functions assigned to the different work centres, as well as the units and their interrelations. This type of organisation chart is very useful for training staff and presenting the organisation in a general way.

Specific Responsabilities of each position

Managing Director
Monitor compliance with the programs.
Control financial matters and make decisions.
Design improvement programs and strategies.
Ensure profitability.

Supervisor
Monitor compliance with work schedules.
Supervise preparation and delivery times.
Organize and control the appropriate personnel rotation.
Recruitment and training of personnel.
Control and supply raw materials.
Ensure good customer service.

Chefs
Preparation of pizzas and other foods.
Ensuring quality in the preparation.
Prepare orders in a timely manner.
Make proper use of ingredients.

Cashiers
Take customer orders over the phone or at the personal service counter.
Provide friendly and efficient service.
Confirm the order, delivery time, cost and address (the latter in case of telephone orders).
Mention promotions.
Correctly charge for the sale and issue purchase ticket.

Waiters
Serve food in the dining room or establishment.
Supply sauces and condiments to customers.
Assist the cooks in the supply of ingredients when required.

Cleaning
Perform and monitor the cleanliness of the establishment.
Ensure cleanliness in the kitchen area, bathrooms and dining room from the beginning to the end of the day.
Make proper use of cleaning supplies and report to the supervisor the lack of them.

Delivery staff
Deliver the order on time to the customer's address.
Make proper use of the company's means of transportation.
Deliver the purchase ticket and collect the order.
Deliver payment to the cashier area.
Wear protective helmet when using the motorcycle.

DIVISIONAL FORM

Typical of large companies that need a more complex structure because of the type of work they do or their size.

It has a structure in which all the elements appear but the core of operations is formed by other complete organisational structures. Therefore, there is a very broad hierarchy in the company, as shown below.

CEO

Division A — **Division B** — **Division C** — **Division D**

Division A: Operations — Marketing — Financing
Division B: Operations — Marketing — Financing
Division C: Operations — Marketing — Financing
Division D: Operations — Marketing — Financing

MATRIX STRUCTURE

It represents a corporate structure in which employees participate in specific projects while continuing to perform their duties. Dual channels are used: on the one hand, the main hierarchy; and on the other, specific programs/projects.
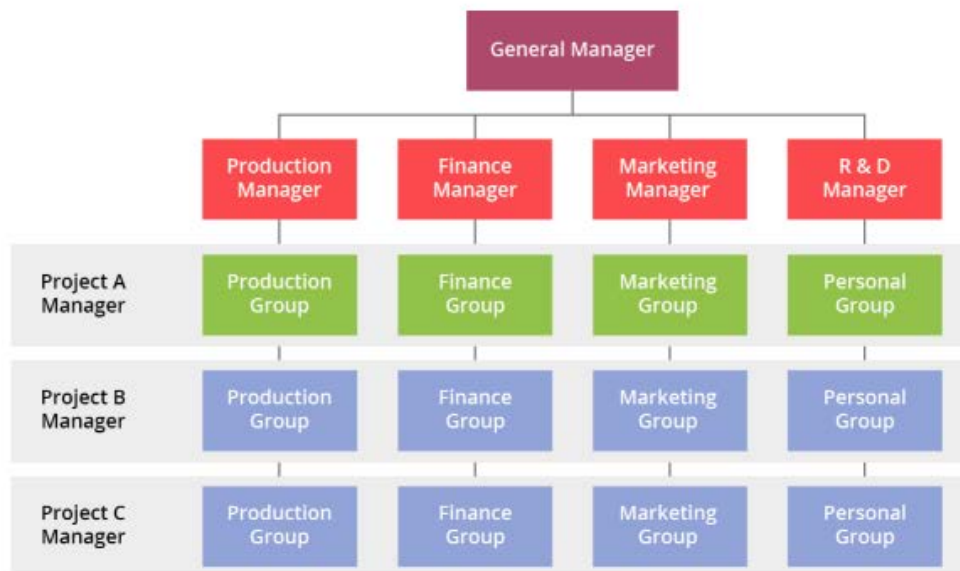
How can I make the organisation chart of a company step by step?

First of all, you must consider that the same person can occupy several departments at the same time; several departments can be united by carrying out tasks from the same person, and you can even have one or more outsourced departments.

Once with this in mind, the **basic steps to make an organisation chart** would be:

1. Make a list with all the possible departments of your company.
2. Define, as much as possible, the functions to be performed in each department and the person who would be responsible for performing those tasks.
3. Make a small outline on paper and pencil or with some office programs. The examples above can serve as inspiration.
4. Analyse that the departments and their functions have been correctly identified. Changes can be made later.
5. Communicate the organisation chart to employees so that they know their managers and the internal operation of the company.

The fact of having formalised and available to all staff the organisation chart:

- Facilitates the global vision of the organisation to the new incorporations.
- Clarifies hierarchical dependence.
- Formalises internal relationships.

CHECKLISTS

On many occasions, the kitchen of a hotel, bar, restaurant... can become quite chaotic. When this happens, something as simple as a **kitchen checklist** can easily help to solve the problem.

A checklist is a list of actions to be reviewed, checked or inspected. Checklists are tools that are used to **better organise your tasks and to easily check which are the most important tasks you have to do in your daily work**. Using it will allow you to make sure that you do not skip any important steps.

Anyone who has never worked in a kitchen would be surprised to learn how much work and time goes into preparing and closing it every day.

All ingredients must be prepared in the morning and then stored properly at the end of the day. Cold stores and ovens must be set at precise temperatures to maintain food quality. Surfaces and utensils of minor kitchen equipment must be cleaned constantly to ensure the safety and hygiene of diners and staff.

REASONS TO USE A KITCHEN CHECKLIST

As we have seen, opening and closing checklists are fundamental for the internal organisation of a kitchen, because:

- **They are clear and concise**. We all forget to do something. With a checklist that has clear tasks and instructions, it is impossible for your team to forget to do something.

- **They help organise the team**. You can use them to divide up the kitchen team's tasks as you see fit, depending on the size of your team, kitchen and task list.

- **They are easy to use**. Any employee, from the boss to the dishwasher, can use a checklist if it is simple enough.

- **They help standardise work**. Even if you have the best processes in the world, they won't do you any good if you don't have them documented or have a way to check that they are being followed.

- **They are easy to update**. Need to add another task to your kitchen's closing procedure? Add it to your checklist and print/share a new copy for the next day.

Company name: Your company   **FoodDocs**   FoodDocs - Opening and closing checklist

Date: _____   fooddocs.com

Done	Opening checklist
	Set an agenda for the staff meeting
	Establish goals for the day
	Explain daily specials to the staff
	Review menu items
	Staff tasting of the menu items
	Pay bills
	Answer emails, respond to reviews and social media posts
	Organize any incoming inventory deliveries
	Equipment inspection and coordinate any maintenance appointments to fix the premise or equipment
	Inspect bathroom to make sure everything is fully stocked

Done	Closing checklist
	Check staff schedule for next day
	Check clock-in and clock-out times
	Take notes on staff performance
	Keep track of overtime scheduling
	Assure that cash registers are balanced
	Do a final walk through to check that all the proper equipment is turned off
	Look at the detailed sales report at the end of the day
	Check the inventory to ensure that the kitchen and bar are fully stocked for the next day

HOW TO MAKE AN OPENING CHECKLIST?

The purpose of a kitchen opening checklist is for the kitchen team to be clear about the most important tasks to be performed during the day.

In the morning, usually a new food order has to be received and stored correctly. And at the same time, the food to be prepared for the day's sale has to be taken out of storage. With so much to do, it is almost inevitable that something will slip through the cracks.

Here is how to develop a system to prevent all that from happening:

Step 1. Identify the opening tasks: Sit down with the staff of your business and have them tell you everything they do during the morning. Talk to acquaintances who work in other HORECA establishment and ask them to explain what they do to open their kitchen. Observe your kitchen team while they are working in the morning and take note of all their activities.

Some of the common tasks involved in opening a kitchen are:

▪ Maintenance and calibration of equipment.

▪ Receiving raw materials and placing them in the stores.

▪ Preparation of cooking utensils and preparation of kitchen supplies.

▪ Lighting / preheating ovens, fryers and heaters.

▪ Portioning, preparation and processing of food.

▪ Storage in gastronorm trays and utilisation of leftovers.

Once you have everything you need to do, you will have all the actions you need to include in your opening checklist.

Step 2. Organise the opening tasks: The correct way to make a checklist is to divide the tasks into sections, such as food preparation, cleaning, organising, etc.

Go through the list of tasks and find common threads between them. Then group them by priority, task relationship, proximity, etc.

Step 3. Create the kitchen opening checklist: Once you have all your to-dos organised, add them to a spreadsheet (Excel-like), print them out and use them as your kitchen opening checklist on paper.

Keep a copy of your excel so you can reprint it/share it each week and when procedures are adjusted or changed.

Be sure to leave a space at the bottom to add comments and a signature of whoever reviewed the tasks, so you can keep track of mistakes and suggestions.

HOW TO MAKE A CLOSING CHECKLIST?

The process for the kitchen closing checklist is very similar to the opening checklist process.

However, unlike the opening checklist, the closing checklist should place a greater emphasis on safety and cleanliness.

Because food is stored overnight, this must be done in the correct way, as any mistakes in this regard could cause major problems. Leaving the stove or oven on or not closing a refrigerator door properly could damage your business or spoil your food.

You should take extra precautions when setting up this checklist to ensure that these small (or big) problems do not occur.

Step 1. Identify the closing tasks: Observe your team as they work and when they close for the night.

Take note of all the loose ends you want to tie up with the kitchen closing checklist.

Some of the common tasks of closing a kitchen are:

- Safely storing glasses, dishes and cooking utensils.
- Turn off all hot surfaces, lights, ovens, grills and cookers.
- Wrap, film and store all leftover food for later use.
- Disinfect all surfaces and clean all floors.
- Clean the griddle in the kitchen.
- Clean the cooker hood.
- Take out the rubbish.

Step 2. Organise the closing tasks: Just like your opening checklist, it will be very useful to structure your kitchen's closing checklist by common tasks.

Since there are more tasks to do at the closing than at the opening, this organisation becomes essential. Safety and cleanliness are some of the categories you can use to organise your closing tasks.

Tasks should be organised into:

- Daily tasks (after service).
- Weekly tasks (more thorough cleaning including fridges, hoods and shelves).

Step 3. Create the kitchen closing checklist: Once you have everything ready, list the tasks on a spreadsheet and use it as your kitchen closing checklist in a printable version.

As before, leave a space for comments and a signature from whoever reviewed the tasks so that mistakes and recommendations can be tracked.

SHIFT SCHEDULING

Technology makes it possible to adjust shifts well and good scheduling software can save a lot of time. Despite the fact that in hospitality, schedules vary a lot, we should try to draw up the timetable at least two weeks in advance:

- Study the types of contracts of each member of staff and their limits so as not to breach them.

- Highlight the days off for each member of staff.

- Determine and organise which positions and points in the restaurant/bar/cafe..., both in the back and front office, should be covered, or with more staff depending on the different times of the day. Number of cooks, wait staff, bar staff, etc.

- Ensure that managers' shifts are distributed and staggered.

- Completing daily shifts to guarantee service.

- Calculate full-time contracts for purely accounting purposes.

Unexpected events are very frequent in hospitality. Thus, keep in mind that, in general, all time beyond 40 hours is overtime. Employees can be offered the possibility to stay longer as an incentive. It is also recommended to have a pool of part-time or casual staff.

HOW TO ORGANISE STAFF DAYS OFF

We must be equitable in allocating shifts to ensure weekly rest times:

- **Vary the schedules frequently for each employee**: In a HORECA establishment, peak workloads and peak times vary according to the needs of the business. It is important that staff are open to take on possible shift changes, in exchange, for example, for time off. Equitable shift planning with rotating shift changes for older staff, as well as for new staff, will ensure that the whole team is prepared to cope with the level of work at different times of the day.

- **Plan for precise staffing at all times**: It is crucial to adjust the workforce to the real demand and for this it is advisable to rely on solutions that help you to estimate demand or sales as accurately as possible.

- **Be in contact with some employees when necessary**: Although it is ideal not to keep staff on call, it is advisable to have certain team members who can flex their shift in certain exceptional situations. This is an alternative that is easier to achieve with managers.

- **Two managers are better than one**: Having more than one manager will ensure greater shift control and service coverage. It is more costly, but in the long run it will be a return on investment.

- **Staff have lives beyond their work**: When planning a timetable, their availability should be checked beforehand.

- **Ensure rest periods**: Complying with work contracts, but also thinking about stress and fatigue, among others, in order to promote a good working environment.

- **Establish rules and guidelines to ensure good management**: This will help to avoid possible errors and constant revision of timetables.

- **Record all staff requests for time off and days off**: Through guidelines that establish minimum notice periods for employees, or with rules for all staff.

The following is an example of a kitchen schedule:

BLACK MOUNTAIN HOH

	Sun 8/26/2018	Mon 8/27/2018	Tue 8/28/2018	Wed 8/29/2018	Thur 8/30/2018	Fri 8/31/2018	Sat 9/1/2018	
Bob	7:00 AM 3:00 PM	7:00 AM 3:00 PM			7:00 AM 3:00 PM	7:00 AM 3:00 PM	7:00 AM 3:00 PM	40
Carl			7:00 AM 3:00 PM	7:00 AM 3:00 PM	7:00 AM 3:00 PM	7:00 AM 3:00 PM	7:00 AM 3:00 PM	40
Juan			7:00 AM 3:00 PM	7:00 AM 3:00 PM	7:00 AM 3:00 PM	7:00 AM 3:00 PM	7:00 AM 3:00 PM	40
Jose	7:00 AM 3:00 PM	7:00 AM 3:00 PM			7:00 AM 3:00 PM	7:00 AM 3:00 PM	7:00 AM 3:00 PM	40
								0
Tom	2:00 PM 11:00 PM			2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM	45
Cindy			2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM	45
Ralph	2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM			2:00 PM 11:00 PM	2:00 PM 11:00 PM	45
William	2:00 PM 11:00 PM	2:00 PM 11:00 PM			2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM	45
Henry	2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM			2:00 PM 11:00 PM	45
Phillip		2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM		45
Tim	2:00 PM 11:00 PM	2:00 PM 11:00 PM	2:00 PM 11:00 PM			2:00 PM 11:00 PM	2:00 PM 11:00 PM	45
Saute								0
Grill								0
Wheel								0
Pantry								0
								0
								0

KITCHEN MANAGEMENT SOFTWARES

Kitchen management softwares will save HORECA companies owners and managers time, but searching for the perfect one can be quite time-consuming. Many companies offer comprehensive systems, but not all will be the ideal fit for every kitchen.

Below is a list of some of the best management softwares:

- XTRACHEF: The platform's financial and operational tools allow food industry operators to maximise margins. Some of the management system features include AP automation, food cost management, real-time reports, recipe management, and inventory management.

- RESTAURANT 365: This system offers accounting, inventory, payroll, and reporting software that can be integrated with a restaurant's POS system and banking partners. Operations and finance tools are displayed on the same dashboard, and the company also offers a mobile app as part of the system. It is a viable option for multi-unit and franchised restaurants.

- FOODAGER: The main highlights of Foodager include efficient ordering, automated accounting, and menu planning to maximise profits. With this system, restaurants can go fully paperless throughout the ordering and receiving process. This management system works for single and multi-unit establishments, including QSRs, full-service restaurants, bars, nightclubs, and hotels. With its ability to track every cost, Foodager allows operators to save money and increase profits.

- APICBASE: Platform to full-service restaurants, hotels, restaurant chains, and quick service establishments. This software allows its users to keep track of and control food costs, calculate margins, and manage all back-of-house operations. The company offers nine "module" components, including sale analytics, inventory, and menu planning, that can be used and added as the restaurant needs.

- POSIST CLOUD KITCHEN MANAGEMENT: It serves QSRs, fine dining restaurants, and everything in between, including cloud kitchens, bakeries, microbreweries, and food courts. POSist can work with restaurants and establishments of any size, and offers intuitive POS technology.

- URBANPIPER: It offers tools to optimise a restaurant's digital capacity and online presence. The company's suite of products include customizable websites and apps, CMS + CRM dashboard, and campaigning tools. The cloud-based system allows for the latest system updates and bug fixes free of charge.

- JAMIX: Jamix's kitchen management system can be used by all types of foodservice establishments, including restaurants and chains, cafeterias. The cloud-based "kitchen management system offers menu planning, nutrition analysis, inventory management, recipe management, and procurement. It aims to create more sustainable kitchens, and can be used by any size of foodservice operation.

STAFF COMPETENCIES NEEDED TO PERFORM TASKS IN THE KITCHEN

1. Creativity: a professional chef leaves a bit of himself in each dish. The plating, combination of colours, flavours and smells are some of the factors that must be modified with great creativity so that the final product is delicious. In cooking studies, creativity is not instructed (it is believed that this ability is innate), but how to shape it is taught.

2. Order: you can never say that you have seen a professional cook making messes in the kitchen. In fact, it is a fundamental requirement to receive a cooking professional certificate at any cooking school. Order is an aptitude that is fostered at home and then taken to the professional field. In addition, working in a computer environment allows you to have more speed and versatility.

3. Initiative: among the most important skills is competence in this area. Kitchen practitioners have an extreme fondness for creating something new. Their curiosity leads them to try things that someone else might not dare to do, thus discovering exquisite dishes or techniques never seen before.

4. Ability to form teams: a kitchen is generally not made up of a single cook. There are many members of one, and teamwork is essential to get the dishes out on time and true to the recipe. If you don't feel ready to work in a team, maybe it's better that you dedicate yourself to another profession.

5. Speed: Another important factor to consider before carrying out cooking studies is the speed of action. In a professional kitchen, everything happens absolutely fast. That's why speed goes hand in hand with stress management. A professional cook must be able to remain calm while working at full speed.

6. Good taste: what would a cook be if he wasn't sure when his/her food tasted good? The palate of a professional must be calibrated to feel the sweet or sour, salty or spicy food, so that in this way he can generate a balance of flavours that make up an exquisite dish.

DELEGATION SKILLS

Being able to delegate is important for every supervisor or manager. Managers need to be able to trust employees with responsibilities, while still ensuring that work is done well. In a work setting, delegation typically means the transfer of responsibility for a task from a manager to a subordinate. The decision to delegate is usually made by the manager. However, sometimes an employee will volunteer to take on an expanded role.

Delegation can also happen when there is a less formal chain of authority. For example, a member of a peer group who has been designated as a leader of a team might delegate tasks to peers in the group.

What Are Delegation Skills?

Most of the time, good managers know how to accomplish each task required by the team. Better managers know that they shouldn't try to complete every task for two reasons.

First, they know that it is very likely that each team member could do most of those tasks as well or better. And second, great managers understand that they shouldn't overwhelm their own schedule by micromanaging. Leaders that know how to manage will always delegate. They learn how to manage their own worries about whether or not their team members are dependable. They know how to instruct their team members in a way that makes members feel empowered to accomplish the tasks required of them.

Delegation does not necessarily imply a transfer of complete responsibility. For instance, a manager may ask a subordinate to hire an administrative assistant, but the manager will still review the actions the subordinate takes to accomplish the task and provide guidance.

TYPES OF DELEGATION SKILLS

1. Training

Often when delegating, you will have to make sure your employee or peer has the skills and abilities necessary to perform the task. This might require some training before delegating. A good manager knows how to effectively train his or her employees in a new task or skill. Some tasks require a manager›s insight and expertise.

Before delegating, managers need to assess tasks to determine if it makes sense to pass them along to a subordinate.

Another delegation task that managers take on is identifying outside resources — whether it's technology or other companies — that can help with day-to-day tasks.

Identifying High Value Activities:

- Assessing the Strengths and Weaknesses of Employees
- Creating Incentives
- Talent Management
- Promoting
- Creating Job Descriptions
- Hiring
- Researching Available Training Tools

- Outsourcing
- Collaboration

2. Trust

Often, managers do not delegate because they do not trust their employees to do as good of a job as they would. A good manager trusts the skills of his or her employees. He/she lays out clear expectations, and provides feedback, but he/she does not micromanage while the employee works on the task. Trust is key to effective delegation.

CONFLICT RESOLUTION IN THE ORGANISATION

THE CONFLICT IN THE COMPANY

Having some kind of conflict at work is almost assumed to be normal because people with different personalities, goals and needs must live together in the workplace. These conflicts can generate an atmosphere of hostility that must be resolved. In fact, if they are properly resolved, positive elements such as personal or professional growth can be brought out.

A conflict includes a situation in which **one part of the members of a group adopts a position significantly different from the rest of the members, diminishing or eliminating cohesion**. In a work team it can arise when there is a disparity of criteria between the members that stipulate a group.

In the development of a work team it is frequent that at some point personal conflicts may arise, the problem arises when conflicts end up generating a serious confrontation between two or more members of the team. This situation causes the team's performance to suffer immediately. For a team to be efficient, its members need to be perfectly attuned to each other. Bearing this in mind, it is clear that a team cannot allow this type of confrontation to occur within itself, and if it does, it must be stopped immediately.

The leader and all the members of the group are obliged to **ensure that this harmony and good working atmosphere exists**, which will considerably reduce the possibilities of confrontation.

TYPES OF CONFLICTS

- **Latents**: They exist but they do not manifest.
- **Manifests**: They manifest in a clear way.

The **conflict rests on two basic pillars**: one **emotional** and the other **structural**. When resolving a conflict, both parties, the rational and the emotional, must be considered. For this reason, the first thing is to detect the causes that provoke this emotional discomfort.

It can happen that this emotional discomfort has its origin in structural problems, such as the bad design of the structure in terms of internal organisation, roles… Once this first step has been taken, action must be taken to prevent the conflict from becoming unmanageable.

Conflicts should not be forgotten but resolved, since an unresolved conflict will lead to the fractionation and dissolution of the work team, sooner or later. Failure to resolve conflicts due to lack of capacity or unwillingness to do so can lead to conflicts being taken to the personal level, destroying the possibility of the team functioning properly and wasting the talent of its members. In addition, **it creates a bad working environment that impairs performance**.

CAUSES OF THE LABOUR CONFLICTS

Conflict	Elements	Description
Resources conflict	Materials, computer's room,etc.	If several people within the team need the same resources, the leader should try to get everyone to use the resources efficiently, with the team's interest prevailing.
Style conflicts	Ways of working, personality, behavioural styles (order/ chaos, supervision/autonomy)	It is necessary to take into account the different styles that are marked by personality and needs when forming teams and assigning work roles.
Perception conflicts	Different points of view, rumours, differences between groups.	Open communication must be facilitated and solid arguments provided for each perception.
Goal conflict	Several goals and objectives within the company	Superiors must be coordinated in setting objectives and avoiding conflicting goals. Goals must be clear and good communication is necessary to set them.
Pressure disputes	Urgencias que promueven la presión y el estrés. Emergencies that promote pressure and stress.	It occurs when it is not possible to advance in the work because you depend on other departments that have other emergencies, but you have a deadline. It is necessary to make planning more flexible and to establish joint priorities.
Role conflicts	The same worker must perform tasks that do not correspond to his or her role.	Power struggles or clashes between workers can be generated because of overlapping functions. Good communication is needed about the need for each person to perform the task.
Value conflicts	Different personal values.	Make good selection of personnel, taking into account the alignment of values employee-company to hire.
Conflict over Company policy	Unclear company policies.	All employees must know the company's policies. They must be written clearly to avoid confusion and consistency between what is written and what is applied.

The following **steps** should be taken to **resolve conflicts within groups**:

- Define the problem (What's wrong?).
- Analyse its causes (Why?).
- Define objectives for action (What do we want to achieve?).
- Generate alternatives (What can we do?).
- Choose the most optimal alternative (What should we do?).
- Operationalize the chosen solution (How do we do it?).
- Put it into practice (Do it).
- Evaluate (How did we do?).

Other **benefits** that might not have been contemplated can be achieved by resolving a conflict. For example, a greater understanding among employees can be achieved because in order to resolve it, the people involved must become aware of the situation, offering them a new perspective on how to achieve their objectives. It also leads to greater group cohesion, creating more respect among team members and a greater ability to work together.

Teamwork is defined as the union of two or more people organised in a certain way, cooperating to achieve a common goal which is the execution of a project.
How can we resolve these conflicts? The key is in assertiveness and how to manage it to manage conflicts.

Assertiveness is a self-centred behaviour that, far from being selfish, implies a deep respect both for our conversation partner and for ourselves. Both at the same level. To know how to use assertiveness, you must know how to ask, say no, negotiate, and be flexible in getting what you want or achieving your goals. Assertiveness also means receiving criticism and accepting complaints.

How to increase such assertiveness can be key to managing internal conflicts in the company. Developing it will help manage any conflict within the company / organisation. Some guidelines to follow in companies can develop this quality in Human Resources managers or SME entrepreneurs.

1. Describe specific facts:

Only then can you have a negotiation where you can set up a discussion. In describing the findings or events that occurred, the counterparty may not deny them. Thereafter, we can discuss solutions and make specific approaches. Here is a key question to avoid value judgments.

2. Express feelings:

Communicate clearly and establish strong points about how what happened made you feel and your ideas about it. It is also the time to describe what you liked or didn't like; if you felt humiliated or can no longer bear a situation. It is not about being right or not, but expressing your point of view in a respectful way. You should not try to be right and you should not be criticised for that.

3. Ask specifically what we want others to do:

It is not about speaking in general. You need to be concrete and specific. It is about expressing behaviours and situations that the counterpart can understand.

4. Explain the consequences (positive or negative) of your actions:

It is about explaining the consequences of not doing what was asked of you. It is preferable to comment on the positive aspects.

KEYS TO MANAGING CONFLICTS

- Opening message: Assertively offer cooperation from the start
- Define the problem: Jointly set the problem ahead.
- Know the opinions of others: Notwithstanding.
- Express your opinion: Without confronting anyone
- Find common goals: What do we both want?
- Brainstorm, alternatives: That can resolve the situation and in the interest of all.
- Select possible solutions.
- Decide how to evaluate and control the results.

HOW TO PREVENT AND MANAGE STRESS AND BURNOUT?

Highly related to absenteeism, stress deteriorates the health of workers, and makes them more likely to take sick leave, or outright absent. People inevitably experience stress from time to time. However, when it is excessive it entails many problems, organisations must take care not only to solve it, but also to prevent it.

Workplace stress management strategies can help your company prepare for and handle the inevitable to minimise negative impact. There are many workplace stress management strategies that leaders and managers can adopt to help reduce stress levels within the team.

Job-stress Causes and the importance of stress management within the company

An important risk control measure for work-related stress is to consider work-life balance in the provision of resources. Failure to quickly detect and implement effective stress management in the workplace can have long-term effects on employee's health - and the business.

In this sense, organisations which want to implement an approach to stress management should carry out workload studies, and have an organisational model that allows establishing agile and dynamic work mechanisms, so that efficiency prevails and stress is reduced by having a good distribution of work, and avoid bottlenecks.

What are some common causes of job stress?

Globalisation, outsourcing of the economy and technological advances have caused considerable changes in the world of work. These changes have resulted, directly or indirectly, in increased workloads, downsizing through restructuring plans, increased job insecurity, and a growing need for flexibility in employee skills, all of which contribute to increased stress levels in the workplace. Among the causes that are regularly cited are the following:

- Labour reorganisation.
- Job insecurity.
- Long working hours.
- Work overload.
- Harassment and violence at work.

According to a survey conducted by the European Agency for Safety and Health at Work, stress in the workplace is experienced by approximately half of all workers and is estimated to account for 50-60% of all lost working days.

Stress represents one of the greatest challenges to public health and safety at work in the coming decades, but also in terms of economic performance. In 2013, stress, depression, and anxiety were the second most common work-related health problem (16%) after musculoskeletal disorders (60%), such as back pain.

Work-related stress can be caused by various events. For example, a person may feel pressured if the demands of their job (such as hours or responsibilities) are greater than they can comfortably handle. Other sources of work-related stress include conflicts with co-workers or bosses, constant changes, and threats to job security, such as possible dismissal. However, what one person may perceive as stressful, another may view as challenging.

Whether a person experiences work-related stress depends on the job, the person's psychological makeup, and other factors (such as personal life and general health).

Some **common stressors in the workplace** are:

- Low salaries.
- Excessive workloads.
- Few opportunities for growth or advancement.
- Work that is not attractive or challenging.
- Lack of social support.
- Not having enough control over work-related decisions.
- Conflicting demands or unclear performance expectations.

MANAGING STRESS IN THE WORKPLACE

It is important for managers to recognise work-related stress as a major health and safety problem. In the workplace, matching between employees and the environment should be the primary focus. If it's a good match, the employee is likely to relax. A poor fit increases tension and stress. Managers and companies must examine the environments they create for the employees. They need to ensure that companies offer an office that meets employees' definition of non-stressful.

1. Renew the habitat.
2. Allow flexible hours.
3. Encouraging social activity.
4. Creating quiet moments.
5. Provide advice.
6. Recognize your employees.

SELECTION AND RECRUITMENT IN THE ORGANISATION

The selection of personnel aims to find the right candidate to cover a particular job vacancy in your company. In order to carry out this process in an optimal way, you must take into account the strategic objectives of your organisation (mission, vision, values) and their characteristics, as well as the requirements of the position to be filled.

For small companies, this process can be expensive, since there is no specialised personnel dedicated to HR.

Along the following sections you can find **practical advice** on how to make a good selection of staff, mainly in the HORECA industry, so that the staff of a company in this sector can have the enough resources for filling a job vacancy with the optimal candidate, and with the lowest possible cost.

Before considering the incorporation of a new person into our company, we should ask ourselves the following questions:

- Is it really necessary to carry out a new incorporation?
- Have we thought about the work that person will be in charge of? Who will be responsible for that person?

- Is there no employee within the company who could assume the functions?

There is no simple way to fit these questions but some aspects to consider could be:

- **Current and foreseen work volume**, as well as billing that the company must reach to justify the cost of the work position that I want to open.
- Perform **an analysis of functions** through the description of job posts.
- Those people who, internally, can carry out the responsibilities of the new position to be filled can opt for this position. This process is known as „**internal promotion**".

JOB DESCRIPTION

As the name suggests, it is a document that details and clarifies the essential aspects of a work centre (responsibilities, interrelations, etc.). Specifically, the document usually covers the following aspects:

- Job name.
- Training required.
- Mission statement.
- Hierarchical dependency and position in the organisation chart.
- Interdepartmental relations.
- Main responsibilities and functions.
- Competence profile (general and specific competences).
- Type of connection to the company.
- Salary range.

This is what would be called a **job analysis and job description project** in which all the managers of the company, including employees in those same positions and with more experience can participate.

And what are the objectives of the above-mentioned job analysis and job description project?

A. To synthesise and formalise the basic aspects (key) of the jobs, so that they serve as **a reference for the proper functioning of the company**.
B. To favour a **shared vision of the organisation**.
C. **To involve the staff** in an internal and transversal process, such as the TPD.
D. Establish the **basis for future development of the Performance Evaluation**.

PHASES OF THE JOB ANALYSIS AND JOB DESCRIPTION PROJECT

The expected results after this process are greater agility and control over the following processes:

- Recruitment and selection of personnel.
- Improved functional clarity.

- Avoiding overlaps or function gaps.
- Training Planning.
- Quality Processes.

In order to collect the necessary information to carry out Job Descriptions, it is recommended to combine different information collection methods, so as to integrate key information about the company and the jobs that make it up.

- **Questionnaire**: This will set out the different skills and their definition so that, depending on the department and job, a series of skills are selected and prioritised.
- **Individual interviews**: From which we will extract all the information about the position provided by a sample of people who currently occupy the job in question.
- **Focus group**: Creation of discussion groups to present and contrast aspects related to the organisational chart and the hierarchical units or functions, as well as to discuss the key competences for the organisation (general or corporate) and the key competences of the job (specific).

PHASES OF THE SELECTION PROCESS

Once we have decided to start a selection process, it is best to know the phases you will have to go through. It is recommended that you follow these stages as stated below, and followed by a brief description:

For those more important and to consider, you may find a description that may help you implementing a selection process:

1. Needs analysis

As its name indicates, the main objective is to identify exactly which needs are expected to be met through this incorporation as well as the skills and characteristics that must meet filling the job vacancy.

Two tools that allow us to clarify this process are:

- Statement of the job description.

- Meeting with the supervisor of the future incorporated to determine the context and requirements of the job to be covered. This part is not necessary if you are the responsible for that area.

Since the first part has already been described above, we will follow analysing the second part. For this, we will have to develop an offer that contains, at least:

- Job title and brief description.

- Necessary skills to fill the position.

- Daily tasks to perform.

- Required technical knowledge.

- Skills required to execute and applied to the open position.

- Professional skills.

- Tools, machinery or computer applications as a plus for the described job.

Depending on the knowledge, skills and experience of each candidate we will choose the open vacancy better.

In the case of companies in the HORECA sector, it will depend on the size and skills required from the incoming profiles. In that case, if we look for a technical profile we will focus on those skills strictly related to the technical position to be covered. If it is a more flexible profile, we will need to analyse other types of competences (leadership, effectiveness, companionship, etc.).

At the end of this section, we will propose different methods to discard and choose candidates.

2. Recruitment

During this phase we must get candidates for the position we want to cover in the most efficient way possible. Recruitment is the set of actions and procedures that aim to attract the right candidates to occupy the vacancy job in an organisation.

Mainly, there are two types of recruitment, internal and external.

- The internal recruitment is the one that will provide candidates who already work in your organisation, that is, among employees who wish to occupy a different position to the one they are currently performing in your company.

- The external recruitment is the one that will allow you to find a candidate through the different sources of recruitment existing beyond your company.

In order to be effective in external recruitment, it is essential to know the different sources of external recruitment. Its objective is to provide us with an adequate number of candidates that meet the competences required for the offered position.

Depending on the profile of the position to be filled, the sources of external candidates will be selected. The most important are detailed below:

- Recommended candidates through your network.

- Advertisements at unemployment offices and agencies.

- Advertisements in vocational training centres and universities.
- Consultancy firms specialised in personal selection.
- Temporary Work Agencies (TWA).

Sources of Recruitment 2.0:

- Job portals (Indeed Job Search, Glassdoor Jobs, LinkedIn, Google for Jobs, etc.).
- Professional social networks (LinkedIn, Womenalia, Xing, etc.).

The latter are some examples of reputed networks on job seekers/offers. Below you can have a list of advantages and disadvantages:

Advantages

- More economical than traditional processes.
- Access to more candidates (assets and liabilities), and highly-skilled.
- Quick access to candidates' information.
- The reactions of the candidates are observed in real time.
- Analysis of the observed movements of the competitors for a job position.
- Get connection and link between the organisation and the candidate.
- Improves Employer Branding, showing a modern and updated company.
- Greater diffusion of the job offer and unrelated-network candidates.

Disadvantages

- Investment time on the construction of the network and definition of the strategy.
- Importance of getting a corporate account which does not depend too much on the person who manages it but on the corporation's values overall.
- Investment time on checking references of candidates who have been found in the network.
- Open exposure to criticism.
- You can incur the failure to lose the forms when carrying out the selection process.
- Possible poor use by the candidates of social networks.
- Deviate from the focus point.

There are other ways to classify the recruitment strategies. This classification takes into account the forms of publication of the candidatures. In that sense some of the ways to get candidates could be divided into:

- **Formal channels**: Local development agencies, official schools, training centres, universities or business schools, press announcements, self-candidacies, via the corporate website.
- **Informal roads**: Acquaintances, relatives of workers, recommendations, etc.
- **Specialised routes**: Consulting services.

We need to bear in mind that what matters to us is the recruitment effectiveness, and this will vary depending on the position offered as well as our company and brand.

3. Pre-selection

Once we have candidates for our offer, the next step is to identify those that best suit our needs.

Reading the obtained curriculums is the first approach to the candidate, since it gives us a lot of information about the person, about everything in terms of previous work experience, training, etc. The main objective is to choose those candidates whose curriculum is more suited to our ideal profile.

Therefore, the screening of curriculums allows us to streamline any selection process since it is the first filter, prior to the telephone interview.

In this pre-selection by curriculum we start from a given:

Any candidate who does not meet the requirements of the position shall be discarded from the process, unless the recruitment phase has not produced the desired effects.

To make a good pre-selection we should take into account certain aspects and criteria of the curriculum such as:

Shape

- If the CV has a cover letter: whether it is personalised or standard.
- Font, design, etc.
- Design: outstanding title to facilitate reading.

When start reading

- Proper organisation and distribution of the different sections.
- If those aspects that are important for the position are highlighted.
- Logic in the presentation of his/her professional career.
- Coherence, corrections and misspellings.

Content

- Personal information (names, address, population, telephone, email...).
- Professional objective: basic, academic, complementary training.
- Professional experience: entry and exit of companies and sectors, functions, responsibilities in each position and see if they have increased, changes in work.
- Languages, computer skills, immediate availability, change of residence, interests.

Photography

There is a lot of debate about the suitability of the photo in the curriculum and in the selection process since it can induce to discrimination thus leaving aside other more important aspects. Therefore, it is recommended to focus on the content of the CV rather than the existence or not of the photograph.

4. Personal interview

The interview can have different objectives but the main one is: to **inform the candidate about the company and the position, to know the personal and professional characteristics of the candidate and their motivation** towards the position, as well as to transmit the image of the company.

During the personal interview you should get as much information as possible about the candidate to find out if he is suitable for the job that we have vacant. It is also essential not to focus only on your knowledge, but **to know the person** and see if it can fit into the culture and activity of our company.

The structure of a basic interview is usually structured as follows:

A. **Greetings / Welcome**. It is usually the first personal contact between the candidate and the interviewer.

B. **Initial conversation**. Brief introductory talk that serves to create a relaxed atmosphere between you and the candidate.

C. **Introduction**. It begins with the subject, presenting the position or the company in order to focus the conversation.

D. **Interviewer questions / Candidate responses**. The questions are usually about general topics at the beginning, going deeper into details and more specific aspects as the interview progresses.

E. **Closing the interview**. It is usually interesting to review some of the points or topics that you have tried, to make sure that you have understood the candidate and that we do not leave anything in the inkwell. It is advisable to inform the candidate about the following phases of the process, if there would be more interviews, expected time of incorporation of the candidate and closure of the process as well as allowing her/him to ask questions about any doubts that may have been raised during the interview.

It is advisable to inform the candidate of the following phases of the process, if there would be more interviews, the expected deadline for incorporating the candidate and closing the process, as well as allowing him to ask questions about any doubts that may have arisen.

In any case, some practical general aspects that you can take into account when conducting the interview:

1. Maintain eye contact with the person interviewed.

2. Pay attention; try to avoid unexpected interruptions such as mobile phone, mail, etc.

3. Take care of your body posture and your voice.

4. Address the way you formulate your questions. Avoid those questions that show your opinion on a typical issue.

Currently, the most used interview is the **interview of critical incidents**. This interview allows us to know the profile of the candidate and check if he would fit into the company by asking questions about his/her behaviour shown in past situations.

It is important to emphasise that in order to successfully carry out this type of interview, **each of the competencies** required by the position to be filled must be defined.

- So far we have mentioned two types of interviews:
- Interview of critical incidents.
- Interview by competences.

INTERVIEW OF CRITICAL INCIDENTS

The critical incident interview is characterised by the following aspects:

- Normally we will ask the candidate for a significant recent situation for him/her or representative of his/her previous job.
- We look for the candidate to present a concrete situation that he/she has experienced (telling it like a movie) where he/she tells us what happened, what he/she did and how he/she solved that problem or situation.
- It allows seeing what elements the candidate gives importance to, as well as his/her way of making decisions and reasoning in stressful situations.

INTERVIEW BY COMPETENCES

It is important to know the competences of the candidate. The information put on the curriculum is very static and does not allow us to fully understand the responsibilities, specific activities and possibilities that may have within the company.

Some of the competences that can be assessed with some simple questions are the following:

- Customer orientation.
- Learning capacity.
- Productivity.

- Adaptability- flexibility.
- Leadership.
- Persuasion and influence.
- Teamwork.
- Tolerance to pressure.
- Emotional stability.
- Problem resolution.
- Self-image.
- Person-office-company adaptation.
- Expectations of professional development.
- Motivation regarding the new position.

The competency interview is useful for what is known as a structured exploration strategy and tries to find the indications that the person interviewed has a series of competences, investigating if they have been put into practice beforehand.

Questions asked in a behavioural or competency interview lead candidates to talk about their previous professional experiences, what they have actually said or done, since the candidate is asked to describe things such as „an experience that they had „," Occasions when… „and" examples of… „. These types of questions discourage the candidate from giving theoretical answers.

Tips: It only matters what the candidate may have already done in some concrete situation of his/her recent past. Generalities are not sought nor what the candidate „thinks he/she would do if…". Questions about specific behaviours do not lead the candidate to the correct answer, because there is no correct answer.

These types of interviews are based on the **STAR model**:

- A real **Situation** that the interviewee has lived in his/her recent past.
- What was the **Task** that the interviewee had to perform in that situation, that is, what was his/her role.
- What was the **Action** or concrete action, that is, what exactly did he/she do?
- What was the **Result** of this action?

If the interviewee gives very general answers to an open question or tends to get lost describing non- relevant aspects, we can use these types of questions to get clarifications:

- What made you get into that situation?
- Who intervened?
- What was your role exactly?
- What did you do then?
- What result was produced?
- Can you describe it to me in more detail?

INTERNAL COMMUNICATION AND LABOUR CLIMATE

Internal communication is a crucial element in every organisation that offers a good service to both external and internal clients (employees and collaborators). In this sense, and totally theoretically, we can distinguish between **daily communication** (operational) and **strategic communication** (mid-long term).

The first one is related to the daily company activity that is generally executed via:

- E-mail.

- Telephone.

- Face to face.

The second one refers to all the different aspects related to the same organisation (structure, functioning, etc).

In order to analyse these aspects, the more used methods are:

- Work session for continuing improvement.

- Monthly meetings.

- Annual meetings.

- Research about the work environment.

In this section, we are going to focus on the working environment which has the following objectives:

- **To know employees' perception and opinion** in relation to the different topic issues (generally the main issues are about communication, team working, transparency of the hierarchical structure, satisfaction, salary, etc.)

- **To make employees active participants** with the purpose to make them feel motivated and their opinions highly valued.

- **Obtain valuable information** about the situation of the company in its day to day.

- **Develop lines of action** aimed at optimising daily work by making it more efficient.

As a formal definition, the organisational climate can be defined as the set of perceptions that people of the organisation have about it.

The better the work environment of an organisation, the more satisfied and motivated the people will be and, therefore, their degree of involvement and membership in the organisation will be greater, which will have an impact on an improvement in their work and greater customer satisfaction.

WHAT ELEMENTS PROMOTE A GOOD CLIMATE IN THE COMPANY?

Some aspects that companies should take into account when promoting a **Positive Organisational Climate** are:

- The nature of the work itself: variety, autonomy, exciting project, personal and professional development.

- Hours of work: flexibility, number of hours, shifts.

- The working group: cohesion, environment, relationships.

- Recognition: consideration, participation in decision making, rewards.

- Type of organisation: prestige, fame, size, future, participation in projects.
- Incentives: salary, rewards, status.

Positive Organisational Climate is important due to different reasons:

- Job satisfaction. There is no doubt that a positive response at the workplace is linked to good results in the working environment of a company.
- It is proven that if people are dissatisfied, organisations cannot aspire to competitive levels of quality in customer service, productivity and product quality. Motivated and committed staff are a determining factor in the success of organisations.

WOKING CLIMATE ANALYSIS

The Working Climate Analysis helps us to analyse these aspects and improve them. But, in order to achieve a good working climate, what do we have to focus on? Below, there is a series of questions that will help us:

- Have we researched and identified what are the significant aspects and their relative importance to achieve the satisfaction of our staff?
- Do we periodically ask about satisfaction to our staff through surveys, structured interviews or focus groups?
- Have we identified internal performance indicators that give us information that complements the previous one?
- Do we analyse the results and performance indicators, set goals and improvement plans and compare ourselves externally?
- Do we communicate the results to our staff?

For this, it is necessary to have measurement and diagnostic instruments that allow the analysis and understanding of the work environment in order to help organisations improve their management.

The **opinion survey among employees** is the most effective tool for measuring, controlling and achieving improvements in the level of employee satisfaction. It is the main mechanism through which the employee's voice is heard and heard at the top of the organisation.

In addition to the results obtained through the survey, there are other indicators, observable and quantifiable, that can be used to identify job dissatisfaction of workers. Examples of these **indicators** are:

- **Rotation**: Percentage of company departures over total people.
- **Absenteeism and illness**: Average days of leave per year per person.
- **Punctuality**: Average delay time per person.
- **Labour conflict**: Days lost per year due to strikes, stoppages, assemblies, etc.

PERFORMANCE EVALUATION AND IMPROVEMENT

WHAT IS A 360 DEGREE ASSESSMENT OR FEEDBACK AND ITS IMPLEMENTATION?

The 360 Degree Assessment is the set of feedback on personal competencies that an employee receives from his co-workers, which serves as support to identify his main strengths and areas of opportunity. The reason why it is called 360 is because it includes the self-evaluation of the evaluated person and also the evaluations of his co-workers, including the Direct Manager, Collaterals, Collaborators and Internal or External Clients.

Unlike annual performance reviews that rate employees on meeting measurable goals and outcomes, **the 360-degree evaluation focuses on the professional and personal competencies that are critical to these responsibilities**.

These qualities are known as **competencies** and some of the main ones are:

- **Leadership**. Delegation, Responsibility for Actions, Motivation, Decision Making, Risk Taking, Accessibility.
- **Emotional Intelligence**. Empathy, Stability, Security.
- **Personal values**. Respect, Ethics, Physical Presentation.
- **Teamwork**. Participation, Feedback, Acceptance of Differences, Negotiation.
- **Communication**. Oral Presentation, Understanding of Ideas, Ability to Listen.
- **Creativity**. Problem Solving, Innovation.
- **Organisation**. Taking Notes, Fulfilment of Responsibilities.
- **Organisational values**. Alignment to the Vision and Mission, Loyalty to the Company.

A 360 evaluation is not designed to evaluate the achievement of objectives and results of a collaborator. It is not appropriate for direct reports, clients or collaterals to evaluate our results that are the role of the direct boss. However, they can evaluate performance in terms of their technical and professional skills.

The competencies that were seen in the previous point are specifically directed to personal competencies, but other types of competencies more relevant to the employee's performance could well be handled:

- **Technical knowledge**. Domain of platforms, accounting and financial knowledge, among others.
- **Domain of the Product or Service**. Related to the employee's knowledge of the product or service offered by the company.
- **Customer Support**. For collaborators who deal directly with external clients.
- **Sales Skills**. For collaborators who deal directly with prospects.

In other words, a 360-degree evaluation can be a key trigger to increase the performance and productivity of all employees.

We have already seen the importance of ensuring continuity amongst collaborators and completing the feedback loop. The last part to consider is to bring this continuity full circle and complete the entire process again.

This helps the measurement of employee progress and the effect of the training courses on them. Now, the process and time it takes for a collaborator to be able to identify their areas of opportunity and later work on training

and showing improvement to their co-workers, takes time and should not be rushed. Our recommendation is that initially, when the 360 assessments are applied for the first time, they give one year to implement them again. As employees become accustomed to the process and witness its benefits, shorter evaluation periods can be opted for, preferably semi-annually.14F

There can be exceptions, for instance, when the 360 assessment only assesses 1 or 2 competencies, which are of vital importance to the business, the assessments can be conducted bimonthly.
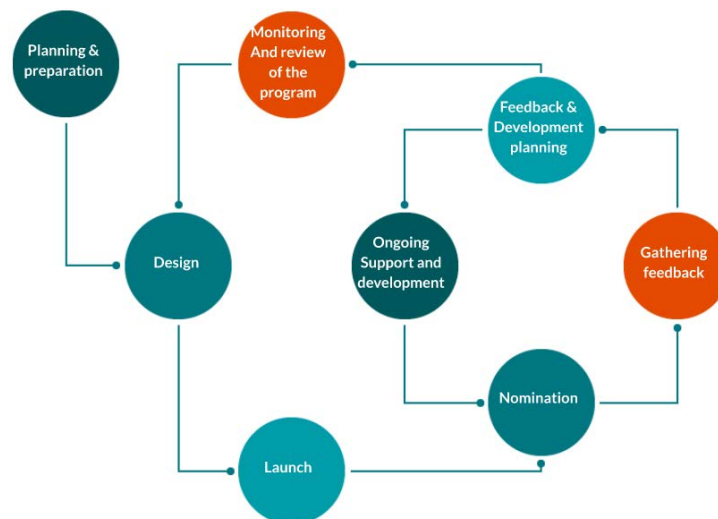
MANAGEMENT EVALUATIONS

Managers are typically responsible for directing the actions of their direct reports. As such, the performance of an employee can be linked to the supervisory skills of their managers. A **new performance management system** allows employees the opportunity to evaluate their managers in key areas. This is a useful tool for department heads and leaders, as well as for more senior employees in the company who oversee and direct middle managers.

ELIMINATING METRICS

Historically, employee evaluation forms and software programs have worked by way of a point system, evaluating how employees perform in key areas on a scale of 1 to 5. Studies are showing this is not an effective form of measurement, particularly in environments in which the quality of work is subjective rather than measured**. Recent trends in performance management** include evaluating engagement, contributions, problem-solving and teamwork initiatives that contribute to the health of the company.

REMOVING THE LINK TO PAY

Traditionally, performance evaluations have been linked to pay increases. Perform at a certain level, you get a certain percentage of an increase in pay. Much like the evaluation metrics that are evolving, many companies are modifying or eliminating this process as part of the **new performance management system**. Instead,

they're giving cost-of-living increases, basing pay on contributions, and issuing bonuses and profit-sharing options to reward high performers.

Although there is no perfect system for uniform **employee performance management**, more and more employers are moving away from staid old-school practices in favour of more progressive processes.

THE ORDER PROCESS

The **order or command has a particular path within HORECA establishments**. The exact order will depend on the type and size of the business, but the itinerary is basically the same.

Once the person in charge has finished taking the order, he must immediately give a copy to the person in charge of fulfilling the order. This must in turn delegate the responsibilities that correspond to each service: drinks, on the one hand, food preparation on the other. There are also desserts and coffee, which will have their own managers.

Within the kitchen there is also a certain order. Once the order arrives, each one assumes the task that corresponds to him. The head chef must verify not only that everything is done perfectly, but also that all the dishes on a table come out at the same time. This process requires great **coordination** and a lot of **training**, but it is essential to **guarantee a satisfactory experience** for the client.

Another copy of the order must go to the party in charge of billing who, once the consumption is finished, closes the account and makes the corresponding invoice. When the service is over, copies of the orders are kept for accounting, but also to make a general evaluation of the operation of the business.

On the other hand, **technology** is a very valuable accomplice of HORECA businesses and plays a fundamental role in these times. **It allows customer service to remain excellent, even with strict security protocols**.

During COVID-19, the need for social distancing and minimising contacts between people affects all areas of the business. And, precisely, taking orders is a particularly sensitive area that is kept in optimal conditions with technological resources. In addition to promoting the prevention of coronavirus, it streamlines the HORECA businesses and optimises the entire process.

Many companies have invested in touch screen ordering and command systems. The client sits at the table and has a tablet on which an application is displayed. In it, the guest carries out the entire ordering process of what he wishes to consume. In this tablet you can see the letter, with photos, prices, descriptions and all the details. And also on that device register your order. The order is transmitted to the kitchen and, when the dish is ready, it will reach the diner according to the system established in the business.

In some clients the plate of food arrives via waiters at the table. In others, the customer removes it from the bar with prior notice. The most technological establishments have installed conveyor belts or have robot waiters.

There are several applications that allow you to digitise the order and command system. At the same time, the menu and even the payment system are digitised. When the customer leaves, the device is disinfected and available again.

PROCESS EVALUATION METHODS

■ **Ongoing vs Annual Performance Evaluations**: One of the **recent trends in performance management** is that managers providing employees with regular, ongoing performance feedback rather than conducting annual or semi-annual reviews. Using protocols, such as regular check-ins and brief 1:1 meetings, managers can discuss performance issues at the moment and redirect behaviours before undesirable performance issues become ingrained and difficult to change. Formal evaluations may still be conducted for big-picture analysis and goal setting.

■ **Self-Evaluations**: Although **employee performance management** has previously included a self-evaluation component, the **latest trends in performance appraisal** include an expanded version of this practice. Staffers have an opportunity to highlight what they believe are their most notable achievements and accomplishments, as well as outline the goals and professional development objectives they would like to strive for in the coming year. Employees may also be asked to share their challenges or improvement needs. With this **new performance management system**, managers, then, have an opportunity to review the submissions in advance of an evaluation.

GOOD PRACTICES FOR EVALUATIONS

Effective practices in a number of areas can be especially powerful in enabling organisations to achieve their retention goals and evaluate employees with the same rules. These areas include:

■ **Recruitment.** Recruitment practices can strongly influence turnover, and considerable research shows that presenting applicants with a realistic job preview during the recruitment process has a positive effect on retention of the new hires.

■ **Socialisation.** Turnover is often high among new employees. Socialisation practices—delivered via a strategic onboarding and assimilation programme —can help new hires become embedded in the company and thus more likely to stay. These practices include shared and individualised learning experiences, formal and informal activities that help people get to know one another, and the assignment of more-seasoned employees as role models for new hires.

■ **Training and development.** If employees are not given opportunities to continually update their skills, they are more inclined to leave.

■ **Compensation and rewards.** Pay levels and satisfaction are only modest predictors of an employee's decision to leave the organisation; however, a company has three possible strategies:

1. Lead the market with respect to compensation and rewards.

2. Tailor rewards to individual needs in a person-based pay structure.

3. Explicitly link rewards to retention (e.g., tie vacation hours to seniority, offer retention bonuses or stock options to longer-term employees, or link defined benefit plan payouts to years of service).

■ **Supervision.** Several studies have suggested that fair treatment by a supervisor is the most important determinant of retention. This would lead a company to focus on supervisory and management development and communication skill-building.

■ **Employee engagement.** Engaged employees are satisfied with their jobs, enjoy their work and the organisation, believe that their job is important, take pride in their company, and believe that their employer

values their contributions. One study found that highly engaged employees were five times less likely to quit than employees who were not engaged.

- **Employee Satisfaction** only indicates how happy or content employees are. In general, it does not address their level of motivation, involvement, or commitment to their employer and/or role in the enterprise. These things are all important to companies who want to keep their employees happy and reduce turnover, but employee satisfaction is only a part of the overall solution. In fact, for some organisations, satisfied employees are people the organisation might be better off without. Satisfaction doesn't mean high performance or engagement. HR ideas and strategies focused on how to improve employee satisfaction oftentimes have results that demoralise high performers.

- **Employee loyalty** Loyalty is first and foremost about reciprocity. Employees should have the feeling that the organisation wants the best for them, and as a result they will continue to do their best and not look for another job. Employee loyalty is thus above all determined by how the organisation has arranged things and the way this is conveyed to the employee. Loyalty tends to encourage employees to do their best and perform to their highest of standards. If the organisation has loyal employees, then it will have employees who work productively and efficiently. This can boost the overall performance of the business, which can in turn increase sales and profits. This is always going to be good news for the business. A loyal employee (or better yet, a team of loyal employees) will help the company achieve its goals. Employee loyalty lowers the rates of turnover that the company experiences. Recruiting a new team member is never easy, and it can create additional costs for the business as a whole. Loyal employees are also likely to want to improve the company as a whole. They will put forward ideas, work towards better sales and generally try their best to make sure that the company in which they feel so vested will succeed.

- **Employee commitment** Employee commitment has been defined as has been recognised as an attitude of loyalty and affection for the organisation employer, sharing of its wider values and seeing oneself as part of organisation mission, vision, and goals.

PARTICIPATION AND INVOLVEMENT

When we talk about participation and involvement, we mean the company to generate attachment in its workers. An informal situation to exemplify involvement with the company could be the fact that staying 10 minutes outside working hours does not create a conflict or discomfort among the workers or that, despite the workload, attempts are made to carry it out in excess.

Difference between involvement and participation

In human resources management, the meaning of these two terms is quite different, although in the general dictionary there is the same meaning. In human resources management, **employee involvement** can be defined in the way in which employees are included in its interest. It is an individually based attachment and it is direct.

Management takes the initiative with individual employees and is included to achieve a specific common goal. It pursues the common interest between employees and management. Its main goals are to achieve employee empowerment and commitment. There is no hard and fast rule to increase involvement.

On the other hand, in human resources management, **employee participation** is different from participation and it is a collective process. In this one, it tries to join others in all the activities that matter in the company. It includes participating in something and, more or less frequently, it has the backing of some norm and/or legislation in which labour rights are important for participation.

This participation and involvement can be achieved in many ways, but especially with some **basic HR policies** such as:

- **Remuneration system that seeks equity and salary justice**, so that collaborators perceive that the salary received is in accordance with the tasks they perform and the responsibilities.

- **Career and training plans**, to retain and develop talent.

- Working hours that facilitate **balance** between work and personal life.

- **Labour flexibility**, when requesting permits, making up hours, etc.

Simultaneously, the organisation can promote measures of a more recreational or social nature, which generate team spirit and promote a sense of belonging to the company.

- Participation in **solidarity events** (solidarity races, tournaments, etc.) in which, for example, everyone wears the same shirt with the company logo.

- **Open air days** in which to work the culture and company values (outdoor activities).

- **Business dinner / lunch** with a section for „awards for the best worker / awards for the best division".

These measures, in any case, should be voluntary, not mandatory.

Some other activities to increase employee participation could be:

- **Joint breakfasts** with the manager or CEO of the company to share time and talk face-to-face on topics outside the office.

- **Establishing a dialogue area in the company**, an area where internal issues can be discussed.

- **Sports, stretching, yoga or other physical activities** promoted by the company.

- **Snacks, fruit, coffee or others** available in the company 24 hours.

- **Theme days**, depending on the occasion (Christmas, Birthdays, local parties, or others).

- **Team building training**, both within the company and outside.

- **Anonymous mailbox** with suggestions for improvements in the company.

- **Internal newsletters** or publications to know what each one is taking care of.

WHAT TO DO TO INVOLVE EMPLOYEES?

The most involved workers are more motivated and satisfied with their work, which positively influences their performance and improves organisational efficiency.

- Motivate to involve all staff within the organisation. If the members of the organisation are motivated and feel recognized in the performance of their tasks, they will strive to improve their results and integrate into the organisation, the synergy of the group is achieved. The set of capabilities of each individual enhances the ability to solve problems, and obtain group results.

- Favouring initiative and creativity improves the organisation's objectives. Members of the company are allowed to take the initiative in their task with the appropriate communication channels. They must always be aware of their limitations.

- Actively seek opportunities to improve their skills, knowledge and experience and allow them to pass on their experiences to the rest of the organisation. Delegate.

- Define the responsibility of people in reference to their own results.

The members of the organisation act for themselves. They have an obligation to meet the needs and expectations of their work in a process. You have to exercise leadership in your task, and put everything you can on your side, so that the task is carried out successfully, and the desired results are achieved.

When the work team knows interesting and important company data, it contributes to the improvement of the company's results. The **involvement with the work consists of three dimensions**:

1. **Psychological identification with work**: Importance that the subject attributes to work and to what extent he/she considers it central in his/her life.

2. **Relationship between performance and self-esteem**: Degree to which performance at work affects the subject's self-esteem.

3. **Feeling of duty and obligation towards work**: Loss of interest in work as it is one more obligation to fulfil.

RETENTION AND AGE MANAGEMENT IN THE COMPANY

The management of growing diversity in today's society (age, gender, nationality, experience, opinion…) can be a great competitive advantage for many organisations. We all add to the equation and our strength lies in making good use of such wealth and diversity of experience and focus.

What is age management? Age management is holistic, intergenerational and life-course oriented.
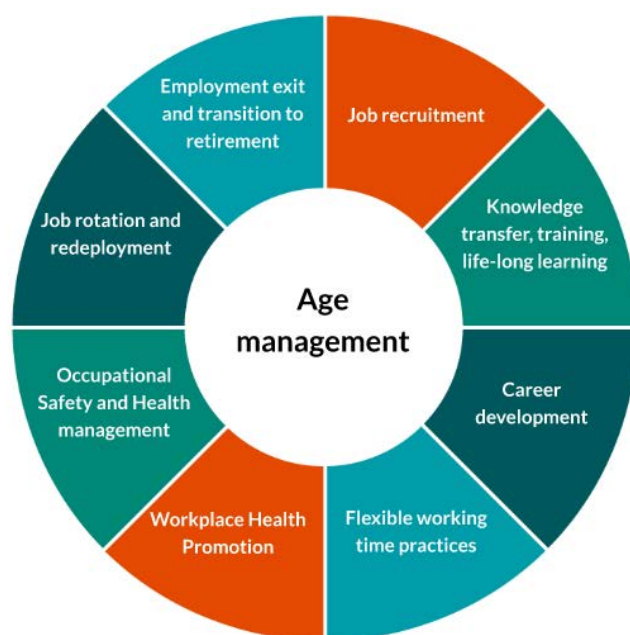
ELEMENTS OF AGE MANAGEMENT

- Involve employees' representatives and employees, including young employees, to ensure that their needs and perspectives are considered;

- Ensure that full-time, part-time and flexible employees are considered in the assessment;

- Assess work tasks as they are being carried out (not just focus on job titles), to gain a more accurate perspective of actual behaviours and physical and mental loads experienced by the employee; and

- Provide measures that have an impact on all employees, including young employees.

EQUALITY, INCLUSION AND DIVERSITY IN THE WORKPLACE

Among the important principles, objectives and activities mentioned in the **Treaty on the Functioning of the European Union (TFEU)** is the promotion of a high level of employment through the development of a coordinated strategy. According to the horizontal clause in Article 9 of the TFEU, the objective of a high level of employment must be taken into consideration in the definition and implementation of EU policies and activities. This must be done with the guarantee of adequate social protection, the fight against social exclusion, and a high level of education, training and protection of human health.

Furthermore, Articles 8 and 10 of the TFEU state that in defining and implementing its policies and activities, the Union shall aim to eliminate inequalities, and to promote equality, between men and women, and shall aim to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

It is also worth mentioning the essential contents of the **Directive 2000/78 / EC** on equal treatment in employment and occupation.

- Article 13 of the Racial Equality Directive (2000/43 / EC), Article 8a of Directive 76/207 / EEC on the implementation of the principle of equal treatment for men and women regards as access to employment, vocational training and promotion, and working conditions.

- Article 12 of the Gender Equality Directive Regarding goods and services (2004/113 / EC) and Article 20 of the Recasting Gender Equality Directive (2006/54 / EC) With regard to Equal Opportunities and equal treatment of men and women in matters of employment and occupation.

HOW TO PROMOTE DIVERSITY IN RECRUITMENT, MANAGEMENT AND STAFF ALLOCATION?

Diversity management involves the **recognition, effective deployment and harmonisation of individual employee idiosyncrasies**. Successful diversity management helps managers to maximise employee's knowledge and talent to better achieve organisational objectives. Diversity can stem from a wide range of factors including **gender, ethnicity, personality, cultural beliefs, social and marital status, disability, or sexual orientation**.

Although there are many types of diversity, it could be reduced for practical reasons in terms of **personality** and **roles**. People are different and they need to be treated differently, that is why to increase the diversity of the company it is necessary to take into account the needs of each group and establish company policies accordingly.

DIVERSITY MANAGEMENT

The concept of diversity started in North America in the mid-1980s, spreading to other parts of the world afterward. The globalisation of the world economy and the spread of multinational corporations brought a new twist into the concept, in that diversity management does not solely refer to the heterogeneity of the workforce in one country but to workforce composition across countries.

Diversity management refers to organisational actions that aim to promote greater inclusion of employees from different backgrounds into an organisation's structure through specific policies and programs. In fact, it is a leadership team made up of diverse individuals leading an organisation.

Managers have the highest potential to promote diversity: in fact, 45% of employees believe that managers – who are hiring and mentoring new employees – have the most leverage to boost diversity.

In addition to managers, the CEO and HR department are additional key players in their ability to impact diversity at a company. Unfortunately, roughly half of all managers claim they are too busy to spend time and energy on those initiatives. Therefore, diversity management requires a dedicated strategy to ensure your team is always growing and improving its diversity and inclusion efforts.

KEY ELEMENTS NEEDED FOR ANY DIVERSITY MANAGEMENT STRATEGY

1. Identify resources for diversity programmes

Every company has limited resources even for something as important as diversity and inclusion.

It is mandatory to make sure that the team – especially managers- are on board and understand their roles and responsibilities in the plan. Also, it should be also established clear non-discrimination, zero-tolerance and harassment policies and enforce them so your employees feel safe and are comfortable speaking out at work.

2. Set diversity goals & metrics

It is important to start by looking at the current metrics and then set goals based on the areas the company team needs improvement. Examples of diversity metrics: representation across companies, representation by department, number of applicants, number of hires, employee engagement, pay gap…

3. Recruit diverse talent

Start by reviewing the present recruitment marketing materials, and carefully consider and analyse which candidate persons are being targeted with the company's careers page, job boards, social media recruiting efforts and other recruitment platforms in order to avoid any type of bias which could be not promoting diversity.

4. Prioritise inclusion programming

The best way to engage any team is to bring them together in-person and spend time doing activities that are not necessarily work related. Some of these engagement tactics could be considered: host team building gatherings during work hours, highlight individual differences and unique interests, celebrate personal accomplishments.

It is easy for people to get bogged down with work, but it is crucial for company culture, employee engagement and retention to always be prioritised for the employees.

5. Implement diversity and sensitivity training

Researching diversity and inclusion experts in the specific area to provide consultations, or they may even conduct the training themselves. It is important to note that training should not be a one-off activity. It must have regular training and education programming around diversity and inclusion to ensure your team is always informed.

6. Build a diverse leadership team

Mentoring diverse talent will be more intuitive for diverse leaders; they will be more relatable and more likely to support a diverse culture that welcomes people of different backgrounds.

Another solution is to create a volunteer diversity and inclusion committee with several of your employees across the company. A committee has the benefit of brainstorming ideas from several different diverse minds rather than expecting one professional to know everything D&I related.

BEST PRACTICES TO PROMOTE, SUPPORT AND DEVELOP DIVERSITY IN RECRUITMENT, MANAGEMENT AND STAFF ALLOCATION

Diversity and inclusion include the company's mission, efforts and practices to support a diverse workplace and leverage the effects of diversity to achieve a competitive business advantage.

Diversity includes any dimension used to differentiate groups and people from one another. Focus mostly on respecting and appreciating what makes employees different in terms of age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin. Inclusion, on the other hand, includes organisational efforts to make employees of all backgrounds feel welcomed, and equally treated.

10 diversity and inclusion best practices:

a) **Establish a sense of belonging**: one of the most important psychological needs that need to be met in order for employees to feel connected with their employers and organisations.

b) **Treat all employees fairly**: crucial to feel valued and accepted. Unfair salaries and benefits packages for employees from different backgrounds lead to unhealthy workplace culture and a lack of diversity.

c) **Offer equal growth opportunities**: one of the main factors with the power to attract and keep talent within companies. Employers need to be careful about offering fair and equal growth and career advancement opportunities to their employees.

d) **Rewrite your job descriptions and job ads**: in order to attract a more diverse talent, the language used in job posting makes a big difference. As it was said, an analysis of the target and avoidance of certain barriers should be done to increase diversity.

e) **Support innovation and creativity**: companies must support creativity within their organisation in order to build a diverse workplace.

f) **Educate employees on diversity and inclusion**: employees need to be educated about the benefits and best practices to support those initiatives. It is not enough for upper-level management to be aware of what diversity and inclusion mean for business success and company's reputation.

g) **Support teamwork and collaboration**: teamwork and collaboration are what employees expect from their employers to support. Therefore, in order to attract and keep a more diverse workforce within your organisation, collaboration should be one of your main company core values.

h) **Support flexibility in the workplace**: research on workplace diversity found that one of the best workplace policies to attract diverse candidates is flexibility. Therefore, offering flexible work locations and hours helps you attract and retain more diverse employees.

i) **Restructure the recruitment process**: focusing on what company candidates worked at or what school they went to can often lead to a decrease in diversity of the candidate pipeline. However, valid and reliable personality assessments are great tools to measure candidates' personality traits, motivations, and skills.

j) **Promote diversity and inclusion at all levels of the organisation**: in order for diversity and inclusion initiatives to work, all levels of the company's hierarchy need to understand and support it.

KITCHEN WASTE MANAGEMENT

The correct management of waste is part of the generic and specific competences and functions required to run and manage a kitchen. The waste generated in the kitchens of bars, restaurants, cafes… is a problem of health and environmental impact that affects all professionals in the sector and the customers of these establishments.

Kitchen waste has a high organic content and is a potential source of different types of pests and infections, as well as being highly polluting waste.

TYPES OF WASTE IN THE KITCHEN

We can mainly classify them according to their treatment as follows:

- Solid urban waste, which is generally recyclable waste (all types of glass containers, paper, etc.);
- Fatty waste, which comes from oils and other fats used for cooking; and
- Organic waste (leftovers from processed meals and waste generated during the preparation of dishes).

The waste is identified in accordance with a harmonised list of waste at European level, regulated by **Commission Decision 2000/532/EC**.

HOW TO MANAGE WASTE IN THE KITCHEN

It is necessary to follow a series of guidelines for good waste management, to minimise environmental impact and to prevent risks to human health (infections, contagions, pests, etc.).

Solid waste should be treated in the same way as solid urban waste generated in households. A specific container should be used for glass packaging, so that it can be recycled. Cardboard and paper packaging should be thrown in another bin. Cans, cardboard and plastic packaging should be placed in another container. In addition, it is necessary to include a container for organic solid waste.

However, this division may vary depending on the waste management regulations in each country.

At the European level, Directive 2008/98/EC and the amending Directive (EU) 2018/851 regulate waste management.

As companies from the HORECA sector generally generate a lot of waste, it is advisable to have their own coloured containers, although they can also make use of the containers of the public waste collection system.

Also, efficient shopping with large packaging and bulk products helps to reduce the consumption of plastics and cardboard.

FATTY WASTE MANAGEMENT

Fatty waste must be disposed of separately. This includes all fryer oils and fats generated during food preparation.

These wastes cannot end up in the sewage system as they are highly polluting. They would end up in rivers and reservoirs and have a high capacity to pollute water.

Used oils are considered hazardous waste, since they are highly polluting for water: **1 litre of oil pollutes 1,000 litres of water**.

If properly recycled, fatty waste has a second life in the form of biofuels, soaps and useful ingredients for the manufacture of waxes, varnishes, etc.

WASTE MANAGEMENT IN HORECA ESTABLISHMENTS

In bars, restaurants, cafes... extreme care must be taken in the cleaning of all areas, including kitchens. This also includes the correct treatment of all waste generated.

Incorrect waste management can lead to significant penalties, as it can be considered as a lack of cleanliness and a danger to public health.

Food waste should be kept in leak-proof, non-manually opened containers to keep it isolated until disposal so that it does not come into contact with food. This prevents possible contamination.

Waste containers should be installed away from the food being processed and should be sturdy to prevent spillage. They should be removed from time to time and should not accumulate excess waste.

Waste bins should have anti-drip systems and tight-fitting or airtight lids to avoid spillage and bad smells.

In addition, it is advisable to have grating and drainage systems to prevent waste from forming puddles.

Proper waste management is essential for any HORECA establishment, not only for its own **health** and to **ensure food safety** for its customers, but also to have a **lower environmental impact** and, of course, to avoid penalties.

WASTE MANAGEMENT PLAN

A management tool that can be very useful when it comes to managing the different types of waste generated in an establishment in the HORECA sector is the preparation of a Waste Management Plan.

Among the measures to be included in this Plan, we can contemplate the following:

- There should be separate containers for each type of waste every few metres, both inside and outside the establishment. Thus, we will have containers for paper and cardboard, for glass, for plastic and metal, for organic waste, and for other specific waste that may be generated.

- The possibility of converting organic waste into homemade compost should be considered.

- Waste which, due to its special characteristics, is classified as hazardous, special, etc., must be correctly classified and disposed of in accordance with legislation.

SOME TIPS FOR REDUCING FOOD WASTE

1. **Measure food waste**. Simply by tracking food usage and waste, many businesses find opportunities to scale back production while still meeting customer demand. A "food waste inventory" can help you to identify how much and where food is wasted so you can implement changes (e.g. smaller portions, menu changes or substitutions) and monitor your progress.

2. **Predict food orders**. Having a system in place to help you accurately predict food orders, either manually or with the help of digital technology (e.g. predictive ordering technology), means more accurate data, a better understanding of food order patterns and more control over your kitchen, which ultimately leads to less waste (and more money in your pocket).

3. **Engage staff**. Food Handlers are valuable resources when it comes to reducing food waste. Some of the most innovative ideas for reducing food waste comes from kitchen and front-of-house staff, not from management. Investing in training and certifying your staff is one of the best things you can do for your business.

4. **Practise good stock control**. Efficient ordering and stock rotation are of primary importance when it comes to minimising food spoilage and waste. Make sure that stored food is clearly labelled with 'best before' or 'sell by' dates and make sure everyone who handles food in your business is trained on proper First In, First Out inventory management techniques.

5. **Keep an eye on overproduction**. Many establishments use batch preparation to save time and money. Once you begin to measure food waste in your business, you may find that shifting away from batch preparation in favour of cook-to-order preparation will save you money in the long term.

6. **Have a plan for excess food**. Predicting customer demand is more of an art than a science; as such, kitchens will often find themselves with extra ingredients. If you don't have a plan to use those extra ingredients, they could end up in the bin. Why not turn yesterday's leftovers into a lunch special today? If it's not past its "use by" date, you should use it.

7. **Compost**. For the food scraps you can't use, consider if composting is a viable option for your business. Some use compost from the kitchen to enrich the soil in fruit and vegetable gardens or as a natural fertiliser for landscaping. Composting also reduces your environmental impact (and your waste removal bill) by keeping waste out of landfills.

8. **Recycle**. Recyclable materials such as paper, cardboard, cans, bottles and other containers, are too often found in HORECA establishments' rubbish bins. By putting these materials in the correct recycling bins, your food business can help the environment and save money on waste collection. Make sure that recycling bins in your business are clearly labelled and used only for recycling to prevent rubbish and recycling from getting mixed in together.

9. **Switch to reusable non-food items**. Disposable items such as paper, napkins, plastic cutlery and dishware can generate a tremendous amount of waste. Even though sometimes these simply can't be avoided, where you can avoid single-use items, just do it.

10. **Donate**. Some entities (NGOs, associations…) accept suitable food from restaurants and other food businesses, which they then distribute to the homeless and others in need. Consider labelling the food in your coolers and pantries with a 'serve before' and a 'donate before' date, to help staff easily determine what goes in the bin and what is suitable for donation.

MENU ENGINEERING

Menu engineering is the discipline that **studies the gastronomic offer of your business to improve its profitability**. It starts from the premise that the menu is much more than a piece of paper with a price list, and through a series of engineering techniques it establishes which dishes, in what order, and how they should appear on your menu to optimise the results of your catering business.

The **menu is one of your best sales tools** and, according to some professional sources, an intelligent menu design can help increase the profits of your restaurant, bar or cafe by more than 15%. And when we talk about „menu design" we don't mean design in terms of aesthetics and graphic design, but in terms of menu engineering. A strategic menu design that realises the full potential of the menu for your business will help you to improve your results and increase your profits.

When menu engineering is applied to the menu of a establishment, each of its elements is analysed in detail, the profitability and popularity of each dish, if the dishes that appear are the right ones, if they are in the right order and position, if they have attractive and appealing names and descriptions, etc. Everything has to be intelligently chosen to help you sell and connect the objectives and interests of your business with the preferences of your clientele.

Here are some examples of menu engineering **strategies** to increase your business sales:

1. **Make a detailed cost estimate**: If you don't know how much each dish on your menu really costs, you can't know how to price it for maximum profitability and where to place it on the menu. That is why it is necessary to make an exhaustive study of the costs of each dish, without estimates, valuing each and every one of its individual ingredients, no matter how small the quantities (oil, salt, spices…).

   To make a good cost estimate, it is very practical to break down each of the ingredients in a table, indicating the following aspects in parallel columns:

   - Gross weight: the total weight of the product.
   - Net weight: the resulting weight after shrinkage.
   - Shrinkage: the part of the product that we will not be able to use in the processing.
   - Unit price: the cost of the ingredient expressed in euros/ kg.
   - Total price: the price we have paid in total for the product calculated on its gross weight.

   The detailed price list is a fundamental tool in catering and kitchen management, with which we can control the real cost of each dish per person and we will know what price to put on it to make it profitable. In this way we control and optimise our spending.

2. **X-ray your menu in depth**: Doing an in-depth analysis of your menu is a fundamental point of menu engineering to identify its categories and sections and then classify each dish according to its cost and popularity. This way you will know exactly where to strategically place each dish on the menu in the position and manner that will bring you the most profit. We describe below how to do this:

   - Identify the categories and sections of your menu. To have a complete and real vision of the menu you offer, it is most effective to first divide the dishes into categories and then specify the sections of each category. To give you a simple example, in an Italian restaurant the categories would be pastas, pizzas, antipasti, drinks and desserts. And if we focus on the pasta category, we could break it down into several sections such as meat, seafood and vegetables. An important fact: several studies

on menu engineering have revealed that it is counterproductive to exceed 5 dishes per section. It is also very important to consider offering sections on the menu with dishes for specific population groups. This would be the case of a special section for children, people with intolerances or allergies, vegetarians, vegans or menus for groups, among others.

- Classify each dish according to cost and popularity. After the previous exercise, we would have to analyse each of the dishes, assessing the profitability that has resulted from their costing and the degree of popularity among our customers. According to the menu engineering, we would thus obtain 4 different typologies:

  – The most profitable and popular.

  – The very popular but not very profitable ones.

  – The unpopular but very profitable.

  – Those that are neither profitable nor popular.

After this detailed analysis of our menu, we are now in a position to know which menu items are most popular and have the best profitability for the business. These are the star dishes, the ones that we are most interested in highlighting on the menu and that customers notice and demand.

What to do with those dishes with high profitability but low popularity? A very effective tool is to encourage your wait staff to offer them to customers and study their reactions. Perhaps they don't find them appealing or find them too expensive. Or they are placed in such a way on the menu that they go completely unnoticed. Perhaps making a few adjustments, such as a different name or description or changing their position on the menu, is enough to draw attention to them.

Inevitably, there will always be popular dishes that are not very profitable but it is advisable to keep them as an attraction for your business. And finally, for dishes with low profitability and popularity, the best thing to do is to leave them off the menu.

3. **Pay attention to the name and description of each dish**: Pay special attention to the names and descriptions of the dishes. A very generic name is not advisable, it is always important to give some useful information in it and not „force" the customer to read the description. Example: a „House dessert" does not give enough information to the diner, while something like „House tartlet with red fruits" not only indicates that it is the typical homemade dessert of this establishment, but it also indicates what the dessert consists of.

When describing dishes, avoid lengthy explanations with a lot of frills. Opt for simple descriptions that summarise the texture, the flavour of the dish and the cooking method. Continuing with the previous example, we would describe our house fruit tartlet as „crispy puff pastry base with cream filling and caramelised fruit".

4. **Pay attention to the position and presentation of a dish on the menu:** When we look at a document our eyes trace what menu engineers have called the „golden triangle". Our eyes move first to the middle to move to the top right corner and then to the top left. This area of a triangle would be where the most profitable dishes for a business should be placed.

It is also very important how we present the menu. It is important not to overuse long menus with a long list of dishes. Do not overdo the visual aspect either, with an excess of photos and colours, and select quality photos of those dishes that you are really interested in drawing attention to. If the customer gets lost in a tangle of endless lists and images of dishes, he/she will end up getting saturated and choosing what he/she already knows. Remember that the aim is just the opposite, to use the menu as a tool to get the customer to choose what interests us most.

5. Be aware of the psychology of prices and consider promotions: There are several tricks to keep in mind when setting the prices of the dishes on the menu so that they do not become an element against you:

- Eliminate price currencies, this way you reduce part of the impact of the cost of the dish and, according to recent studies, it makes customers spend more.

- Do not include suspension points between the name of the dish and the prices. This way the customer perceives the menu as a price list and will choose accordingly.

- Opt for round numbers. This is the predominant style in the most exclusive establishments, providing a more elegant touch.

- Promotions on the menu can also be an excellent formula to connect with the customer and a very useful tool to offer menus at reduced prices on your menu that contain special dishes, seasonal dishes, or some kind of combo or special pack.

6. Share with your wait staff the story behind each dish: There is probably a good story behind many of the dishes on your menu: what or who inspired it, is it a recipe passed down through generations in your family, was it your first star dish at cookery school, etc.? Share with your wait staff their story so they can pass it on to your customers. They will feel more confident in reporting the details of the menu and will make your customers' experience more special.

Regardless of these menu engineering strategies, it is also important that you know your clientele well and the reason why they come to your establishment to offer them the most appropriate menu. Are they people who like to be up to date with the latest gastronomic trends or on the contrary, are they customers who prefer traditional dishes? Do they look for local products or do they prefer the most „in" exotic ingredients? Asking yourself these questions will help you to better understand not only your regular clientele but also how to attract the potential clientele you want to attract to your business.

Note that it is not always about selling more, it is about making each customer's experience unique and making them come back to your business again and again for real long-term profitability.

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QUALIFICATION 2-KITCHEN WORK MANAGEMENT

MODULE 2: COMMUNICATION WITH THE CUSTOMER

Why is good customer service in restaurants important?

Good customer service is important in the restaurant industry because it can determine the overall success of the establishment. Here is a list of reasons why it's so important:

- Happy customers generate more positive feedback and reviews for your restaurant.
- Excellent customer service can increase revenue.
- Satisfied customers are more likely to become regular customers.
- The longevity of a business usually relies on good customer service.

The elements of professional customer service are:

Expand Your Definition of Service

How you define service shapes every interaction you have with your customers. Limited definitions of service based on an exchange of monies for goods or service misses the overall point of customer service. "Service" should provide the customer with more than a product or action taken on his/her behalf. It should provide satisfaction. In essence, the customer should walk away pleased at the result of the transaction – not just content but actually happy. A happy customer will continue to be a buying customer and a returning customer.

Who are Your Customers?

Customers are the people who want to pay a fair price for quality service or products, and feel satisfied they have paid for a service/product and received what they have paid for in return. They also want someone to take care of them. They need someone to understand their needs and help answer them. They need someone to hold their hands and walk them through a process. Customer service starts with the ability to listen to the customer and find out what he/she needs or wants by asking questions in a polite way. Through questions one can find more about the likes, dislikes and background of the customer.

Apart from the "external customers," but there are the internal customers." An internal customer is anyone in the organization who needs assistance or interaction from another to fulfill their job responsibilities. Internal customers are the coworkers. Remember, the internal customer chain is just like the external, we are all customers both inside and outside the organization. According to a Wall Street Journal article, "Poorly Treated Employees Treat Customers Just as Poorly.

Develop a Customer Friendly Approach

It is very important to develop a system and attitude promoting customer friendly service. By "customer friendly" we mean viewing the customer as the most important part of your job. The cliché, "The customer is always right" is derived from this customer friendly environment.

Two critical qualities to the "Customer Friendly Approach":

- Communications
- Relationships

The two main tasks of successful customer relations are to communicate and develop relationships. They don't take a huge effort, but don't happen instantaneously either. Positive dialogue/communication with your customers and developing ongoing relationships with your customers are perhaps the two most important qualities to strive for in customer service. What Customer Service Means As mentioned earlier, customer service means providing a quality product or service that satisfies the needs/wants of a customer and keeps them coming back.

Good customer service means much more – it means continued success, increased profits, higher job satisfaction, improved company or organization morale, better teamwork, and market expansion of services/products.

Professional Qualities in Customer Service

Professionals who constantly deal with customers (inside and outside the company) need to strive for certain qualities to help them answer customer needs. Customers have many needs but the six basics need that stand out are:

- Friendliness – the most basic and associated with courtesy and politeness.

- Empathy – the customer needs to know that the service provider appreciates their wants and circumstances.

- Fairness – the customer wants to feel they receive adequate attention and reasonable answers.

- Control – the customer needs to know that the service provider appreciates their wants and circumstances

- Information – customers want to know about products and services. The employees must know all information regarding the product they provide. Saying "I don't know" or "It is not my department" are automatically demeaned and demoted in the mind of the customer. Customers want information, and they disrespect and distrust the person who is supposed to have information but does not.

Therefore, an employee must have all the above qualities friendliness, empathy, sense of what is fair and information in order to serve better the customer.

Apart from these qualities, the employees must have the following characteristics in order to produce the desired level of customer satisfaction:

— Smiling – there is nothing like a smile and pleasant face to greet a customer, especially if he/she has a complaint. A smile and polite conversation can immediately disarm a disgruntled customer. Facial expression sets a positive tone before you even begin speaking. A relaxed or pleasant facial expression is the ideal most of the time.

— Eye contact – always look into your customer's eyes. Directly address customers.

— How you look – personal grooming has a big impact on your customers. Dirty hands, messy hair and poor dress can mean the loss of an otherwise happy customer. When interacting with customers, dress neatly and in a professional manner so as to command respect and to let customers know you take seriously your position.

— Shaking hands – when shaking hands with a customer a firm and professional handshake is expected. This part of the greeting is now common among both men and women in a professional environment.

— Be attentive - when listening to a customer, slightly lean towards your customer and nod your head ever so slightly to indicate you are listening.

- Tone of voice – always convey friendliness and amicability. Do not raise your voice in frustration or anger no matter how difficult or tiresome a customer may behave. 8 • Hand gestures - use hand movements to emphasize what you say (even on the phone) and to emphasize your feelings.

- Personal space – this is the distance that feels comfortable between you and another person. If another person approaches you and invades your personal space, you automatically move back without thought. You are uncomfortable. Leave adequate distance between you and your customer. Adequate space is important to making customers feel secure and unthreatened.

- Posture – slumping in a chair or leaning against a wall while interacting with a customer are sure signs you are not interested in the customer. Your pose or posture should express attention, friendliness, and openness. Lean forward, face the customer and nod to let them know you are interested.

- Observation - notice how your customer behaves and what he/she reacts positively to while you are providing service

- Happiness-If the employees are happy in their workplace, then the customers will be happy as well. Remember that everything good happening in your restaurant will be because of its employees. A manager must make sure he keeps them happy by engaging with them regularly, and ensuring that they are satisfied. He should ask them if they think anything could be changed around the restaurant to increase customer satisfaction, or to make things run more smoothly in the kitchen. He should make them feel that they are important members of your team.

By having a personal relationship with your employees, you will create a happy atmosphere and increase the satisfaction of the customer. Remember that your staff are representing you, so show off your best side!

A restaurant must have its own culture. A Restaurant Culture includes the vision, values, norms, systems, symbols, language, assumptions, beliefs, mission and habits. The Leader has a huge influence on the Culture of the Restaurant, both by living the core values and encouraging them in the team. The leader must include values that are highly valued by their customers for example, friendliness, politeness, empathy, fairness. In this way the employees and the customer will share the same values.

IDENTIFIES AND ANALYSES THE „DIFFICULT CUSTOMER"

Customer management in a restaurant is an art. Right from handling tough customers who are never satisfied no matter what, to ensuring the service is up to the mark – dealing with issues related to restaurant services with your personal touch and care can transform unhappy customers into repeat customers. Proper restaurant customer management leads to satisfied customers, and customer satisfaction is one of the most essential things in the restaurant industry.

Employees in a restaurant often meet difficult customers.

There are two kinds of difficult customers that can affect the kitchen employees.

- The critical customer will evaluate every detail and complain about it – from the way you fold the napkins to the temperature of the room, to the food you served him. Often, critical customers are not unhappy because of you and your restaurant. Most likely, they bring their daily frustrations with them when going out for a meal. So, remember, the criticism is not meant to hurt you – it's just their way of letting out some steam.

- The hurried customer is the customer that is always in a hurry and wants everything to be done very quickly.

It is important to remember that these difficult customers can easily become Unhappy Customers if in the case they have a problem we do not resolve their problem quickly. The business does not wish to have unhappy customers because unhappy customers often share their complaints with peers and write bad reviews in different forums and in the social media. Hence, you need to be extra careful in addressing and resolving their issues, no matter how swamped you are. Resolving their complaints can create opportunities to keep them coming back for more.

When you are not able to handle difficult customers and your answer to their complaint is So, not my fault, there is nothing I could do then your customer service is poor. **Good customer service means accountability**, **responsibility and taking action to satisfy the customer**. It is crucial to be able to communicate with an unsatisfied customer.

Therefore, in order to do so you must use some techniques of the professional customer service in order to win the support of the customer and continue to have it as a customer.

"If we can provide an immediate response to the problem at hand, we have to do it. This may mean breaking our own rules now and again, but then again, isn't that why we are the boss, manager, or in an authority position? While this won't – and shouldn't be – the answer for all problematic guest situations, having the flexibility to respond to demanding guests quickly should be considered" -Sandeep Chatterjee, F&B Manager, the Resort.

Listen: It is of primary importance when dealing with an unsatisfied or complaining customer to listen attentively to his/her complaint, gripe, frustration or grievance. A lot of customer complaints resolve simply when people feel like they've been heard and understood. Even when they're demanding something unreasonable, proactively listen and do not succumb to distraction, closed body language like folded arms, or other visible Be patient, attentive, and friendly. annoyance.

Express you are sorry: 'We are sorry for this mistake/problem." "We are terribly sorry for this inconvenience." "How can we work to solve this problem together?" "I can imagine how frustrated you are."

Do not argue and do not interrupt: This will only worsen the situation, especially if the customer is angry. Let him speak before you try to discuss with him what has happened.

Sympathise: Let your customer know that you take him seriously. However you must limit your empathy since this may be seen as fake or patronizing.

Do not get defensive: Stay neutral in tone and response when a customer is actively complaining. In this way you will convince him that you are taking his concern seriously. Never argue back, even if the customer is wrong, doesn't quite have all the information, or is seemingly lying. Your goal is to minimize the problem and resolve it and not create a war atmosphere

Do not lose your self-control: If you stay relaxed, customers will calm down.

Point out facts: Listen carefully – and write everything down. Do not make any comments until the customer is finished talking. After listening to all that the customer had to say repeat all the facts heard in a plain language. And if you're lucky, hearing the retelling in another voice may help normalize the critique for the customer and deflate a bit of the emotion attached. Repeating what they said also gives you more time to fully process the situation in your own head and come up with the most prudent response.

Involve the customer in problem solving: Suggest the customer alternative solutions, if they exist. Customers appreciate the opportunity to choose the ways of problem solving.

Present the solution: Present your customer with a solution to their problem. Tell your customers what actions will be taken. Coming up with a solution that satisfies their immediate need is all that's called for in the moment. And be sure to confirm that the solution you present to the (hopefully now calm) customer is satisfactory to them, as well. Never make the mistake of promising something you are not able to do

Follow-up: Make sure that the promised measures are taken. If you do not fulfill what was promised and ignore the customer's complaint, the problem will grow. Next time it will be more difficult to solve. You can also encourage your customer to give you feedback from your customer after the problems is solved and you can also give the customer a "way back": Sometimes customers are wrong. You should let them leave with dignity, without feeling embarrassed.

Do not question the customer's correctness: From the very beginning you should believe that the customer may be right. Always be open minded toward the customer's opinion, make them feel they deserve to be listened to.

Always remember that golden rule of any customer service: *the customer is always right, no matter what*! Of course, the customer may be wrong but again if you don't agree with him you have to stay calm, and politely try to resolve their grievances. It might not be possible to accommodate every customer request, but you can always try to make them feel valued. Remember to be always courteous, no matter what.

Maintain acceptable limits: We must follow the rule the Customer is always right "but this does not mean that any type of behavior should be tolerated. Don't let your employees take abuse, verbal or physical, just to satisfy a customer. If a customer is using inappropriate language or making abusive gestures to your waste no time in securing their removal from the establishment. There is a limit on what you can tolerate. The safety of your employees and other customers are your number one priority. This helps protect your employees in the immediate moment and reinforces to them that you're looking out for their overall well-being on the job.

Do not take it personally: At the end of the shift, it's easy to go home and brood about what we could have done or said better. But the reality is, complaints happen. Mistakes are made. And while it's important to learn from them, it's just as critical not to let them weigh you down emotionally like a boat anchor.

Negativity is contagious, but you can control whether you let it get inside your head or not. Let it go, and take on the next shift as a brand-new day.

ACTIVE LISTENING

As mentioned before, when you are servicing a customer, you need to have good communication with him. In order to communicate well with him you need to be able not only to hear what he/she says but to listen to him/her actively.

The Active listening requires the listener to fully concentrate, understand, respond and then remember what is being said. You make a conscious effort to hear and understand the complete message being spoken, rather than just passively hearing the message of the speaker.

Listening is the most fundamental component of communication skills. Listening is not something that just happens, listening is an active process in which a conscious decision is made to listen to and understand the messages of the speaker.

Various studies stress the importance of listening as a communication skill. The studies on average say we spend 70-80% of our waking hours in some form of communication. Of that time, we spend about 9 percent writing, 16 percent reading, 30 percent speaking, and 45 percent listening.

Studies also confirm that most of us are poor and inefficient listeners. Most of us are not very good at listening, research suggests that we remember less than 50% of what we hear in a conversation.

There are many benefits of active listening, these include:

- Builds deep trust – Active listening helps other people to open up. They can sense that you will not be jumping to conclusions based on superficial details. They also realize that you care enough about them to listen attentively. While building trust takes time, it leads to great benefits such as lifelong friendships and a promise of help in difficult times.

- Strengthens your patience - The ability to be a good listener takes time and you need to develop it with regular efforts over time. But as you gradually get better and better at listening, an automatic benefit is that you develop patience. Patience to let the other person express his or her feelings and thoughts honestly while you don't judge

- Makes you approachable - As you present yourself as a patient listener, people feel more naturally inclined to communicate with you. By being there for them, you give them the freedom to express their feelings.

- Increases competence and knowledge - Great listening skills make an employee more competent and capable, regardless of their position. The more an individual can get information out of the meetings, the instructions, and reports provided to him, the more efficient and successful they will be at completing the task. Listening also builds knowledge and helps fulfil work requirements through progressive learning.

- Saves time and money - Effective listening not only reduces risks of misunderstanding and mistakes that could be very damaging to the business, but it also saves time and money

What makes a good listener?

Good listeners actively try to understand what others are really trying to say, regardless of how unclear the messages might be. Listening involves not only the effort to decode verbal messages, but also to interpret non-verbal cues such as facial expressions and physical posture.

You also need to show to the person speaking that you're listening through non-verbal cues, such as maintaining eye contact, nodding your head and smiling, agreeing by saying 'Yes'. When the listener provides these cues, the customer will usually feel more at ease and communicates more easily, openly and honestly.

There are three steps for active listening:

- **Listen**: You focus on the listener. What is he /she talking about?

- **Question**: The purpose of this step is firstly to show that you are paying attention secondly to gather information and thirdly to have clarifications. At this step you make open ended questions.

- **Respond**: When you respond you can

    – Reflect on what is been said, reflect the speaker's feelings.

    – Restate-Restate major ideas been said and feelings

    – Clarify-By asking questions or restate wrong interpretation to force the speaker to explain further.

— Summarize their words out loud or in your head. Repeating what they said helps you make sure you have an accurate understanding. Try to do so in your own words to increase your comprehension of what they said.

NON-VERBAL AND VERBAL SIGNS OF ACTIVE LISTENING SKILLS

It is not nice to know that you are talking to someone and he is not listening to you. There are some simple steps you can take to let the speaker know you are actively listening

Non-verbal signs of active listening

The people that are listening are likely to display at least some of these signs. However, these signs may not be appropriate in all situations and across all cultures.

Smile – Smiles show to the listener is paying attention to what is being said or as a way of agreeing or being happy about the messages being received. Combined with nods of the head, smiles can be very strong in affirming that messages are being listened to and understood.

Eye Contact - it is normal and usually encouraging for the listener to look at the speaker. Eye contact can however be intimidating. Combine eye contact with smiles and other non-verbal messages to encourage the speaker.

Posture - can tell a lot about the sender and receiver in interpersonal interactions. The attentive listener tends to lean slightly forward or sideways whilst sitting. Other signs of active listening may include a slight slant of the head or resting the head on one hand.

Distraction - the active listener will not be distracted and will not look at his watch, play with his hair and other.

Verbal Signs of active listening

Positive Reinforcement - this can be a strong signal of attentiveness, however too much use can be annoying for the speaker. Occasional words and phrases, such as: 'very good', 'yes' or 'indeed' will indicate that you are paying attention.

Remembering - try to remember a few key points, such as the name of the speaker. It can help to reinforce that what is being said has been understood. Remembering details, ideas and concepts from previous conversations proves that attention was kept and is likely to encourage the speaker to continue.

Questioning - the listener can demonstrate that they have been paying attention by asking relevant questions and/or making statements that build or help to clarify what the speaker has said. By asking relevant questions the listener also helps to reinforce that they have an interest in what the speaker has been saying.

Clarification - this involves asking questions of the speaker to ensure that the correct message has been received. Clarification usually involves the use of open questions which enables the speaker to expand on certain points as necessary.

CONFLICT MANAGEMENT

Kitchen's employees often are in conflict with their colliques or with their customers. This may due to different needs, opinions and goals.

Employees who are in conflict may become less inclined to work together and collaborate. Employees who are in conflict with their customers and ae not able to resolve this conflict will eventually loose these customers.

People may take different approaches to handing a challenging situation, but not every set of behaviours will be effective in the long run. There are three different approaches to handling conflicts:

Aggressive Behaviour (I win–You lose). Opting to resolve a conflict in an aggressive manner may help you achieve your goals in the short term, but the approach will most probably cause alienation from others, feelings of frustration, bitterness, and isolation. Aggressive behaviour is characterized by:

- A need to express your feelings, needs, and ideas at the expense of others
- Standing up for your rights, but ignoring the rights of others
- Messages that are often delivered in a hostile and self-defeating manner

An aggressive approach harms relationships and diminishes trust. An aggressive approach to conflict management may damage your relationship with the other party.

Passive Behaviour (I lose–You win). You may choose to avoid the unpleasant situations caused by conflict. However, when you don't express your position, your needs are not met. This may lead to frustration and a build-up of anger.

Passive behaviour is characterized by:

- Not expressing your own feelings, needs, or ideas
- Ignoring your own rights
- Allowing others to infringe upon them
- Inhibitions and self-denial that result in anxiety, disappointment, anger, and resentment

A passive approach to handling conflict may affect your credibility and put your reputation at risk.

Assertive Behaviour (I win–You win). An assertive response **honours both you and others**. You express your position, needs, and feelings in a respectful way and open a dialogue with the other person.

Assertive behaviour can be characterized by:

- Expressing your feelings, needs, and ideas
- Standing up for your legitimate rights in ways that do not violate the rights of others
- Feelings of confidence and self-esteem and a reduction of conflict

Responding to conflict assertively increases the likelihood of achieving your goals. Even if the results aren't initially perfect, this approach leads to feelings of self-worth because you are being straightforward. Self-confidence improves and relationships become more open and honest. However, when conflict is managed assertively, it can have a positive impact and be used to your advantage in the workplace.

So, which one of the three behaviours you should have?

- Are you behaving passively?
- Do you want to win and you do not care if the other lose?
- Do you think it is selfish to say what you want?
- Do you worry that if you refuse to do something, then people won't like you?

Assertiveness is a behaviour or skill that helps you to communicate, clearly and with confidence, your feelings, needs, wants and thoughts, whilst acknowledging the needs of others.

State Your Opinions

Assertiveness means that you are able to state your opinions without feeling self-conscious, as well as being able to express your emotions openly.

Respect Rights

At the same time, you will value others, respecting their right to an opinion as well. Through effective, assertive communication you will be able to express how you wish to move forward.

Confrontation

Be polite, concise and include the following elements: the nature of the problem; how it affects you; how you feel about it; what you want to change. Be prepared to negotiate if necessary to bring resolution.

Tack and Foresight

By using tact and foresight and by making the effort to see the other point of view and acknowledging it you will place yourself in a position of strength. Be prepared to offer a compromise if that fits in with what you are aiming to achieve.

Assertiveness, Aggressiveness or Passivity

Practise Saying No

Be honest. If you know an unwelcome request is coming your way, practice saying no in advance. If necessary, use the ‚Broken Record Assertiveness Technique' where you just keep repeating your statement softly, calmly and persistently.

Not Rejection

Don't confuse rejecting a request with rejecting the person making the request. Most people are happy to accept an honest „no" if it is expressed appropriately. The first time will be the hardest!

An assertive person should have the proper body language

- You should stand upright in a relaxed way with open hand gestures.
- Relax your facial features and make firm and direct eye contact with whoever you are communicating with.
- Your face expressions should not give out any mixed messages, therefore if you are please, you can smile if you are not then you frown
- If you are pleased, smile, but if you aren't so happy with the way things are, feel free to frown.
- Show a willingness to explore other solutions than your own if necessary.

Encouragement

Sometimes it just takes a bit of encouragement.

Weigh the costs. Telling other people how you feel also makes it easier for them to communicate their feelings to you.

Assertiveness is about acknowledging that all opinions are important

„I matter and so do you"

By being passive or aggressive you will lose out. Assertiveness costs nothing but brings many benefits.

An example of assertive behaviour is the one In the Restaurant Kitchen(source: https://www.impactfactory.com/library/assertiveness-and-personal-impact)

My friend Geraldine is a brilliant and passionate chef, who was working in an exquisite French restaurant with a team of about seven people in her kitchen.

Geraldine is a gentle and sweet person but under pressure, when orders start pouring in, she can snap at someone in the team unexpectedly.

After a snap everyone is slightly nervous and wary of her, thinking she's angry with them and consequently they make more mistakes.

Bad Habit

Geraldine asked me one day how she could stop, as it was turning into a bad habit.

My answer,

„You can't, you've been doing it so long it's now ingrained in your behaviour.

But, there is another approach."

Practical Approach

A more practical approach..? Discussion!

So I asked her why she thought she snapped.

„Because I care so much about how everything - looks and tastes - and I just want it to be the best it can be."

„Fine next time you snap, immediately tell anyone involved that you just really really care about the food and that's what happens: when you feel the pressure try not to apologise"

„because it's not your intention to offend anyone".

I suggested.

I'm Not Cross

So several weeks passed and Geraldine, also known as Gigi, rang to say that letting people know what was going on for her and that she wasn't cross with them was working quite well.

Simply owning the fact that she had snapped because she cared and felt under pressure seemed to have shifted how others viewed her.

The Best Thing Happened Tonight.

Two more months passed, Geraldine rang again

„The best thing happened tonight!"

„It was a typical Saturday night and we were heaving in the kitchen, tickets in, food out, the pressure was building and I felt it. I knew what was coming.

But suddenly, Jerome my Sous Chef raised his arms into the air holding a tea towel,

„Everybody!"

he bellowed

„Gigi… is about to CARE!!".

„There was this moment of silence - Then everyone laughed including me and the entire team put their heads down and got stuck in!"

QUALIFICATION 2-KITCHEN WORK MANAGEMENT

MODULE 3: ORGANISATION OF IN-HOUSE TRAINING (IN THE KITCHEN)

Identify and analyse training needs within the team

Here are 8 concrete steps to get you started on how to identify the training needs of employees:

1. Decide What You Are Trying To Achieve

Decide on organizational goals and objectives for your workplace(kitchen) before gathering employee data to decide where to spend your valuable training time.

Your goals might be very concrete or somewhat intangible (e.g., improve customer service), but if you can think of it and set it as a goal, you can train it and measure your progress.

2. Identify The Knowledge, Skills, And Abilities Needed To Meet Your Objectives

As an organization grows and changes its employees may have gaps in their knowledge, skills, and abilities.

A person must observe the quality of kitchen work and check whether is according with accepted standards. This step carefully breaks down and articulates what employees need to know, understand, and are able to do at the end of training to meet your stated goals. These learning objectives for individuals help further guide and focus your training.

3. Figure Out What Employees Know

Looking back on step two, take your list of knowledge, skills, and abilities, and determine where on the spectrum your employees fall. Give employees a chance to show what they know (and identify any gaps) before you start designing your learning programs.

There is a variety of ways this information can be collected, including:

- Using questionnaires or surveys
- Observing employees and examining their work
- Conducting formal assessments

4. Talk To Employees

Take the time to ask employees what they need to do their jobs better. Are they happy in their work, and, if not, what might make them happier?

Encourage open feedback by separating these conversations from any type of HR setting. Make it clear that you are really interested in setting goals and objectives for training that match employee needs. This can help you find deficiencies you would have never thought to check.

5. Talk To Managers

Managers are the bridge between executives and owners and workers. Therefore, they have a unique perspective on how things are going in the boardroom and on the street.

You need to talk to your managers to see what they feel it can be improved on and what need to change.

6. Decide On The Data Points That Are Valuable To Your Team

In the collected data, what do you want to focus on? If employees across the board think that lunch is too short, but that doesn't meet your goal of implementing more efficient bidding or invoicing process, don't focus on lunch for now.

Match the feedback you get to the goals you set at the beginning of the process.

7. Evaluate Your Current Training Resources

Once you figure out what employees know and have taken the views of your managers, it's time for you to figure out what training resources are already in place to support progress towards your objectives, and what needs fine-tuning (or scrapping altogether).

If you have only ever conducted employee training using some old tools like manuals, workbooks and PowerPoint presentation you may consider using technology that makes training efficient and effective. You might consider replacing your old three-ring binders, PowerPoints, and workbooks with:

- Geofenced learning opportunities that are delivered to specific job sites
- Experiential learning
- Microlearning modules
- Gamified assets and delivery methods

Your Training Needs Analysis might also uncover how employees prefer to learn, which can reduce training friction once you do roll the training out.

8. Match Your Training To Your Needs

Matching your training to your needs means making sure you have the right amount of training, focused on exactly what employees need in order to meet your organizational goals from step one. Because employees have so little time for training as it is, you want to make sure they are getting what they need, when they need it.

Focus on giving employees the training they need without a bunch of extras that are distracting or time-consuming.

Even if you are completely overhauling the way you do business, including all of your office and field procedures, taking it one logical step at a time will prevent employees (and managers and executives!) from getting frustrated and overwhelmed.

Identify their needs

According to a research the eight most common skills based on Kitchen Staff resumes in 2022.

- Food Preparation, 23.2%
- Food Safety, 16.5%
- Positive Attitude, 14.0%
- Sanitation Standards, 12.1%
- Food Products, 6.5%
- Kitchen Equipment, 5.9%
- Menu Items, 4.6%
- Other Skills, 17.2%

KITCHEN STAFF SKILLS

1	Food Preparation	6	Kitchen Equipment
2	Food Safety	7	Menu Items
3	Positive Attitude	8	Meal Prep
4	Sanitation Standards	9	Customer Service
5	Food Products	10	Staff Members

ZIPPIA
THE CAREER EXPERT
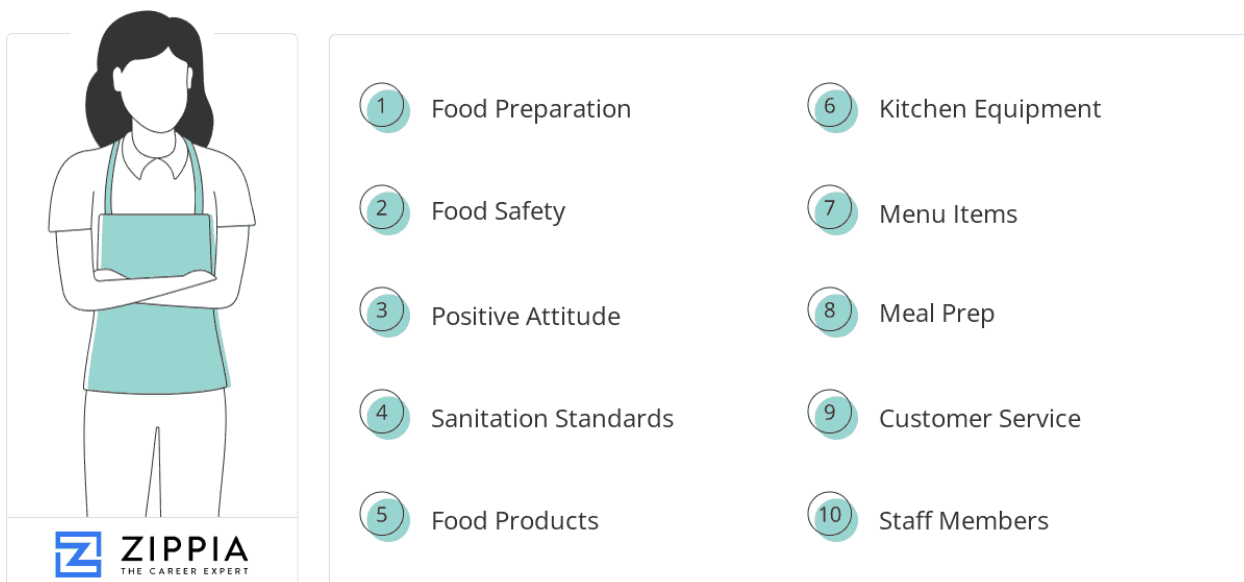
The kitchen manager after he identifies the training need of the kitchen's staf can propose to the staff trainings that can help them in their professional development .H e can also develop a training plan for each employee or a training plan for a group of employees.

Correcting any identified irregularities

The manager usually uses different assessment methods or even a combination of assessment methods in order to evaluate   his staff skills and competences and identify any irregularities.

The first assessment tool is a   **multiple choice test** with   scenario based questions and its duration can be around 90 minutes.

The second assessment tool is **Practical Observation**. This can be a   three hour observation of the employee in his working environment   during which the employee prepares food in the kitchen and serves it.

The third assessment method is **Culinary challenge observation**. This can be a 2 hour observation in a controlled environment. The employee has to prepare a Main course – from the organisation's menu and a Dessert from the menu as well and both must be adapted to reflect customer demand / seasonality.

The manager can discuss and cooperate with other specialists, masters, cooking enthusiasts in his field in order to get their opinion on the assessment methods. He/She can organise short group brainstorming sessions in order to discuss with them   more about the fairness and validity of the assessment methods and to brainstorm on new assessment methods.

If any irregularities occur then he must try to correct these through one to one training or group training.

Prepare and conduct training

Small to mid-sized business owners sometimes do not have the necessary budget and/or resources to effectively train employees.

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Following these **five steps for one-on-one training or group training** remains an effective and manageable way to get employees on board and up to speed.

Define The Job

You have already reviewed the   employees' knowledge, skill, and ability levels and you know on what jobs(tasks) you need to focus one during the one to one training or group training.

Prepare To Train

List the areas of responsibility and procedures to complete each task. A good way to communicate this information is to create a training syllabus. Without a record of the important tasks, the employee gets the unfair burden of assuming problem areas, and a new employee is not in a good position to know what information has not been given.

When preparing to train, it is also important to select the right trainer. Managers frequently choose their best performing employees to train other employees. Those who do well at their jobs, however, are not necessarily good at explaining what makes them so effective. After all, if the skills come naturally to them, they may not have given much thought about how to develop them.

The trainer need to **design and organise the training content** by following the steps below:

1. Set out the training purposes in a clear, brief and concise way. Determine the training objectives. Among the objectives will be Enrichment of knowledge, Upgrading of skills and Improvement of attitude

2. Define the key concepts of the programme or the training module. Determine the structure of the modules. He will have to decide on the modules of the training and he will need to establish the practical and theoretical parts. He will need to make sure that there is sequence and cohesion between the modules. He must ensure that there is interactivity between the educational material and the train.ee

3. Design the initial meeting . During this meeting he will need to perform an icebreaker and then he will must analyse the purpose of the training and its objectives.

4. Design the final meeting .During this final meeting the trainer will summarize the content of the training, he will present the key conclusions from the training and the trainees will evaluate the training.

Conduct training

The trainer needs to clearly communicate the purpose and objectives of the training to the employee and the value of the training to them. The trainer will also need to point out that the employees have a crucial role in the development of the organisation and are valuable.

Employees will have different learning styles. They **learn by hearing, seeing, and/or by doing**.

There are many **training techniques** that a trainer can use during his training which are:

- Lecture/Presentation

  The trainer present the topic with the use of a Microsoft PowerPoint presentation. At the end of each module the trainees have to do some exercises and ask any questions they want.

- Discussion

- Work in Groups

- Experiential Workshop

Experiential learning is an engaged learning process whereby students "learn by doing" and by reflecting on the experience. Experiential learning activities can include, but are not limited to, hands-on laboratory experiments, internships, practicums, field exercises, study abroad, undergraduate research and studio performances.

Well-planned, supervised and assessed experiential learning programs can stimulate academic inquiry by promoting interdisciplinary learning, civic engagement, career development, cultural awareness, leadership, and other professional and intellectual skills.

Learning that is considered "experiential" contain all the following elements:

- Reflection, critical analysis and synthesis.
- Opportunities for students to take initiative, make decisions, and be accountable for the results.
- Opportunities for students to engage intellectually, creatively, emotionally, socially, or physically.
- A designed learning experience that includes the possibility to learn from natural consequences, mistakes, and successes.

How does it work?

Kolb's (1984) cycle of learning depicts the experiential learning process (see figure below). This process includes the integration of:

– knowledge—the concepts, facts, and information acquired through formal learning and past experience;

– activity—the application of knowledge to a "real world" setting; and

– reflection—the analysis and synthesis of knowledge and activity to create new knowledge"

Kolb's Cycle of Experiential Learning
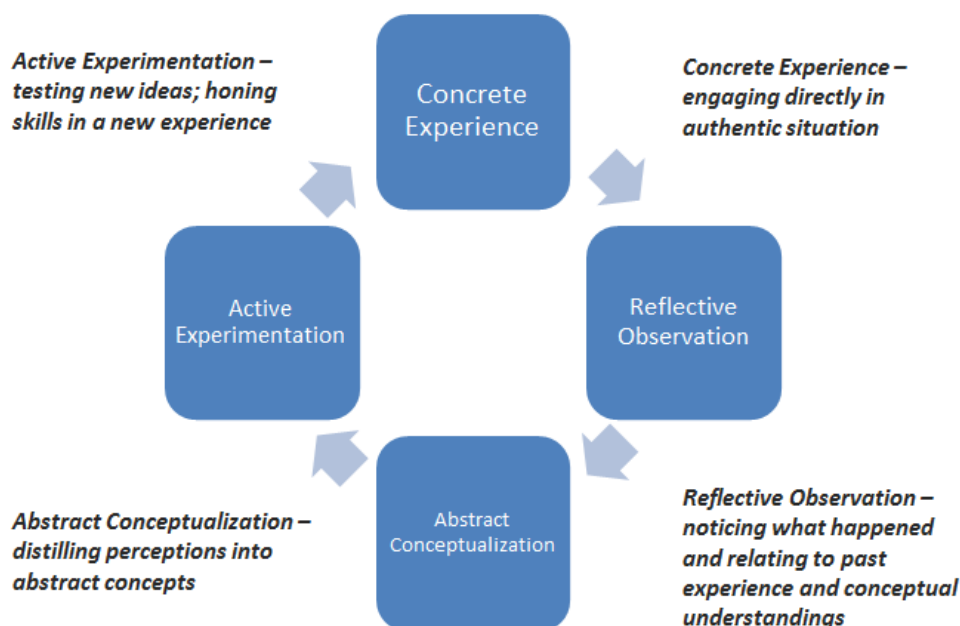
- Literature Review
- Role-playing

This technique is usually executed with a trainee and a facilitator (or trainer), where each is allowed to act out different potential work scenarios.

This method is most effective in industries that require client or customer interaction, as it allows employees to practice handling difficult situations.

- Simulation

Simulations are an effective training technique for fields that require a specific set of skills for operating complex machines. Successful simulations reflect actual work situations and allow trainees to solve issues that they will likely face on the job.

- Case Study

Case study can help develop analytical and problem solving skills. Trainees are given scenarios, either real or imagined, that depict common work situations. Either independently or in a group, the employees are then asked to analyze the case and come up with ideal solutions and scenarios.

- Brainstorming
- Practical exercise

The trainer should use a combination of the training techniques mentioned above in order to make the training more effective. For example he should prepare simple and clear presentations on each task .The trainer should also, wherever possible, prepare a workstation for exercises that provides optimal learning conditions. He could also use role playing training technique, case study and experiential learning during the training in order to increase the employees involvement in the training.

Some training techniques may not work well on certain groups. Therefore the trainer has to be flexible. If he notices that the a technique he uses is not working on his group then he has to immediately use another training technique.

The **language** used by the trainers should be **simple and clear**. He should speak his audience's language.

The trainer should apply the **team management and encouragement principles**. These principles are Equal treatment of trainees , Handling different types of trainees , Bridging differences , Facing friction , Interaction and Motivation

He should create a good learning environment. This should be a trusty and creative environment, an environment in which everyone can participate and express freely his opinions, an environment in which there is team spirit

The trainer must use **oral communication** effectively.

The trainer should:

- Use a warm, friendly tone to make a positive impression
- Ask open-ended questions when appropriate to build rapport
- Speak with confidence
- Speak with clarity and justify what he says

- Good enunciation

- Be independent of his notes

The trainer must also use *body language* efficiently.

The trainer should:

- Be relaxed, have an open body language (avoid stiffening his body or crossing your arms)

- Be aware of his   facial expressions; maintain eye contact when both speaking and listening, and maintain a slight smile to project warmth and interest

- Avoid distracting or aggressive gestures like finger-pointing, fidgeting, playing with hair or tapping

- Be mindful of   his posture; stand up tall and straight, and don't slouch when seated; the goal is to project confidence, energy and authority

The trainer should manage the group at each stage of the training. He should also make sure that all trainees are treated equally and, in the case, he observes that a trainee requires specific treatment during the training he can arrange one to one meeting with him in order to discuss with him ways to make training better and more effective for him and ways to meet the learning outcomes.

In case a conflict arises during the training the trainer must try to resolve it without harming the group and the training progress.

In order to resolve a conflict, you must follow the following steps:

1. Clarify what is the source of conflict

The first step in resolving conflict is clarifying its source. Defining the cause of the conflict will enable you to understand how the issue came to grow in the first place. Additionally, you will be able to get both parties to consent to what the disagreement is. And to do so, you need to discuss the needs which are not being met on both sides of the issues. Also, you need to warranty mutual understanding. Ensure you obtain as much information as possible on each side's outlook. Continue asking questions until you are confident that all the conflicting parties understand the issue.

2. Find a safe and private place to talk

3. Listen actively and let everyone have their say

After getting both parties to meet in a secure and private place, let each of them have the opportunity to air out their views and perceptions regarding the issue at hand. Give each party equal time to express their thoughts and concerns without favoring the other. Embrace a positive and assertive approach while in the meeting. If necessary, set ground rules. Taking this approach will encourage both these parties to articulate their thoughts in an open and honest manner as well as comprehend the causes of the conflict and identify solutions.

4. Investigate the situation

After listening to the concerns of both parties, take time, and investigate the case. Do not prejudge or come up with a final verdict on the basis of what you have. Dig deeper and find out more about the happenings, involved parties, the issues, and how people are feeling. Have an individual and confident conversation with those involved and listen carefully in order to ensure you comprehend their viewpoints.

5. Determine ways to meet the common goal

After clarifying the source of conflict, talking to both parties, and investigating the situation, you need to sit down with both parties and discuss the common ways you can execute to meet the common goal, which is managing and resolving the matter at hand. Listen, communicate and brainstorm together until you exhaust all options

6. Agree on the best solution and determine the responsibilities each party has in the resolution

After investigating the situation and determine ways through which you can resolve the issue, both parties need to develop a conclusion on the best solution for the problem. And to agree on the best, you need to identify the solutions which each party can live with.

Finally, the trainer should give to the trainees a simple to use and step by step manual capturing important terminologies, administrative procedures and best practices. This manual will be a very useful tool to the trainees and they will be able to refer back to it when they have a question.

Foster Feedback

At the end of the training, the trainer will ask the trainees to complete an evaluation form in order to evaluate the training (the training program, the training material covered during the training, the training techniques used during the training, the equipment used during the training, the knowledge and approach of the trainer). On this evaluation form the trainees can also add further comments regarding the training and also make any suggestions they wish.

The trainer should encourage the trainees to add comments and suggestions since it will be a valuable input to them and will help them improve future trainings.

Tre trainer can also provide   evaluation to the trainees on their performance during the training.

Follow Up Frequently

The trainer can schedule post-training check-in meetings to assess how the employee is performing in his job.

The trainer must remember to document the employee's progress which is critical in his employee performance review process, and give special recognition when he or she performs especially well.

By applying these steps, you can train your employees efficiently and effectively. Along the way, you will foster an important mentor-mentee relationship as well as a stronger sense of teamwork. Meantime, your business will be on its way to building a staff of stars!

Maintain safety in the workplace

The kitchen's manager must know the dangers in the kitchen and ways to avoid these dangers.

Dangers in the kitchen and best practices to avoid these dangers:

- Injuries from objects
- Slips, trips, and falls
- Burns
- Overexertion injuries
- Chemicals/cleaners
- Electrical
- Cold temperatures

Injuries from objects includes cuts from knives, injuries from kitchen machinery, and also injuries from running into things.

Knife safety

- Use the right knife for the job
- Always use a proper chopping board or block
- Make sure the knife is sharp
- Carry only one knife at a time, tip pointed down at your side, and cutting edge away from your body
- Store knives securely in knife sheaths or proper racks
- Hold the knife with your stronger hand
- Cut away from your body when cutting, trimming, or boning
- When not using knives, place them in a rack with the sharp edge away from you
- After using a knife, clean it immediately or place it in a dishwasher. Never leave a knife soaking in a sink of water.
- Use protective clothing such as cut-resistant gloves
- Never use knives with damaged handles or blades
- Don't be distracted while using a knife
- Don't try and catch a falling knife
- Never hand a knife to someone. Put it down on the counter and let them pick it up.

Kitchen machinery

- Cutters and choppers
- Guards must always be in place. Never operate with blades exposed.
- Every day, test the safety interlock switch that turns the power off when the cover is raised
- Use only plastic extension tools such as spatulas to feed or remove food from the cutter
- Never attempt to clean the machine unless the power switch is off and the cord is removed from the outlet. Machines have an uncanny way of turning on „accidentally" while being cleaned.
- Keep hair, clothing, jewellery, fingers, hands and gloves away from dangerous moving cutting parts
- Contact a supervisor if a guard is damaged or missing
- Follow manufacturer's instructions on the operation, cleaning and maintenance of the equipment

Slicers

- Use the food conveyor attachment and keep your hands away from the blade at all times—especially when catching products being sliced. Do not hand-feed.
- For cleaning, disconnect the power, set the slicing dial to zero, and then remove the guard. Use a spoon with a cloth wrapped around one end to clean the blade, working from the centre to the outside. Ideally, wear metal mesh or Kevlar® gloves when cleaning the blade; if these aren't available, cover the blade edge with a thick cloth while you rotate it, to protect your bare hand.

Mixers

- Since most mixer blades cannot be completely guarded, avoid loose-fitting shirt sleeves, ties, or anything that could become caught in the agitator

- Never try to wipe the sides of the bowl, adjust the machine, or remove the bowl while the machine is operating

- When cleaning, turn off the power and disconnect the cord to prevent accidental operation

Sharp surfaces

- Use care when moving your hands along any surface, especially one you don't know or can't see

- Throw away broken or chipped glassware

Slips, trips and falls

- Keep floors and stairs clean, dry, and non-slippery

- Keep floors and stairs clear of debris and obstructions

- Make sure floors are free from trip hazards such as raised or broken sections

- Mop floors with the recommended amount of cleaning product in the water, or cleaning fluid, to ensure grease and other slippery substances are removed. Use clean mops so they don't spread grease.

- Use slip-resistant waxes to polish and treat floors

- Make sure that carpeting, rugs, and mats are free of holes, loose threads, loose edges, and bumps that may cause tripping

- Use adequate warning signs for wet floors and other hazards

- Ensure there is adequate lighting everywhere

- Make sure that ladders and footstools are in good repair and have non-skid feet

- If you drop or spill something, clean it up. If you notice a hazard, immediately remove it or clean it up, if possible. If it's not possible to take care of the hazard yourself, report it immediately to your supervisor.

- Walk—don't run

- Mark swinging doors with in and out signs, or define standard movement patterns or signals to avoid collisions

- Wear closed-toe shoes with slip resistant soles and low heels

- Use non-slip floor matting. Keep mats clean and secured in place.

- Eliminate cluttered or obstructed work areas

Ladders and step stools

- Inspect a ladder before and after each use

- Reject a ladder if it has loose, broken, or missing rungs; loose hinges; or loose or missing screws or bolts. Have defective ladders repaired or thrown out.

- Set up barricades and warning signs when using a ladder around hot liquids, in a doorway or passageway

- Clean muddy, greasy or slippery footwear before mounting a ladder

- Face the ladder when going up or down and when working from it. Never step on the top two steps.

- Keep the centre of your body within the side rails and never overreach

- Locate the ladder on a firm footing using slip-resistant feet or secure blocking, or have someone hold the ladder

- Use a three-point stance, keeping both feet and at least one hand on the ladder at all times

Stairways

- Ensure that stairways are well lit

- Keep stairs clear of obstructions

- Use handrails

- When carrying a load up and down stairs, make sure that the load does not block your vision

- Report tripping hazards to your supervisor and place warning signs

Proper footwear helps reduce slips, trips, and falls

- Wear slip-resistant shoes. For wet surfaces, the sole should have a well-defined tread as more edges will provide a better grip.

- Don't wear shoes that are dirty or worn out, as this affects their slip-resistance. To preserve your shoes, leave them at work and wear other shoes to and from work.

- Wear shoes with low or no heels

- Wear shoes or boots with internal steel-toe caps if you lift and carry heavy objects

- Wear footwear that is closed at the toe without a pattern of holes

- Avoid porous fabrics such as canvas, which won't protect your feet from spills and burns

Burns and scalds

- Assume that all pots and pans and metal handles are hot. Touch them only when you are sure that they are not hot or when you are usingproper gloves.

- Organize your work area to prevent contact with hot objects and flames

- Keep pot handles away from hot burners
- Make sure that handles of pots and pans do not stick out from the counter or cooking stove
- Use dry pot holders, gloves, and oven mitts appropriate for handling hot objects. Use long gloves for deep ovens.
- Use only recommended temperature settings for each type of cooking
- Follow the manufacturer's operating instructions
- Open hot water and hot liquid faucets slowly to avoid splashes
- Lift lids by opening away from you so you won't get burned by escaping steam
- Keep flammable objects away from flames. Do not store dish towels near your cooking equipment, and be sure that your employees are not wearing baggy clothing that could catch fire.
- Know how to put out a grease fire. Do not use water to put out a grease fire. Instead, cover the flames with a metal lid and turn off the heat source. Use a fire extinguisher if the fire persists.
- Know how to use a fire extinguisher. Ensure that each of your employees knows how to properly use a fire extinguisher. Additionally, always replace your extinguisher when it is low on fuel.
- Have an evacuation plan. Keep this plan posted somewhere where everyone can see it.
- Know how to switch off your power sources.

Special tips for fryers

- Dry off wet food and brush or shake off excess ice crystals with a clean paper towel before placing it in the fryer basket. Wet foods splatter and cause steam.
- Wear gloves to protect your hands and arms from splashes
- Never fill fryer baskets more than half full
- Gently raise and lower fryer baskets
- Do not stand too close to or lean over hot oil
- Keep liquids and beverages away from fryers
- Follow directions for adding fat or oil
- Handle only one fryer basket at a time
- Never store items over the fryer that can fall into the hot oil
- Never strain and carry hot oil. Wait until it is cool.

Overexertion

Overexertion includes two types of accidents—those related to manual handling of containers, such as boxes and cartons; and those related to tiredness.

Manual handling

The key to preventing manual handling injuries is to reduce or eliminate the risk factors. Workplace factors associated with overexertion accidents include:

- Awkward back posture held for a period of time or repeated due to poor working heights and reaches. Examples include reaching for linen or food supplies located on high shelves.

- Heavy or frequent lifting, pushing, pulling, and carrying. For example, lifting and carrying bulk food containers, or taking materials from awkward places or putting them into awkward places.

- Prolonged sitting or standing. Examples of workers with jobs that might include these risks are:

  - Front office staff who sit for long periods working on computers

  - Hostesses or others whose duties consist of standing while greeting customers and working the cash register

How to reduce manual handling accidents

- Store heavier or frequently used items at a height between workers' hips and chest to reduce awkward postures when handling these items

- Use carts to move heavy products from storage coolers and freezers

- Use platforms, counters, and tables to eliminate repetitive bending and lifting from the floor

- Design or alter "pass through" windows in restaurants to reduce the risk of back injury. If they are too high or too deep, workers are forced to use long reaches and awkward postures to pick up orders.

- Use smaller banquet trays to lighten loads and to make them easier to handle

- Store clean plates on spring-loaded dollies to reduce repetitive bending

- Add a footrest or matting to a hostess counter to give some relief from prolonged standing

- Keep your head up, your back straight and lift with your legs not your back

- Bring the load as close to you as possible before lifting

- Keep the load directly in front of your body. Move feet to turn so you don't twist your back.

- Perform lifts at waist height with your elbows in and close to your body

- Limit lifting materials above shoulder level

Tiredness

If work gets frantic for long periods, tiredness will lead to carelessness and that means accidents. Workers can help by getting adequate sleep, taking breaks, and pacing themselves.

- Work with a partner when the load is too heavy

- When possible, spread activities that require heavy exertion throughout the day—instead of doing them all at once

Chemical hazard communication

- Be informed/trained and make sure you understand the hazards of the chemicals you work with
- Know where Safety Data Sheets (SDS's) are located and follow their instructions
- Label secondary containers, e.g., spray bottles with product name and hazard warnings
- Wear appropriate personal protective equipment, e.g., gloves, face shields, splash goggles, etc.

Electrical safety

- Know procedures for electrical emergencies
- Know how to shut off power in case of an emergency
- Keep access to electrical panels clear at all times
- Use ground fault circuit interrupters (GFCI) receptacles
- Keep power cords away from liquids and equipment when in use

Cold storage/freezer safety

- Know cold stress warning signs
- Wear multiple layer warm clothing and PPE such as a hat, gloves and rubber nonslip shoes when working in freezers
- Check units regularly to ensure no one is trapped inside

The manager should have a procedure that must be followed for each potential danger or threat in the kitchen reported by an employee, for example a procedure for using electrical equipment, a procedure for using sharp utensils, a procedure for avoiding cuts, a procedure for keeping floors safe, procedure from lifting things. All these procedures can form a procedure manual that each kitchen employee must read carefully and follow.

When an employee wishes to report a potential danger or threat within the kitchen, he must follow the following steps.

Firstly, he will have to speak to the person responsible for Health and Safety when he sees something dangerous in the kitchen or assume that   a person may be of threat to someone or to someone's belongings in order to report. After reporting, he will have to fill in a report template giving all the details with regards to the danger/ threat. Then the kitchen's manager must examine the incident and decide which actions he needs to take in order to avoid this danger. The kitchen manager must have a Danger and Threat Log Book, which he has to fill in with the date and danger observed and the action/actions taken.

Some kitchen managers may also use **Risk management** which is a step-by-step process for controlling health and safety risks caused by hazards in the workplace.

Therefore, they have first *to identify the dangers*. Look around your workplace and think about what may cause harm (these are called hazards). Think about:

- how people work and how plant and equipment are used
- what chemicals and substances are used?
- what safe or unsafe work practices exist

- the general state of your premises

Once the manager has identified the hazards, he must decide how likely it is that someone could be harmed and how serious it could be. This is **assessing the level of risk**.

Decide:

- Who might be harmed and how?
- What you're already doing to control the risks
- What further action you need to take to control the risks
- Who needs to carry out the action?
- When the action is needed by

He has to look in what he is already doing, and the **controls** he already has in place. He must ask himself:

- Can I get rid of the hazard altogether?
- If not, how can I control the risks so that harm is unlikely?

If he needs further controls, he must consider:

- redesigning the job
- replacing the materials, machinery or process
- organising your work to reduce exposure to the materials, machinery or process
- identifying and implementing practical measures needed to work safely
- providing personal protective equipment and making sure workers wear it

Then he has to **record his significant findings**, including.

- the hazards (things that may cause harm)
- who might be harmed and how?
- what you are doing to control the risks

He must **review the controls** he has put in place to make sure they are working. He should also review them if:

- they may no longer be effective
- there are changes in the workplace that could lead to new risks such as changes to:
  - staff
  - a process
  - the substances or equipment used

IO2 QUALIFICATION

MODERN, FLEXIBLE LEARNING PATHS - CURRICULA AND EDUCATIONAL PACKAGES (TRAINER / TRAINEE) FOR THE HORECA SECTOR

QUALIFICATION 3.
MANAGEMENT IN THE HORECA INDUSTRY

Result 2: Modern, flexible learning paths - curricula and educational

packages (trainer / trainee) for the HoReCa sector

Developed by the project consortium:

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QUALIFICATION 3. MANAGEMENT IN THE HORECA INDUSTRY

1. MANAGING THE TEAM OF EMPLOYEES IN A FACILITY (KITCHEN-HOTEL)

1. Introduction
2. Monitors THE Quantity AND Quality OF ORDERS FOR Kitchen AND HOTEL Operations
3. FOLLOWS FOOD STORAGE PROCEDURES
4. CONTROLS THE FOOD AND BEVERAGE Consumption SYSTEM
5. PERFORMS Quality AND inventory CONTROL
6. Logistics CONTROL: PROCESS Analysis AND Documentation AND Productivity ASSESSMENT

QUALIFICATION 3. MANAGEMENT IN THE HORECA INDUSTRY

1. MANAGING THE TEAM OF EMPLOYEES IN A FACILITY (KITCHEN-HOTEL)

INTRODUCTION

MANAGING THE TEAM OF EMPLOYEES IN A FACILITY (KITCHEN-HOTEL)

It's not easy to run a kitchen, there are several actions that never seem to stop. A professional manager must direct employees, maintain customer satisfaction, assure constant food quality, keep track of inventory and accounting, and much more. Kitchen management can be made easier by creating a comprehensive grasp of the expectations that come with running a restaurant, using proven tactics, and optimizing new technologies.

Kitchen Management Duties

There's no way of knowing what challenges will arise during the course of a day at a restaurant, but here are a few of the most common responsibilities we can expect to have on our to-do list. Food preparation, cooking techniques, plating, portion sizes, and temperature control should all be under supervision. Finally, it's to make sure that all of the food fulfills quality and safety standards before it's delivered to the consumer. Kitchen management is a broad position that demands managers to be involved in almost every aspect of the restaurant.

1- Schedule shifts in the kitchen and among the workers is particularly difficult at restaurants during quiet and busy moments throughout the day and week.

2- Work with the chef and the restaurant owner to make adjustments to the menu design, items, and pricing on a regular basis.

3- Monitor health code compliance concerns like as sanitation and correct food storage techniques, among other things.

4- Keep track of inventory and expenditure data on a weekly and monthly basis, as well as place any necessary food orders.

5- Employee training. If given the proper instruction, even every service sector professionals may be able to enhance table turnover rates and apply the right selling strategies to increase the average check size.

6- As needed, update kitchen equipment.

Responsibilities of Kitchen Management

The kitchen management responsibilities to ensure more efficient operations and improve profits are studied under subtitles.

Inventory management

The inventory comprises all of the ingredients needed to prepare the menu, as well as beer, wine, and spirits. While a kitchen never wants to run out of stock, also should not order too much and risk having food rot. Effective kitchen management requires the development of a sound inventory management plan.

Investing in the proper equipment

The latest equipment and technology available to kitchen and wait staff will help to streamline operations and reduce chaos. When employees have access to useful tools, they can concentrate on what they do best.

Maintaining equipment

Restaurants are high-traffic areas, so wear and tear is unavoidable. Following the manufacturer's cleaning and maintenance instructions to avoid expensive repair or replacement costs keeps equipment in good working condition and increases endurance.

Menu management

Restaurant managers should collaborate with other members of the team to determine the type of cuisine restaurant wants to serve. A smaller, more focused menu can help to build restaurant identity while also making life easier for employees. This will also help planning the menu and choose foods and prices.

Make hiring decisions

People will keep a restaurant and kitchen functioning well, thus, hiring the proper personnel will assist in the creation of new dishes, the improvement of processes, and the creation of a more constructive work atmosphere. Also, some time should be spent to train employees on various procedures and service steps so that they are prepared for work load.

Staff scheduling

Employee retention should be supported by smart scheduling techniques once the team is established. Employees should be allowed plenty of time to prepare before serving. Everyone should understand what has to be done, what the day's goals are, and what part they will play. Individual scheduling demands must also be considered, and allowances should be made for when their schedules must be changed for special events.

Sanitation management

Keeping the kitchen clean and tidy not only prevents food contamination and ensures that the restaurant complies with all health rules, but it also makes for a more pleasant and productive working atmosphere for everyone.

Essential skills for a kitchen manager

Kitchen managers wear a lot of hats and have a lot of responsibilities to juggle. The following traits are required of a successful manager: Successful kitchen managers should be great leaders and administrators, have a strong work ethic, and be natural leaders. They should also be creative when it comes to growing the business, be able to stay calm under pressure, have a passion for cooking, and be a natural leader.

Kitchen management

Employees should be recognized and rewarded for a job well done. Promotions should only be given out once they have been earned. Management must address issues if staff are unaware of the restaurant's aims, their specific responsibilities, and accountability procedures. Sharing a vision and long and short-term goals as a company can help to bring everyone together. When communication breaks down and an issue arises, kitchen management must listen with an open mind and assure employees that their concerns will be addressed. Staff should be supported with training programs and other professional chances that will make them feel appreciated. They should be assisted in achieving their career objectives. Mentorship can also be a good strategy to help staff. Sometimes the restaurant industry may be tough and stressful. Managers must assist employees in avoiding burnout in order for them to remain happy and healthy.

Kitchen Manager should make workplace a safe place to work. Manager should force following safety recommendations and enforcing them in case injuries happen in the kitchen.

Being a kitchen manager entails a lot of responsibilities and rewards. It's a good idea to start by knowing exactly what the job entails and what abilities kitchen manager will need to develop. Technology can help kitchen manager optimize and automate procedures to make chores easier for everyone on the team. Kitchen manager can handle the kitchen efficiently and without stress if the correct tools are available.

Kitchen manager duties

Managing kitchen staff and inventory; supervise cooking, plating, portion sizes, and health and safety practices; train staff on all service, food prep, and plating methods; manage and plan staff schedules; collaborate with other members of the leadership team to adjust menu items and pricing; update and maintain all equipment; monitor weekly and monthly reports. Keep track of all stock and inventory, manage menu items and pricing, maintain equipment, hire the correct people, schedule staff fairly and equally, use all available technology, and enforce food safety and hygiene throughout the restaurant. Encourage a work/life balance and decrease risks for a safer workplace by working hard to engage people, establish a supportive and happy environment, explain expectations clearly and be open to feedback, encourage a work/life balance, and reduce hazards.

Kitchen staff management

Chef wears multiple hats, including budget management, developing new meals, writing recipes, costing recipes, supervising cooks, dealing with HR, and much more. However, competent kitchen staff management and training is one of the most important duties of a chef. He/she could be the best chef in the world, but when it comes to serving, a chef is only as good as the staff around him/her. He/she will fail during service if his/her kitchen staff is not adequately trained. The following are critical steps that will increase the effectiveness of kitchen staff management and the quality of cooks:

- Expectations and standards should always be communicated in clear, specific terms. At all times, give clear, detailed directions regarding expectations and standards. It is not clear instruction to tell staff that they are doing it wrong, that they need to do it better, or that they need to make it appear nicer. He/she must demonstrate what he/she expects and tells them exactly what he/she wants and how to get it.

- Explain reasoning is one of the most effective methods to manage kitchen crew. It's not enough to just tell them, "Do it because I said so." Explain the reason and the team will start thinking as the chef his/herself. Chef is a mentor, an educator, and a knowledge provider by imparting the "hows and whys" of culinary excellence in this way.

- Do not hesitate if it's time to put your foot down. There are instances when the Chef, must order a crew member. It's a positive thing when someone asks questions because they want to learn. It's another thing entirely when someone asks you questions in order to test you. That individual must understand the chain of command and the fact that they work under the Chef.

- Always have a brief pre-service meeting to go through the day's business. Discuss the number of seats expected, large tables, VIP tables, menu modifications, potential shift issues, solutions to those challenges, and so on. The pre-service is shift's battle strategy. The pre-service meeting is an opportunity to get everyone on the same page about today's service and any potential issues. It should be done early in the shift so the crew has time to plan and prepare.

- If the shift is going to be unpleasant, notify the staff as soon as possible. Giving them advance notice that the day is going to be difficult allows them to mentally prepare for it. It is a way to convince the crew to do everything in their ability to prove themselves, and the day will usually run smoother than planned.

■ Always be aware of criticizing and instructing employees. Although publicly criticizing one or more of the employees for minor infractions may be acceptable as a reminder to others that management is paying attention, it is imperative that the manager never publicly humiliate one of the employees in front of others. The distinction between helpful criticism and punitive humiliation is significant. Public constructive criticism can be harsh or humorous, and it can occasionally take the shape of peer pressure, but the ultimate result must always be that the team member interprets it as helpful guidance.

■ Conversations that are more personal, direct, disciplinary, or hurtful should always be held in private. Never embarrass a crew member in front of others by pulling them apart. It should never be the purpose or intention to humiliate, degrade, dominate, or shame somebody. Rather, the purpose should always be to coach, educate, and instruct them on how to improve in the kitchen.

■ Teach self-discipline and the value of making decisions. When someone is disciplined orally, remind them that they have choices and that being a better professional cook requires self-control. Statements should direct and to the point, reinforcing expectations and the need for discipline while also demonstrating that management believes that they have the ability to succeed but that it is ultimately their decision. They should have the option of doing it correctly or not. They have the option of continuing to work in the kitchen or being fired. This strategy reinforces kitchen standards, but it also reminds them that failing to reach them is a choice they make. We don't want mindless bodies who simply follow orders when commanded. What is needed in the kitchen is a crew who recognize that it results in a better product, a better dish, and a better guest experience.

■ Make every effort to accommodate their needs. In the restaurant industry, accommodating staff requests for days off is usually a huge undertaking, but one that is well worth the effort. The employees are aware that they will be required to work most weekends and probably all holidays. And, of course, the activities they want to attend (concerts, parties, etc.) almost invariably take place on weekends, which are the most difficult days for manager to let someone go. To have a life, a balance between the needs of the business and the needs of your staff must be ensured. If they feel that they will all get a weekend night off once in a while, they will be more inclined to work harder. And, for important events such as a child's graduation, a family medical emergency, a loved one's death, etc., don't make them pick between their family's commitment and their job's loyalty.

Position Summary

Chef would be in charge of planning, organizing, managing, and supervising the activities of staff in the kitchen as a banquet chef. Managing the food preparation for all banquet and catering events to ensure high quality and consistency.

In addition, he/she will be responsible for creating new menus, as well as preparing, testing, tasting, and approving new menu items. Maintain up-to-date and correct recipes as well as costings for all banquet meals. In addition, he/she reviews the menus for the following day and approves store requisitions for food and supplies from various kitchen storerooms.

Banquet Chef Duties and Responsibilities:

1. Go over banquet event orders every day and make a note of any changes.

2. Inform the banquet kitchen crew of forthcoming and ongoing events on a daily basis.

3. Oversees and coordinates all food preparation activities carried out by cooks and banquet kitchen employees.

4. Able to work with the Executive Chef, Sous Chef, and Banquet Captain to coordinate banquet production and plating.

5. Set the priorities for the day and assign production and preparation duties to the banquet kitchen staff/ chefs.

6. Provide clear direction to personnel by effectively communicating both vocally and in written.

7. Take a physical inventory of the food items that will be used in the daily inventory.

8. Assist sales, catering, and banqueting personnel with banquets, parties, and other special events at the restaurant/hotel.

9. Assist in defining the minimum and maximum food, cooking supplies, and equipment supply levels.

10. Assist the Executive Chef in the creation and implementation of banquet menus.

11. Follow inventory control procedures and make sure the banquet kitchen is ready to work the next day.

12. Oversees all banquet kitchen operations on a day-to-day basis.

13. Conducting frequent walkthroughs of each cooking area and directing appropriate workers to fix any shortcomings.

14. Responsible for ensuring that all equipment is in good working order.

15. In charge of ensuring that all banquet kitchen equipment is cleaned on a regular basis.

16. Make certain that each banquet kitchen work area is stocked with the necessary tools, materials, and equipment to suit the hotel's operational and business needs.

17. Make sure recipe cards, production schedules, plating tips, and images are up to date and visible.

18. Ensure that all employees follow recipes and adheres to the hotel's operating guidelines when preparing menu items.

19. Inform purchasing and storage staff of the kitchen's requirements.

20. Meet with the Executive Chef to discuss sales and food expenditures to ensure that the banquet kitchen is staying within budget.

21. Keep an eye on the banquet kitchen staff's performance and make sure that all processes are followed to the letter of the law.

22. The banquet chef should act as a role model for appropriate behavior. He/she ensures and maintains the productivity level of all banquet cooks and supporting staffs.

23. Oversees banquet kitchen operations during shifts.

24. Assists the Executive Chef and Purchasing Manager in the development and purchase of banquet menus.

25. Participates in the advancement and discipline of banquet kitchen personnel.

26. Assists with staff training on menu items, including ingredients, preparation methods, and distinct flavours.

27. For all banquet functions, plans and oversees food amounts and plating requirements.

28. Maintains proper food preparation and storage standards.

29. Evaluates staffing levels to ensure that guest service, operational requirements, and budget goals are satisfied.

30. Ensures compliance with all applicable laws and regulations.

31. Ensures that all food products are handled properly and kept at the proper temperature.

32. Assists with the interviewing and recruiting of employee team members with the necessary abilities as needed.

33. Identifies kitchen staff development requirements and provides coaching and mentoring to help them enhance their knowledge and abilities.

34. Capable of planning and carrying out several banquet functions.

35. Able to improve the culinary experience of banquet or event guests on a regular basis.

36. Able to grasp the responsibilities of employees and fulfill duties in their absence.

37. Able to assist with cooking and meal preparation as needed.

38. Able to carry out other responsibilities as given by management.

1- ORGANIZES AND SUPERVISES THE WAREHOUSE MANAGEMENT OF FOOD PRODUCTS AND OTHER PRODUCTS NECESSARY FOR THE OPERATION OF THE KITCHEN AND HOTEL

1. **Monitors the quantity and quality of orders for kitchen and hotel operations**

2. **Follows food storage procedures**

3. **Controls the food and beverage consumption system**

4. **Performs quality and inventory control**

5. **Logistics control: Process analysis and documentation and productivity assessment**

This chapter begins with a discussion of inventory and inventory control, however without the procurement process, there is no inventory, which we return to inventory control after purchasing, ordering, receiving, and storing the merchandise.

BASIC INVENTORY PROCEDURES

Inventory control is an important aspect of effective kitchen management. The management will be able to schedule food orders, assess food expenditures since the previous inventory, and make menu item changes if necessary by knowing what supplies are on hand at any given time. It is possible to detect potential problems with theft and waste by keeping a watch on inventories. The management should be concerned about the worth of the supplies in the storeroom and kitchen.

An inventory is a list of everything that can be found in the kitchen. Inventory should include products, dry goods, pots and pans, uniforms, liquor, linens, and anything else that costs money. Kitchen products should be counted separately from front-of-house, bar, and other inventories.

The foundations of inventory control are the same regardless of the size of the business. In larger businesses, more employees, often entire teams, are involved in the various phases, whereas in a small company, all inventory management duty may rest on one or two important persons. Inventory management can be broken down into a few simple steps:

Setting Up Systems to Track and Record Inventory

Inventory records are taken for a variety of reasons, including determining food costs and calculating cost percentages. There are a few methods for determining the worth of items in storage. These methods rely on maintaining detailed records of how much supplies cost and when they were obtained. In small businesses, it's easy to take inventory control for granted. Perhaps just one or two persons are in charge of purchasing, and they are usually aware of what goods are available. This does not negate the necessity to evaluate purchases against sales to see how successfully kitchen is managing spendings.

Almost every inventory control method takes time. Furthermore, such records must be accurate and kept up to date. Trying to save a few hours by reducing the time required to keep inventory records could be a waste of money. A spreadsheet is the simplest way to keep track of inventory. A simple spreadsheet might include all of the items that are regularly purchased, together with their current prices and the quantity of units on hand at the most recent inventory count. Prices can be updated on a regular basis when invoices are processed for payment, and a count of the stock on hand can be scheduled.

Because there are more individuals involved in major operations, the systems must be more sophisticated. Purchases might be made by a different department, inventory records kept by a storeroom clerk, and inventory tracking and counting related to a system using scanners and barcodes, which could then be linked to a sales system so that managers always know what is in stock.

Incoming Inventory

The main objective for having a standard process for accepting ordered items is to ensure that the business receives exactly what was ordered. Errors happen all the time, and if the quantity and quality of the items delivered aren't carefully compared to what was requested, significant losses might ensue. Errors that could cost the restaurant time and money are avoided when reception protocols are carefully followed. Furthermore, a good receiving system encourages suppliers and delivery employees to be honest.

Invoices

The invoice is the most crucial document in evaluating whether the products received are the same as those requested. An invoice is a detailed list of the goods or services that have been delivered to a food preparation location. The quantity, quality, price per unit, and, in some situations, the whole extent of the cost chargeable are all listed on an invoice. The recipient should check the information on the invoice matches the ittems received by carefully comparing and inspecting. This comparison may necessitate the weighing and/or counting of items.

The receiver should compare the invoice to the purchase order or purchase request slips whenever possible. This will guarantee that the quantity and price of the goods sent meet the order form's specifications. If the invoice is not compared to the purchase order when the goods arrive, there is a risk of missing out on items required or accepting items that were not bought or are in improper quantities.

Furthermore, before accepting the goods, to assure quality recipient should open and inspect boxes of fresh vegetables and frozen items, and sign the invoice after satisfied that the delivery is correct.

In most circumstances, the invoice is duplicated or tripled, with the original being kept by receiver and the other copy or copies being kept by the delivery driver. Once it is signed, the delivery firm is no longer responsible for the items, and they now belong to recipient Any discrepancies or inaccuracies should be brought to the driver's attention, and he/ she should sign the invoice to acknowledge the inaccuracy. If a credit note is issued, the driver should make a note of it on the invoice.

The recipient should not sign the invoice unless he/she is certain that all issues have been resolved and recorded. Later, the signed invoice should be given to whoever is in charge of the company's invoice collection and archived.

Deliveries can be time-consuming for both the receiving kitchen/hotel and the delivery service. Often, the delivery guys do not want to wait while inspections are being completed. In this instance, it's critical that the kitchen/ hotel and the supplier agree that any issues identified after the delivery service has left are the supplier's, not recipients'. The delivered items should be placed in the designated locations after the invoices have been signed, and if tracking incoming merchandise is required, should be done at the same time.

Outgoing Inventory

An internal requisition form is frequently used for a record that must be kept when an item leaves the storeroom or cooler to monitor where it has gone. In most small businesses, supplies are delivered directly to the kitchen and used to prepare the menu items. In an ideal environment, accurate records of arriving and exiting supplies are kept, making knowing what is on hand as simple as subtracting.

Regrettably, systems aren't usually so straightforward. In a smaller company, knowing what has arrived and what is used on a daily basis can be easily reconciled by performing a routine inventory count. The storage rooms and coolers may be on a different floor than the kitchen in larger operations and hotels, necessitating a system that requires each department and kitchen to requisition food from the storeroom or purchasing department, much like a small restaurant would do directly from the supplier. In this arrangement, the hotel would buy all of the food and store it in a central storage space, from which individual departments would "order" their supplies.

Requisitions

In a larger operation, setting up a requisition method where anything transferred from storage to the kitchen is done by a written request is important to maintain inventory and determine daily menu expenses. The name and amount of the items the kitchen requires should be included on the requisition form. The storeroom clerk or whoever manages the storeroom inventory can usually enter the unit price and total cost of each requested item on these forms (Table 1). Serving workers should use separate requisition forms to replace table items such as sugar, salt, and pepper in an efficiently run operation. Yet, employees frequently refuse to utilize requisition forms since it is far easier and faster to simply enter the storage area and grab what is required; however, this practice leaves no record and makes good record-keeping impossible. To lessen the chances of this happening, the storage space should be secured, with just a few personnel having access to the rooms, storage freezers, or storage refrigerators.

Date: _ Department:			
Quantity	Description	Unit Cost	Total Cost

Table 1 Calculating Unit and Total Cost of Items

The requisition not only keeps track of inventories, but it can also be utilized to calculate the financial value of foods by each department and hence expenses. It is important to tag all commodities with their costs and arrival date in a larger enterprise where purchases are made from several vendors at varied prices. Meats, for example, are frequently branded with a form that includes weight, cost per unit (piece, pound, or kilogram), date of purchase, and supplier name. Pricing all products takes time, but that time will be quickly repaid when requisition papers are filled out or stock must be assigned a monetary value. Furthermore, displaying prices on things may serve as a reminder to employees that waste is costly.

Inventory Record Keeping

To maintain track of inventories, there are two primary techniques. The first is to keep a continuous inventory. A continuous inventory is nothing more than a running total of what you have on hand. Keeping records for each commodity in storage, as indicated in Table 2, is the best way to maintain continuous inventory.

Table 2 Reorder Point of Product ….
Item:
Reorder Point:

Table 2 Product reordering point. The first half of the full table header is shown in the table. Two half make up the entire table. Each side has two tables, for a total of four tables on show. The item and reorder point are shown in this section of the table header.

Table 3 Purchase Unite Size and Par Stock of product
Purchase Unit Size:
Par Stock:

Table 3 Purchase Unit Size and Par Stock of Product. The size of the unit being re-ordered, as well as the par stock, are displayed in the second (right) half of the table heading.

Table 4 Recording Dates of the Inventory, How Much of That Item the Business Received(in), Sold(out), and Total Balance.			
Carried	Forward	From	
Date	In	Out	Balance

Table 4 Recording Dates of the Inventory, How Much of That Item the Business Received(in), Sold(out), and Total Balance. The second half of the first table half (on the left). This section of the table header is displayed underneath the first part of the table header and includes the dates of the inventory records, as well as how many of each item the business received(in), sold(out), and the total amount.

Table 5 Recording In, Out, and Balance of the Unit Size of the Item Being Purchased.			
Carried	Forward	From	
Date	In	Out	Balance
–	–	–	–

Table 5 Recording In, Out, and Balance of the Unit Size of the Item Being Purchased. This section of the entire table has blank space for recording in, out, and balance of the unit size of the item being purchased, and it is the second half of the second (right) half of the whole table depicted.

When more of a product is received, the number of cans or things received is recorded and added to the inventory on hand; when part of the product is requisitioned, the number of cans or pieces going out is recorded and the balance is lowered. Furthermore, the continuous inventory form can indicate when the product should be reordered (the reorder point) as well as how much of the product should be on hand at any given time (par stock). This record-keeping is almost certainly computerized in large operations. Because the time (and cost) of maintaining records can be significant in small businesses, continuous inventories are normally only retained for expensive commodities.

Taking a physical inventory is the second inventory record-keeping system. All things in storage must be counted on a regular basis as part of a physical inventory. Physical inventory should be taken at least monthly to be an effective control. The inventory records are recorded on a spreadsheet or in a separate system dedicated to the task. The goods can be listed alphabetically or in the order they will appear on the shelves in the storage spaces on the inventory sheet (Table 6).

Month:

Table 6 Physical Inventory Form				
Product	Unit	Count	Unit Price	Total Value
Item 1	10 can	4	$20	$80
Item 2	20 piece	3	$20	$60
Item 3	5 gr	3	$10	$30
Item 4	15 lbs	1	$30	$30
–	–	–	Total	$200

Table 10.6 Physical Inventory Form. A product's unit, count, unit price, and total price are displayed in the table. There are four things listed, followed by a total of all the products. A physical inventory form is what it's called.

The unit cost and total value of each item in storage are normally included in the inventory, in addition to the amount of things. The total monetary value of the inventory is calculated by adding the total values of the goods. This is also known as inventory expansion. The closing inventory for the day the inventory was taken is the overall value of the inventory. This number will also serve as the opening inventory against which the following physical inventory will be measured. The statistics can be used to precisely compute the monthly food cost if the inventory is taken on the same day each month. The physical inventory is used to ensure that the continous inventory is accurate.

Computerized Inventory Control

To calculate, track, and extend inventory, nowadays computerized systems are used. These tools allow the restaurant/hotel to keep a far closer eye on the inventory it has on hand as well as the expenditures associated with it. One of the advantages of these systems is that they provide access to information such as ordering history and the best price paid. They can also assist the buyer in forecasting demand throughout the year. When a waiter registers the sale of any menu item on the restaurant terminal, these applications are often coupled with the point-of-sale (POS) system used to track transactions, and they can even remove an item from a computerized inventory list. If a consumer requests one chicken dish from the menu, all of the items needed to prepare one chicken plate are depleted from inventory. This offers management with a continuous inventory of most inventory items that is always up to date.

Smaller businesses will utilize a spreadsheet tool to manage inventory, such as Microsoft Excel works for ordering and inventory record keeping. The invoices received with the supplies contain the information that the computer needs to conduct the computations correctly. Responsible employee should enter the quantities and prices of the most recent items received into the computer program. The cost of the commodities on hand is automatically calculated using prices and quantities. This automated process can save a lot of time and money, depending on how accurate the information entered into the computer is. There is always the danger of error in any inventory system, but with automated aid, the risk is reduced.

Pricing and Costing for Physical Inventory

The cost of products purchased varies greatly from order to order. The daily inventory reports will reflect the price changes, but it's impossible to know what to use as a cost on the physical inventory form unless the individual cans have been tagged. If determining the exact cost of each item is challenging, there are various alternative ways to look at the cost of the goods on the shelves. The most frequent method for determining the worth of stock on hand is to use the most recent price paid for the goods, even if not all of the cans were purchased at that price. The FIFO (first-in-first-out) approach is another way for costing that implies the stock

has rotated appropriately. The worth of the stock on hand can then be more correctly determined if records have been kept up to date. The costing method choosen has a significant impact on the value of the inventory. It's always ideal to utilize the method that most accurately reflects the true cost of the items.

Costs Associated with Maintaining Inventory

It should be evident by now that maintaining an inventory of a variety of products is critical in a foodservice operation. However, there are costs involved in obtaining and maintaining that inventory, such as holding costs, ordering costs, and shortfall costs.

The **holding cost** is the expense of storing the material (electricity, insurance, security, data processing, and handling), the financial cost is the money that is locked up in inventory, and the deterioration and damage costs are the costs associated with deterioration and damage.

The costs of ordering and receiving inventories are referred to as ordering costs. The purchasing and accounting departments' salaries, as well as wages in the receiving area and transportation, are all included in these expenditures. If you buy your weekly groceries and supplies from four different suppliers, you'll have to deal with four different salesmen, four different vehicles, four different purchase orders, and four different invoices. These functions are scaled back if you only buy from one weekly source.

Shortage costs are those incurred when demand outnumbers supply. When there is an unexpectedly strong demand before new stock items arrive, shortages may arise. Customers are not always understanding when they do not receive the meal they expected, despite the fact that some shortages are unavoidable. Shortages may sometimes force kitchens to pay a higher price for a required item from a different vendor.

Factors Affecting Inventory Levels

A number of factors influence how much inventory should be maintained on hand. The menu, the frequency of deliveries and the time it takes from order to delivery, the quantity of storage space available, cold storage availability, as well as the location and scale of the operation, are all things to consider. Some smaller businesses may need to have more inventory on hand to limit the number of deliveries and ensure that each one is significant enough for a supplier to send a truck to the location or to avoid shipping charges. Some businesses can run on a "just in time" inventory, which is based on the amount of working stock required for the menu. Even if the inventory is valuable, it is not a good idea to invest money in it. Many products' quality will deteriorate over time. Increased thievery might also be a result of having too much item in the inventory. Stockpiling inventory can result in spoilage, expensive capital expenditures, increased storage space requirements, and other expenses.

Inventory Turnover

When precise inventory records are kept, the data in the records can be used to calculate the inventory turnover rate. The inventory turnover rate is the number of times inventory is changed into income in a certain period of time (typically a month). Inventory turnover of 1.5 means that the inventory rotates once every 1.5 months. In this situation, you'd have roughly three weeks' worth of supplies on hand at any given moment (2.88 weeks). In general, a one-to-two-week inventory turnover is considered normal. Finding the average food inventory for a month and dividing it by the total food expenditure for the same month is a typical method for determining inventory turnover. The total food cost is computed by adding the daily food purchases (found on the daily receiving reports) to the value of the food inventory at the beginning of the month and subtracting the value of the food inventory at the end of the month to arrive at the total food cost.

Calculating Days of Inventory on Hand

There are two methods for determining the number of days of inventory on hand. Divide the average inventory for the year or other accounting period by the corresponding cost of goods sold (COGS) and multiply the result by 365 if you choose the first approach. The cost of products sold is stated on the income statement of the business. Add the amount of inventory at the end of the previous year to the value of inventory at the end of the current year and divide by two to get the average inventory. The balance sheet shows the inventory figures.

Procurement Process

The procurement process' main purpose is to ensure the availability of food and supplies in quantities and quality that meet operating criteria at the best possible price.

Every food service organization needs to have a purchasing process in place. All capable cooks should be able to buy the right ingredients in the right quantities, at the right time, and for the best price. Every kitchen has its own set of purchasing methods. However, there is one guideline that must be followed at all times:

Purchase only as much as is expected to be required until the next delivery. This will ensure that foods remain fresh and that inventory turnover is high. All foods degrade over time, however some do so more swiftly than others. It is the purchaser's responsibility to guarantee that only those quantities are acquired that will be used immediately or in the near future.

Purchasing is described as the process of determining needs and placing orders with suppliers. Buying and ordering are the two acts that make up the purchasing process. Purchasing entails deciding where to put orders based on quality, pricing, and service. Purchasing is a managerial task. As a result, the foodservice manager or director is normally in charge of selecting suppliers from which to acquire food and supplies. Ordering is the process of determining the quality and amount of food and supplies needed to meet menu needs while staying within budgetary constraints. Ordering is typically a supervisory duty, and ordering is frequently delegated to a foodservice supervisor. In smaller companies, ordering can also be done by a trained employee, such as an experienced cook.

Customer orders should be of a fair size. Because delivery services are expensive, most vendors have minimum order size limitations. In other words, the order must be large enough for the provider to consider delivering it. Customers should not place orders too frequently. If the foodservice operation is large enough, the supplier could be willing to make frequent deliveries, but the increased costs will normally be passed on to the buyer as compensation for the customer's inefficiency. The allowable frequency of delivery varies by location, and is mostly influenced by the goods' accessibility and the distance the supplier must travel to make his deliveries. Daily deliveries are frequent in large cities, for example. If a buyer does a limited amount of business with a supplier, however, the buyer should strive to place orders only two or three times each week to keep the supplier's costs down.

A customer's business should not be scattered too thinly across too many vendors. A prudent buyer will limit his or her business to a small number of suppliers who give satisfactory service. This isn't to say the buyer shouldn't place orders with other businesses. It does, however, imply that a small number of providers in each food category should earn the majority of the market. In certain smaller enterprises, the buyer may opt to use only one supplier for each food category; however, in most circumstances, having multiple suppliers is a good idea.

Market Sourcing

The sources of supply differ greatly from one location to the next. Small towns and isolated settlements lack the number and range of suppliers that large cities offer. Purchasers should contact available vendors/suppliers such

as wholesalers, distributors, local producers and packers, retailers, cooperative associations, brokers, and food importers. To obtain the essential foods, the individual in charge of purchasing will usually contact numerous vendors. To cover all food-related kitchen demands, several wholesalers diversify their product ranges. Food products are sourced from a variety of sources. A packing house, for example, provides meat and meat products, whereas a food wholesaler provides dry items. Perishables and non-perishables are the two major food categories.

Perishables

Fruits, vegetables, fresh fish and shellfish, fresh meats, poultry, and dairy products are all perishables. Perishables are typically purchased on a regular basis to guarantee freshness. Frozen items, such as vegetables, fish, and meat products, have a longer shelf life and can be ordered less frequently and kept.

Non-perishables

Dry products, flour, cereals, and other foods like olives, pickles are examples of non-perishable items. On a weekly or monthly basis, these can be obtained. Remember that just because something doesn't spoil fast doesn't mean purchasing it in larger amounts than required. Every item in your inventory is worth a dollar that could be saved or spent on anything else.

Choosing Suppliers

When choosing a supplier, it's not enough to look at the costs alone, because they don't always reflect the quality and dependability of the goods and services on offer. The quality of one's product is always of fundamental importance in the highly competitive foodservice industry. Quality, on the other hand, does not always imply "the best" from the buyer's perspective. When it comes to purchasing, quality is getting the best quality that is appropriate for the product's intended usage. If the menu contains soup, for example, the buyer will choose the less expensive, skinless tomatoes over the higher quality, more expensive whole tomatoes with skins, which are far too expensive to use in soup.

Buyers must assess the product's own features in addition to the intended use criterion, rather than only the supplier's brand name awareness. Some packers spend a lot of money on brand-name advertising, but a buyer should never let the brand name alone influence his or her purchasing decisions unless he or she intends to use the brand name to advertise the product to customers. (S)he must carefully examine the products to determine which offers the best value for money.

Although most customers understand the necessity of assessing the price of the product they are purchasing, they frequently fail to analyze the price in the context of other aspects that influence the acceptability of specific products. As a result, they place an excessive emphasis on finding the cheapest product and may wind up paying more in terms of cost-per-portion and preparation time.

The price-to-yield ratio of canned goods should also be considered. One brand's costs may be significantly lower than those of its competitors, but it may include significantly less fruit or vegetables, with more juice or water making up the difference. Alternatively, the quality may be subpar. Of course, this isn't to argue that lower-cost goods are always worse; rather, customers should do their own testing to determine quality and yield. Furthermore, shopping solely for price might lead to a breakdown in the relationship between the salesperson and the buyer.

The goal of food purchasers should be to buy food and supplies from reliable vendors who match the following criteria:

- They must provide a cost-effective pricing structure for a certain level of quality.
- They must be capable of providing excellent delivery service.
- Products must be in good working order when they arrive;

- Drivers must be considerate.

- Deliveries of food and supplies must be made on time.

- They must have specific things in stock in order to minimize supply shortages.

- They must be able to provide information on new products, nutritional information for food purchased, and market factors that affect you.

- Rather than favors, "excellent service" refers to the supplier's pleasant attitude and the manner in which that attitude benefits the entire foodservice operation–not just the particular employee. The provider who provides excellent service is one who delivers as frequently as the foodservice company requires and at convenient hours (not during meal service periods).

- It has friendly delivery agents who are willing to take packages to the receiving location and double-check the order's accuracy.

Factors That Impact Prices

Food prices, in particular, change throughout the year due to a variety of factors:

- Seasonality: When food is in season, there is a greater supply of it in the local food supply, lowering prices. Furthermore, goods that are in season have a greater quality and a longer shelf life than those that are out of season and must be carried vast distances to market.

- Weather: Extreme weather can have a significant impact on food prices. Drought, flooding, and unseasonably cold weather have all afflicted key product-producing regions of the world, resulting in price increases for a variety of products.

- Transportation costs: As the price of gasoline or transportation rises, so does the price of food that must be transported to the market.

- Commodity prices: A variety of items, such as meats and cereals, are exchanged on the commodity market. These prices change when large-volume buyers acquire and sell these things, similar to the stock market.

Product Specifications

- Almost every item that is purchased should have specifications put down. Writing specifications, especially for a variety of food and supply products, equipment, chemicals, and other items, can be a tough and time-consuming task.

- Meat, seafood, poultry, processed fruits and vegetables, as well as fresh fruits and vegetables, can all be ordered according to preferences. Meats, for example, can be ordered by grade, cut, weight/thickness, fat restriction, age, freshness or frozenness, and packaging type.

- Seafood can be ordered by kind, species, market form, condition, grade, origin, freshness or frozenness, count, size, and packaging.

- Order poultry by type, grade, class (e.g., broiler, fryer), style (e.g., breasts, wings), size, freshness or frozenness, and packaging.

- You can order processed fruits and vegetables by grade (occasionally), variety, packaging size and type, drained weight, count per case, packing media, and whether they're canned or frozen.

- Ordering fresh fruits and vegetables by grade (sometimes), variety, size, weight per container, growing area, and count per container is possible.

Table 7 illustrates an example of a beef purchase specification document that could be found in a commercial kitchen or reception area.

A Sample Purchasing Specification		
Beef	Grade	Weight, Size, and Cut Specifications

Table 7 A Sample Purchasing Specification.

Purchasing Procedures

In most restaurant kitchens, purchasing and ordering are done by the chef and sous-chefs, although in hotels there may be purchasing departments assigned. In most self-operated on-site foodservice operations, the foodservice manager/director is responsible for purchasing, though if the foodservice is contracted to managed services, the operation will likely be part of contract buying. Most kitchens will have a list of suppliers, contacts, delivery dates and schedules, and order sheets with par stock levels to make purchasing easier. For a special function or event, such as a banquet, it may also be necessary to determine the required supplies for that function alone.

Production Control Chart

To calculate the quantities of food items to be ordered for any size banquet, a portion control chart must be consulted first. The chart indicates the portions to be used per person for any given menu item. One use for a portion control chart is to estimate the quantity of major ingredients and supplies needed to produce a predicted number of menu servings.

Table 8 Portion Control Chart.		
Food Item	Menu Item	Portion Size
Shrimp	Shrimp cocktail	80 g (2.82 oz.)
Lemon	Shrimp cocktail	1 wedge (6/lemon)

Table 8 Portion Control Chart. The table displays a food item, a menu item containing that food, and the portion size of the food item.

Purchase Order Chart with Par Levels

The main goal of utilizing a purchasing standard is to ensure that there are enough supplies of all foods on hand to meet daily needs. Food inventory must become a regular ritual to create and maintain these standards. This is where having predetermined par levels (the amount that should have on hand to get through to the next order) might help.

There are three important points to be aware of:

- Required amount (par level)
- Available amount
- Quantity to be ordered

Subtract the quantity on hand from the amount required to determine the amount to order (Table 9). In some cases, round up order if a minimum quantity based on the package size may be required to order.

Table 9 Calculating the Actual Order Amount of Different Meats				
Meat	Amount Required (Par Level)	Amount on Hand	Amount to Order	Actual Order
Corned beef	10 kg	2 kg	8 kg	8 kg

Integrating par levels into standard ordering sheets or ordering system will make managing inventory coming in much easier. More and more suppliers are switching to online purchasing systems, which provide the most up-to-date prices, case sizes, and, in many cases, purchase history when an order was placed. Online ordering is generally more convenient because it eliminates the need for the individual placing the order to call into an order desk during regular business hours.

Ordering Process

A purchase order is normally prepared after the supplier has been identified and the order has been compiled. The purchase order includes information for both the purchasing organization and the supplier, as well as the products bought, their quantities, bid and extended prices, and the purchase order's total. Typically, many copies are made so that the purchaser, supplier, accounting office, and receiving clerk all have a copy.

Receiving

The advantages of thorough purchase criteria and cautious buying methods are lost when the quality and quantity of incoming merchandise is not carefully evaluated. The person in charge of receiving in is an important part of this procedure. In large organizations, this may be a receiving clerk whose primary responsibility is to handle receiving (and, in many cases, storage). Receiving may be done by the foodservice manager, a head cook, or a lead worker in a kitchen in smaller companies.

Obviously, receiving and storage task training is critical, and it must encompass the following functions:

- Comparing the arriving delivery quality, quantity, and weight to the purchase order and requirements
- Inspecting for the required standard of quality
- Keeping a daily record of deliveries received
- For all potentially hazardous foods, critical control points are monitored
- Knowing what to do if a problem with a provided goods arises
- Returning unsatisfactory merchandise, managing invoices, labeling cartons for storage, sending merchandise to the storeroom or kitchen for storage or usage, and proper processes for storing food and rotating inventory are all procedures that must be followed.

Storage

In all foodservice operations, foodservice storage serves as a vital link between receiving and preparation. As a result, the storage system's quality has a direct impact on the quality of the food preparation product. The quantity of space needed is determined by the frequency of deliveries and product turnover. Another reason storage is critical is that it is one area of the operation where management can apply effective control without significantly raising time or staff expenses. In other words, effective controls on shrinkage, theft and pilferage, as well as unnecessary food handling, can help keep foodservice expenses low.

Professional Ethics

When communicating with vendors, always maintain a professional demeanour. Your activities have an impact on both your own and your facility's reputation. Speak with salespeople at predetermined times; don't discuss

internal issues with salespeople; don't gossip about other salespeople; and don't disclose competition price quotes. Make the most of the time with salespeople by discussing market situations, obtaining pricing quotes, and learning about new items. Preparing the order while the salesperson waits in the office is inconsiderate and inefficient. Never delegate the duty for choosing the quantity of the order to a salesperson. A supplier will lose respect for a disorganized buyer who gives the order to a salesman to fill out.

2-ORGANISES AND SUPERVISE WASTE MANAGEMENT

Implements a rational waste management scheme in the kitchen and hotel

Corrects the process of rational waste management in the kitchen and hotel

Complies with the waste management regulations

The Importance of Kitchen Waste Management in Restaurants

In any case, waste management is a necessary part of working day. Kitchen waste management, particularly in the restaurant industry, can make or break a business's success, thus food industry takes extra precautions to guarantee that their kitchens are always up to code when it comes to waste disposal. In a more practical sense, improper kitchen waste management will cost money. Aside from that, the government agencies may even revoke operating license. Improperly disposed of kitchen waste can cause severe environmental damage as well. To stay in business, a kitchen cannot operate without proper waste disposal systems that is up to code. Regardless, many business owners continue to operate with less-than-ideal waste management methods hoping to save a few dollars, the cost to the environment, as well as their customers, can be enormous.

Being environmentally conscious isn't simply a trend; it's actually profitable. Oil is a good example of how inappropriate waste management can become an issue. In the inappropriate setup, waste oil is simply thrown into the drainage system, where it sits and solidifies, eventually becoming a major problem. Fat does not mix well with water and, if not handled correctly, can clog pipes and cause them to burst, resulting repair costs. Restaurants who properly manage their waste products will save waste on maintenance costs even if they are not environmentally conscious.

Proper Kitchen Waste Disposal Protects the Environment

When waste is disposal processes is right, restaurant helps to protect the environment. Restaurant contributes to climate change by not properly disposing of trash. Food waste that ends up in a landfill emits a lot of methane gas, which is one of the most harmful greenhouse gases.

Kitchen Waste Management Protects Your Customers

Restaurants are in the business of providing high-quality cuisine to their customers. Proper sanitation standards, especially where food is made, go hand in hand with safe and sanitary food. It converts to the customer's well-being when kitchen cares about how the food is prepared and recycles enough food waste.

Proper Waste Disposal Protects the kitchen and Employees

Securing employees' workspace and ensuring they have a safe area to engage in their activities is achieved by guaranteeing workplace cleanliness and proper kitchen waste disposal. Employees are healthier and less prone to accidents, resulting in increased production.

Handling Kitchen Waste Management Efficiently

A restaurant's kitchen, especially one that is busy, must produce a lot of food waste. There are a variety of approaches to properly manage kitchen waste.

First of all, don't overstock anything in the first place, purchasing things in quantity that the restaurant will not use in bulk is not a good idea. It is a common mistake for restaurants to accept a good price on a big order, it may be enticing. Unless the restaurant is not capable of storing them properly, which means the restaurant

should have the capacity and the right infrastructure for storing the item, those will almost certainly wind up in the garbage.

Keeping inventory as accurate as possible, which means the manager must know exactly what and how much goods are there at any given time, helps to ensure that food is not neglected and that everything is utilized properly. A proper and accurate inventory will always be the starting point for food waste solutions.

Donating leftovers to shelters and local charities will help to alleviate food waste while also enhancing public reputation. Extra or leftover food and ingredients that are near their expiration dates are covered by the items that can be given away.

Adjusting the menu to be as inclusive as possible is another option, customers should be provided with the option of including or excluding certain items from their meals. For example, people may not always want fries with their burgers and the fries will end up in the leftover tray.

For restaurants, composting food waste is a good idea. Local gardeners or plant enthusiasts can turn food waste into soil. It helps the environment, as well as the restaurant receive the kind of attention that leads to paying clients.

Keeping track of the expiration dates on all products supplied to your inventory is a must to avoid making the costly mistake of missing out the items with a short shelf life.

Create a Dedicated Team for Waste Management

Depending on the size of the company, the company may form a team or designate someone to keep a check on waste disposal activities. This approach helps restaurant do a more thorough waste audit, gives a better idea of which route to follow. Identifying the many types of waste the restaurant generates might help figuring out where to improve. A restaurant waste audit can help choosing do it yourself, contracting or outsourcing options for waste disposal.

Another significant advantage of a well-executed restaurant waste audit is that the restaurant will find out which menu items have the most leftovers, which helps adjusting or tweaking menu to have the least quantity of leftovers. This information also helps to determine the proper portion sizes, as amounts are sometimes overly large.

Educating Staff

Kitchen waste management begins with the people who work there. Personnel well-trained in meal preparation will ensure that the least amount of food is thrown away, which is an efficient way of decreasing waste produced during the business day. Food waste in restaurants is largely due to improper food preparation. In the restaurant industry, even movements to and from the kitchen contribute to waste reduction. Servers in bars, for example, are taught to move in a circular motion to avoid spilling drinks and reducing waste.

Invest in good quality equipment

It is a good idea to invest in top quality kitchen equipment because the food preparation stage is the most prone to wastage. Small things, such as peeling using the proper knife will build up over time and benefit restaurant. Food waste management equipment of high quality is no exception. While some restaurants strive to be zero-waste establishments, reality is that it is nearly impossible.

3-ENSURES THE CURRENT FUNCTIONING OF THE KITCHEN AND HOTEL

- Communicates with customers
- Supervises organized parties and events
- Supervises the operation of the kitchen, the hall and the hotel
- Monitors the operation of the equipment and facilities in the kitchen and hotel
- Evaluates to all kinds of publications, innovations and technological developments related to the profession

INTRODUCTION

Food and beverage service is part of the hospitality industry's service-oriented sector. It might be a part of a larger hotel or tourism operation, or it can operate alone. Members of the F&B Services team are responsible for a variety of responsibilities, including preparing for service, welcoming visitors, collecting orders, settling accounts, and doing numerous additional jobs after customers have left.

The majority of star-rated hotels include a variety of food and beverage options. They have the potential to be Restaurant, Lounge, Coffee Shop, Room Service, Poolside Barbecue/Grill Service Banquet Service, Bar, Outside Catering Service etc.

Structure of F&B Services Department

The F&B Services team is in charge of creating the exact experience that the guests desire. The following positions make up the department:

The Food & Beverage Service Manager is responsible for ensuring that profit margins are met in each financial period from each F&B service department. He/she, in collaboration with the kitchen, plans menus for various service zones, and purchases material and equipment for the F&B Services department.

Assistant Food & Beverage Service Manager, in the absence of his superior, is aware of and tuned into all of the tasks that the F&B Services Manager undertakes.

Restaurant Manager, is in charge of the restaurant's entire operations, his/her responsibilities include managing the dining room's functions; stock-taking or inventory-checking (ordering materials and keeping track of them); supervising, training, grooming, and evaluating subordinates; creating employee and sales reports; budget management; taking care of daily sales and liaising with cashiers.

The Room Service Manager is in charge of all junior staff chosen, trained, encouraged, and evaluated. He/she assures that the F&B department's/cultural establishment's values and key standards are met. Staffing, budgeting, and scheduling to keep labor costs under control, taking care of customer problems, assisting with special requests are his/her responsibilities.

The Banquet Manager is in charge of setting the bar for banquet service, forecasting and distributing finances for a variety of events, including conferences, meetings, and other events; increasing sales of food and beverages; keeping track of china, silverware, glasses, linens, and other equipment; taking care of the decorations and dealing with complaints from guests; assisting with special requests; following proper procurement processes to purchase required stock; collecting guest comments and submitting to the F&B Manager; attending departmental meetings; menu planning and pricing; personnel training, grooming, and development.

The Bar Manager is responsible for forecasting consumer flow on a daily basis; allocating the appropriate number of employees in response to consumer demand; managing and monitoring bar inventory; keeping track of all forms of beverage sales; cleaning and tendering duties.

The Food Safety Supervisor is a person who has been trained to recognize and avoid food-handling dangers in the F&B Services industry. He/she should have a valid FSS certificate and he/she is essential in a F&B Services company's so that he may train and supervise other employees on proper food handling procedures.

F&B Ancillary Departments

The following departments provide support to the Food and Beverage department:

Kitchen Stewarding

The Kitchen Stewarding department attempts to keep the commercial kitchen clean, prepared, and orderly so that the kitchen crew may operate efficiently. It also guarantees that all of the tools and utensils needed for a particular meal or cooking operation have been well cleaned and are ready to use.

Dishwashing

For bar, banquet, lounge, and restaurant service, the dishwashing department is responsible for supplying a clean and dry supply of glasses, chinaware, and cutlery.

Laundry

For timely supply of dry-cleaned and wrinkle-free linen, the F&B department relies heavily on the laundry department or outsourced laundry services.

F&B Staff Attitudes and Competencies when communicating with a customer

Knowing one's responsibilities and roles, as well as having adequate knowledge of food products, food and beverage pairing, etiquette, and service methods, is an approach to gain confidence while serving guests. Appearance makes a good first impression on guests. While on duty, F&B employees must maintain personal hygiene, cleanliness, and a professional look. Attentiveness is defined as paying close attention to details, memorizing the wants of the guests, and meeting those demands as quickly as possible with the highest level of perfection possible. The F&B Services team must have a pleasant, lively, and friendly demeanor at all times.

Effective Communication is critical when conversing with coworkers and guests. The use of clear and correct communication, as well as the appropriate language and tone, can help the service workflow go smoothly. It has the potential to provide guests with a truly enhanced experience. While serving the visitors, the F&B Services employees must understand the value of time. The efficient running of the service workflow is aided by accurate timekeeping and a sense of urgency. Honesty and integrity are essential values for serving guests in the hospitality industry.

4-CONDUCTS SALES CONVERSATIONS WITH SAVOIR VIVRE THE FIELD OF CUISINE AND HOTEL

Negotiates delivery terms and concludes contracts with suppliers

Produces a procurement plan within a specified time horizon

Organizes the supply of food and other products and necessary resources for the operation of the hotel and kitchen (e.g., cleaning agents)

Restaurant supply chain management

Restaurant supply chain management is a sophisticated and complicated subject. The actions involved in collecting raw materials from the source, processing them into sellable commodities, and delivering them to clients are referred as the supply chain. Working with a number of vendors who specialize in each phase of the chain is normal. As a result, supply chain management entails continuously monitoring and managing vendors in order to maximize efficiency and value. Restaurant supply chain management is establishing and maintaining relationships with food suppliers in order to generate items — such as meals — that satisfy customers' needs. Restaurant supply chain management guarantees that every "actor" in the supply chain is doing what it's intended to.

Importance of Supply Chain Management

Supply chain management is a critical component of any successful company. The steps in a company's supply chain management are known as operations. By recognizing problems, analysing alternatives, and making decisions about how to optimize the distribution process, supply chain management plays a critical role in the success of any firm. Companies will benefit from the supply chain management process by having better inventory control, lower operational expenses, and increased efficiency.

Restaurant supply chain

Restaurant supply chain involves lots of actors and lots of steps. First, the manager should identify and negotiate contracts with restaurant food suppliers, such as farmers and wholesale food wholesalers, as well as vendors who offer takeout containers and paper items. Finding partners to bring raw supplies to restaurant is a logistical challenge. Production is the process of transforming raw materials into marketable products.

Getting sellable goods to clients is what distribution is all about. Restaurant logistics can range from as simple as transporting meals from the kitchen to the dining room to as complicated as delivering to clients' homes.

In an ideal world, everything will run smoothly once you've established your supply chain by negotiating with providers. Restaurant supply disruptions are all too prevalent, and they have a tremendous impact on the sector. Many employees working in agricultural and food delivery may unable to work due to dangerous conditions and lockdowns.

Inventory management and supply chain management are inextricably linked. Inventory control is a crucial component of the supply chain. It assists in keeping clients satisfied while also keeping kitchen working efficiently. Inventory management entails keeping track of what materials and supplies kitchen has on hand in order to predict when stocks run out and need to place another order. It influences your purchasing and demand decisions.

Restaurant supply chain management

Shopping around for the cheapest prices on restaurant supplies, using inventory management software, and food delivery services helps supplying the kitchen. Restaurants profit by getting a fair deal when suppliers

compete for business. Vendors should be re-evaluated on a regular basis. At least once a year examine vendors' performance and consider switching to a new vendor if better deals and service is available. You do not have to work with the same vendor life-time, but first, make sure you're not stuck in any long-term agreements that you can't get out of.

There is strength in numbers, thus join a group of people enables you to receive better rates on goods by joining a collective purchasing organization than you could on your own.

Work with restaurant suppliers who can handle more than one phase in your supply chain to streamline your supply chain. For example, instead of requiring you to pick up supplies, seek for restaurant food suppliers who can source them and bring them to you.

Make sure you have enough promotional materials on hand. Make sure you have adequate supplies to meet the increased demand if you're presenting a new dish or sending out coupons for a specific item. Make sure your marketing efforts are in sync with the availability of your supply chain.

Using software, you may increase the efficiency of your restaurant. Restaurant technology, such as supply chain management and inventory management software, is making the time-consuming but crucial chores of inventory management, reordering restaurant supplies, connecting with vendors, and tracking supply delivery easier. Certain tools can reduce the amount of time it takes to complete these tasks. You can even automate many of these tasks if restaurant's POS system has inventory management capabilities built in or interfaces with supply chain management solutions.

Follow your supply all the way to the source. It's crucial to know where your raw ingredients come from if you want to keep your meals safe. Keep an eye on agricultural reports from the locations where your products are sourced so you may anticipate supply chain interruptions and pivot by changing up your menu or supply order.

How supply chain efficiency can help boost profitability and sales

The process of coordinating manufacture, delivery, and sales to satisfy client demand is known as supply chain management. Restaurant supply chain management is critical since it can result in company benefits such as increased sales and profitability. First, when your supply chain's "links" can communicate information, they can work together more effectively. As a result of this collaboration, you will have more control over your firm and will be able to enhance profit margins more readily. Collaboration also decreases risk, resulting in cost savings. Second, supply chain efficiency allows you to reduce inventory costs. Finally, a streamlined supply chain keeps you informed and makes it easy to notify customers of service or supply delays.

Managing a supply chain, on the other hand, may be difficult since it contains many moving elements that must all work together to ensure that products are delivered on time and without error. Smooth running supply chain requires coordination between planning, design, manufacture/build/develop, distribution (placing products into production), operation (running the supply chain), and end-of-life (managing the product's final disposal).

From sourcing to distribution, supply chain management is a process that encompasses the planning and execution of tasks. It ensures that commodities are delivered in a timely manner from the source to the client. To accomplish so, supply chain managers must keep a careful eye on the entire process to ensure that business operations are running smoothly. Restaurants, cafeterias, cafes, fast-food joints, pubs, delis, food manufacturing operations, catering enterprises, food transportation services, and more are all part of the food beverage sector. Packaging, as well as cooking, transporting, and serving food and beverages, are all possible actors in this industry. The restaurant industry is competitive, so we need to ensure that our supply chain management is on par with the best in the industry.

Food waste is reduced—up to 10% of food purchased by restaurants is wasted before it reaches the customer. Restaurants purchase far too much food at once, causing it to spoil before being supplied to customers. Supply chain management can help to reduce losses. Food expenditures typically account for 28 percent to 35 percent of a restaurant's overall costs. When food is lost or spoils, this number rises. Restaurants may use inventory management to keep a closer eye on their food and purchases, making it easier to track purchases and make payments to vendors. Inventory management reduces waste, lowering the cost of items sold and, as a result, increasing revenues. And, keeping ingredients available for all of the items on your menu to help repeat customers and keep them happy, ensuring more satisfied consumers.

5-ENSURES THE OPERATION OF THE BUSINESS IN COMPLIANCE WITH REGULATIONS

Maintains safe and healthy working environment

Applies health and safety and fire protection rules

Applies the principles of property protection

Applies environmental protection regulations

Complies with the principles of the HACCP system

Monitors the level of hygiene in the restaurant area

Restaurant Safety

Restaurants are subject to a variety of safety regulations and laws. A restaurant must maintain a stable customer base and enthusiastic employees while adhering to a variety of safety standards and guidelines. Although each government legislation will differ slightly, the guidelines will be fundamentally similar.

Employee Hazards

Working at a restaurant is inherently risky. Kitchen employees operate with a variety of sharp-edged tools and dangerous equipment, and spend their days surrounded by open flames and heated surfaces. Liquids, grease, and food scraps are frequently spilled on the floor, making it difficult to maintain footing. Restaurant cleaning solutions contain a variety of powerful chemicals that, if mishandled, can be caustic or dangerous. Heavy lifting is a common part of the job. Long and late hours are common in the sector, which contribute to weariness, which impairs judgment and can lead to harm. All of these concerns are addressed by the industry's numerous regulatory authorities.

Workplace Guidelines

The government agencies set a number of restaurant workplace rules. Workplace should be kept clean and organized, and knives and equipment should be well-maintained and stored safely when not in use. Floors should be cleaned periodically and protected with non-skid mats or non-skid substances. Toxic compounds must be stored correctly, and workers must have access to training, Material Safety Data Sheets, and appropriate personal protection equipment when working with them. Using carts and dollies to transfer things can reduce the amount of lifting required. Labor rules limit the length of shifts and overtime to prevent weariness.

Design and Logistics

Because so much of the floor space must be given over to the dining area, restaurant kitchens and preparation rooms are frequently small and crowded. Exits and fire escapes must always be visible and accessible. To guarantee appropriate temperatures and air quality, ventilation and exhaust fans must comply with local zoning standards. To preserve quality, dry storage facilities must be kept away from sources of heat and moisture. Food items must be stored at least six inches off the ground on shelving or platforms to avoid spoiling and vermin.

Preventing Contamination

A variety of chemicals can contaminate food, posing biological, chemical, and physical risks. Cleaning products are a common source of chemical contamination. They must not be stored near food preparation areas to avoid unintentional contamination from splashes. Olive pits, toothpicks, glass shards, and other foreign items in meals

are examples of physical hazards. To reduce this risk, food preparation operations cannot be positioned beneath stairways or catwalks. The different microorganisms that cause food-borne sickness are classified as biological risks, and they are primarily controlled through hygiene and temperature control.

Safe Food Handling

A few basic concepts underpin safe food handling. The first is hygienic and sanitary conditions. Before handling food, cooks must clean and disinfect the preparation spaces and utensils, as well as properly wash their hands. Hand-washing stations must be provided in every work area, and some states demand the use of sterile gloves. Uncooked fruits and vegetables should never be handled with utensils or surfaces used for high-risk meals like raw meats or poultry. Setting aside distinct preparation places or utensils for each type of ingredient, if possible, is a good idea.

Time and Temperature

The main factors that influence the risk of foodborne illness are time and temperature. Bacteria and other microbes can be found in almost all foods, but they need time and good conditions to reproduce and pose a hazard. Bacterial activity slows considerably when food is refrigerated at temperatures below 4 Celsius degrees and above 60 Celsius degrees. The "danger zone" for food safety refers to the temperature range between those two extremes, where germs can thrive. To reduce the risk of food-borne illness, restaurateurs must regulate their food handling such that foods spend as little time as possible in the danger zone.

Health and safety in restaurants: the basics

A frequent health and safety risk assessment should be conducted by all restaurants. This entails examining your restaurant and identifying any dangers that could harm employees or customers. Risk assessment for the restaurant should tell if restaurant is doing enough to mitigate these dangers. A robust risk assessment procedure is required in restaurants, food and takeaway enterprises. The list of workplace dangers is nearly unlimited — ovens and deep fat fryers are obvious examples, but there are others that are less visible.

Restaurant health and safety responsibilities

Safety

Ensure that the item is safe to eat, make sure food is of the quality you claim it is by not adding, removing, or treating it in a way that makes it unsafe to eat. Don't mislead with labeling, advertising, or marketing. Keep track of where you acquired your food (and be able to present them if questioned) — this is referred to as 'traceability.' Remove unsafe food and create an incident report to let people know when food has been pulled or recalled, why it was withdrawn, and what they should do about it. Keep your food safety rating visible. Additives are only used in foods that have been authorized for use in that particular food.

Hygiene

Create a hygiene plan based on the principles of Hazard Analysis and Critical Control Points (HACCP). Make sure that 'food contact materials' (such as packaging, food processing equipment, cookware, and surfaces) do not transfer anything to or affect the food they come into contact with. If inspected, follow the HACCP principles to protect food from microorganisms. Manage food allergies and take responsibility for staff hygiene training.

Outsourcing Safety and Health

In many countries, government agencies have released instructions and templates on risk assessment. They include typical risk assessment and health and safety in the kitchen policy layouts that you can fill up with

the necessary information. Alternatively, many restaurants and kitchens hire an experienced health and safety expert in the culinary industry to do a risk assessment on their behalf.

Food Hygiene Certificate

Food handlers in the many countries are not required to have a hygiene certificate in order to prepare or serve food. Anyone handling food should wash their hands often with soap and water for at least 20 seconds. Businesses that deal with food, on the other hand, have a lot of duties. Currently, companies are responsible for all hygiene training for their employees. This might be informal and on-the-job training or part of a structured program, but it must be in place and appropriate for your area of business. Operators of food businesses should follow the government agencies guidelines for proper hygiene standards, as well as their HACCP process. If any food handler has any of these symptoms, he/she should be self-isolated; a new, persistent cough; a very hot temperature; an alteration in (or loss of) one's usual sense of smell or taste (anosmia).

The employees should know the rules of food safety, and adhere to a Food Safety Management System (FSMS) that incorporates current food hygiene guidelines and HACCP procedures. Emphasizing the importance of handwashing and other hygienic activities on a more regular basis is a must. Objects and surfaces should be cleaned and disinfected on a regular basis. Use caution when it comes to packaging, cleaning, and waste disposal.

Consumers have a right to expect safe and high-quality foods when they buy and consume them. They have the right to express their views on the food safety procedures, standards, and activities that governments and industry utilize to ensure that the food supply meets these requirements. While consumers, governments, and others play an important role in ensuring food safety and quality, in free-market societies, the food industry bears the primary responsibility for investing the physical and managerial resources required to implement appropriate controls - the industry that oversees the manufacturing and processing of foods on a daily basis, from raw ingredients to finished product.

The food business considers food control to be a broad word that encompasses a wide range of elements. Nutrient levels in food ingredients and formulating foods with nutritional profiles that contribute to consumer interest in healthy diets; safety - setting standards for toxicological and microbiological hazards, and instituting procedures and practices to ensure that the standards are met; nutrition - maintaining nutrient levels in food ingredients and formulating foods with nutritional profiles that contribute to consumer interest in healthy diets. Sensory properties such as taste, scent, palatability, and appearance are provided. Delivering properties such as convenience, packaging, and shelf-life that provide consumer utility and economic advantage. Some of these characteristics, such as value, are solely the responsibility of business and customers, while others, such as safety, are shared by government, industry, and consumers.

Setting and implementing food standards (HAZARD ANALYSIS AND CRITICAL CONTROL POINT- HACCP)

At the heart of all food control activities is the establishment of safety, quality and labelling standards. Governments and government play a principal role in establishing certain food control standards. It is the role of national governments to establish uniform safety standards so that all consumers receive equal levels of protection; all food producers, whether domestic or foreign, are equitably treated through application of the same levels of safety; consumers are informed about the standards of protection that are being applied.

Quality assurance programs are designed today with particular emphasis on the use of hazard analysis and critical control point (HACCP) techniques, an approach that the food industry developed and has voluntarily adopted on a broad scale for the past 20 years. This approach consists of several elements:

- Conducting a hazard analysis to identify hazards and the needed controls;

- Identifying the critical control points;

- Establishing critical limits for each control point;

- Establishing monitoring procedures;

- Establishing corrective action procedures;

- Establishing verification procedures to ensure that corrective steps have been taken;

- Establishing appropriate documentation procedures to ensure that the control system is defined and that records will be maintained to permit auditing and verification that the system is properly applied.

Training is an essential element of HACCP and of all the operating activities involved in producing safe, high-quality food. All those employed in food production must be thoroughly trained in their responsibilities to achieve this result.

Similarly, supplier and distributor controls are essential to the production and marketing of safe, high-quality foods. Manufacturers must ascertain that the suppliers of their ingredients comply with strict specifications. This is done by contractual arrangements, with verification by a strong system of testing and, in many instances, on-site inspections of suppliers.

The objective of all quality assurance systems used by food manufacturers and processors is to produce safe products that meet manufacturer's specifications, including the requirements established by governments. The corollary is to prevent unsafe or poor-quality products from reaching the marketplace. In the event that a system failure occurs, procedures should be in place for removing products from the market as expeditiously as possible so that the health of consumers and the reputation of the brands affected are protected to the greatest possible extent.

A number of food control issues are currently being debated at the national and international levels, regarding for example pathogenic microorganisms, allergens, genetically modified foods, contaminants (including pesticides), irradiation and nutrition labelling. These are important and complicated matters that require attention. The control issues are at various stages of resolution and considerable effort will be required to resolve them in a scientific, practical and uniform manner. Industry recognizes that consumers play an active, important role in the food control process through their participation in the standard-setting process and discussions on scientific and technical issues.

Clearly, food control involves many difficult issues. Some of these are highly technical, while others are partly technological and partly political. For consumers, food control systems must provide meaningful protection against real and important hazards. Finally, industry needs standards that permit flexibility and efficiency in producing and marketing foods that will serve their customers - the world's consumers.

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REVIEW QUESTIONS:

Why is it critical to comprehend the many "players" in the procurement process and their roles?

Restaurant supply chain involves lots of actors and lots of steps. In an ideal world, everything will run smoothly once you've established your supply chain by negotiating with providers. Restaurant supply disruptions are all too prevalent, and they have a tremendous impact on the sector. Many employees working in agricultural and food delivery may unable to work due to dangerous conditions and lockdowns. First, the manager should identify and negotiate contracts with restaurant food suppliers, such as farmers and wholesale food wholesalers, as well as vendors who offer takeout containers and paper items. Finding partners to bring raw supplies to restaurant is a logistical challenge.

What is the relationship between inventory, inventory data, and the procurement process?

The procurement process' main purpose is to ensure the availability of food and supplies in quantities and quality that meet operating criteria at the best possible price. Every food service organization needs to have a purchasing process in place. All capable cooks should be able to buy the right ingredients in the right quantities, at the right time, and for the best price. The main goal of utilizing a purchasing standard is to ensure that there are enough supplies of all foods on hand to meet daily needs. Food inventory must become a regular ritual to create and maintain these standards. This is where having predetermined par levels (the amount that should have on hand to get through to the next order) might help.

There are three important points to be aware of:

- Required amount (par level)
- Available amount
- Quantity to be ordered

Integrating par levels into standard ordering sheets or ordering system will make managing inventory coming in much easier.

What qualities do you look for in a valued supplier?

- They must provide a cost-effective pricing structure for a certain level of quality.
- They must be capable of providing excellent delivery service.
- Products must be in good working order when they arrive;
- Drivers must be considerate.
- Deliveries of food and supplies must be made on time.
- They must have specific things in stock in order to minimize supply shortages.
- They must be able to provide information on new products, nutritional information for food purchased, and market factors that affect you.
- Rather than favors, "excellent service" refers to the supplier's pleasant attitude and the manner in which that attitude benefits the entire foodservice operation–not just the particular employee. The provider who provides excellent service is one who delivers as frequently as the foodservice company requires and at convenient hours (not during meal service periods).
- It has friendly delivery agents who are willing to take packages to the receiving location and double-check the order's accuracy.

What variables influence food and supply prices in the foodservice industry?

Food prices, in particular, change throughout the year due to a variety of factors:

- Seasonality: When food is in season, there is a greater supply of it in the local food supply, lowering prices. Furthermore, goods that are in season have a greater quality and a longer shelf life than those that are out of season and must be carried vast distances to market.

- Weather: Extreme weather can have a significant impact on food prices. Drought, flooding, and unseasonably cold weather have all afflicted key product-producing regions of the world, resulting in price increases for a variety of products.

- Transportation costs: As the price of gasoline or transportation rises, so does the price of food that must be transported to the market.

- Commodity prices: A variety of items, such as meats and cereals, are exchanged on the commodity market. These prices change when large-volume buyers acquire and sell these things, similar to the stock market.

What is the relationship between stock levels and waste management?

First of all, don't overstock anything in the first place, purchasing things in quantity that the restaurant will not use in bulk is not a good idea. It is a common mistake for restaurants to accept a good price on a big order, it may be enticing. Unless the restaurant is not capable of storing them properly, which means the restaurant should have the capacity and the right infrastructure for storing the item, those will almost certainly wind up in the garbage.

Keeping inventory as accurate as possible, which means the manager must know exactly what and how much goods are there at any given time, helps to ensure that food is not neglected and that everything is utilized properly. A proper and accurate inventory will always be the starting point for food waste solutions.

What are the main elements of hazard analysis and critical control point (HACCP)?

- Conducting a hazard analysis to identify hazards and the needed controls;

- Identifying the critical control points;

- Establishing critical limits for each control point;

- Establishing monitoring procedures;

- Establishing corrective action procedures;

- Establishing verification procedures to ensure that corrective steps have been taken;

- Establishing appropriate documentation procedures to ensure that the control system is defined and that records will be maintained to permit auditing and verification that the system is properly applied.

QUALIFICATION 3. MANAGEMENT IN THE HORECA INDUSTRY

MODULE 2: COMMUNICATION WITH THE CUSTOMER

ELEMENTS OF PROFESSIONAL CUSTOMER SERVICE

Why is good customer service in restaurants important?

Good customer service is important in the restaurant industry because it can determine the overall success of the establishment. Here is a list of reasons why it's so important:

- Happy customers generate more positive feedback and reviews for your restaurant.
- Excellent customer service can increase revenue.
- Satisfied customers are more likely to become regular customers.
- Satisfied customers recommend the facility to broader community.
- The longevity of a business usually relies on good customer service.

The elements of professional customer service are:

Expand Your Definition of Service

How you define service shapes every interaction you have with your customers. Limited definitions of service based on an exchange of money for goods or service misses the overall point of customer service. "Service" should provide the customer with more than a product or action taken on his/her behalf. It should provide satisfaction and unforgettable experience. In essence, the customer should walk away pleased with the result of the transaction – not just content but actually happy. A happy customer will continue to be a buying customer and a returning customer.

There is pure mathematical equation of the business development when having satisfied customers.

1 ☺ = 1+1 loyal customers

1 ☹ = 10 potential customers lost

One satisfied customer brings one more potential customer.

One unsatisfied customer shares the experience with 10 potential customers that will most probably not use your facilities based on the recommendation.

Who are Your Customers?

Customers are the people who want to pay a fair price for quality service or products, and feel satisfied with the return on investment (value for money). They also want someone to take care of them. They need someone to understand their needs and help answer them. They need someone to hold their hands and walk them through a process. Customer service starts with the ability to listen to the customer and find out what he/she needs or

wants by asking questions in a polite and attentive way. Using right questions one can find more about the likes, dislikes and background of the customer.

Apart from the "external customers," in every organization there are "internal customers." An internal customer is anyone in the organization who needs assistance or interaction from another colleague to fulfill their job responsibilities. Internal customers are all employees / coworkers. Remember, the internal customer chain is just like the external, we are all customers both inside and outside the organization. According to a Wall Street Journal article, "Poorly Treated Employees Treat Customers Just as Poorly.

Lately, the labor market has become very difficult for the employers because the labor offer is lower than the labor needed in the HoReCa sector. Having this in mind, the internal customer is as important if not more important as the external customer.

CHARACTERISTICS OF CUSTOMERS

After conducting research on human emotions, Dr William Moulton Marston in 1928 published a book Emotions of Normal People. He explained that people illustrate their emotions using four behavior types. He argued that these behavioral types came from people's sense of self and their interaction with the environment. He based the four types on two underlying dimensions that influenced people's emotional behavior. The first dimension is whether a person views their environment as favorable or unfavorable. The second dimension is whether a person perceives himself as having control or lack of control over their environment.

According these scientific researches, customers can be grouped according their behavioral characteristics into 4 main groups of styles:

Dominance – people that are direct, challenging, decisive and prefer quick and to the point communication

Influence – people that are enthusiastic, collaborative, interactive, optimistic and prefer two-way communication.

Steadiness – people who are even-tempered, harmonious, patient, tolerant and desire communication with emotions and understanding.

Compliance – people characterized as analytical, perfectionist, accurate and thorough that prefer fact-based communication.

Modern behavioral research suggests that the most effective people are those who understand themselves and others. The more one understands his or her personal strengths and limitations, coupled with the ability to identify and understand the strengths and limitations of others, the better one will be able to develop strategies to meet the demands of the customers. The result will be success on the job and within the community.

Knowing the styles will influence positively the effective communication with clients (both external and internal), building effective teams, resolving and preventing conflicts.

Effective communication - Social interaction has always been key to success and in some cases even survival, but with increased technology comes the need to better communicate. The most effective way to gain the commitment and cooperation of others is to "get into their world" and "blend" with their behavioral style: observe a person's body language, "how" they act and interact with others. Adapting to their style makes a special experience and satisfaction from the offered service.

Building effective teams - People tend to be too hard on each other, continually judging behavior; therefore, team development tends to be slowed or halted due to people problems. An awareness of behavioral differences has an immediate impact on communication, conflict resolution and motivation for the team. According to

specialics in team development, most teams never make it to high performance without training in a behavioral model and commitment to using it from the top management down.

Resolving and preventing conflicts - Understanding style similarities and differences will be the first step in resolving and preventing conflict. By meeting the person's behavioral needs, you will be able to diffuse many problems before they even happen. People prefer to be managed a certain way. Some like structure and some don't. Some like to work with people and some prefer to work alone. "Shot in the dark" management does not work in the 21st century.

BUILDING CUSTOMER SATISFACTION

Building customer satisfaction is a complex process comprised of:

1. Developing customer friendly approach
2. Providing professional qualities in customer service

1. Develop a Customer Friendly Approach

It is very important to develop a system and attitude promoting customer friendly service. By "customer friendly" we mean viewing the customer as the most important part of your job. The cliché, "The customer is always right" is derived from this customer friendly environment.

Two critical qualities to the "Customer Friendly Approach":

- Communication
- Relationship building

The two main tasks of successful customer relations are to communicate and develop relationships. They don't take a huge effort, but don't happen instantaneously either. Positive dialogue/communication with your customers and developing ongoing relationships with your customers are perhaps the two most important qualities to strive for in customer service. What Customer Service Means As mentioned earlier, customer service means providing a quality product or service that satisfies the needs/wants of a customer and keeps them coming back.

Good customer service means much more – it means continued success, increased profits, higher job satisfaction, improved company or organization morale, better teamwork, and market expansion of services/products.

2. Professional Qualities in Customer Service

Professionals who constantly deal with customers (inside and outside the company) need to strive for certain qualities to help them answer customer needs. Customers have many needs but the six basic needs that stand out are:

- Friendliness – the most basic and associated with courtesy and politeness.
- Empathy – the customer needs to know that the service provider appreciates their desires and circumstances.
- Fairness – the customer wants to feel receiving adequate attention and reasonable answers.
- Control – the customer wants to feel his/her wants and input has influence on the outcome.
- Information – customer wants to know about products and services. The employees must know all information regarding the product they provide. Saying "I don't know" or "It is not my department" are automatically

demeaned and demoted in the mind of the customer. Customers want information, and they disrespect and distrust the person who is supposed to have information but does not.

- Respect – showing respect while taking care of the internal rules and regulations, requires the highest management skills of balance in the approach with customers.

Therefore, a Manager in HoReCa must have all the above qualities: friendliness, empathy, sense of what is fair and information in order to create and maintain customer satisfaction.

Apart from these qualities, the employees have to demonstrate the following, in order to produce the desired level of customer satisfaction:

- Smiling – there is nothing like a smile and pleasant face to greet a customer, especially if he/she has a complaint. A smile and polite conversation can immediately disarm a disgruntled customer. Facial expression sets a positive tone before you even begin speaking. A relaxed or pleasant facial expression is the ideal most of the time.

- Eye contact – always look into your customer's eyes. Directly address customers.

- How you look – personal grooming has a big impact on your customers. Dirty hands, messy hair and poor dress can mean the loss of an otherwise happy customer. When interacting with customers, dress neatly and in a professional manner so as to command respect and to let customers know you take seriously your position.

- Shaking hands – when shaking hands with a customer a firm and professional handshake is expected. This part of the greeting is now common among both men and women in a professional environment.

- Be attentive – when listening to a customer, slightly lean towards your customer and nod your head ever so slightly to indicate you are listening.

- Tone of voice – always convey friendliness and amicability. Do not raise your voice in frustration or anger no matter how difficult or tiresome a customer may behave.

- Hand gestures – use hand movements to emphasize what you say (even on the phone) and to emphasize your feelings. Especially when leading the customer to the free place to sit, use the gesture so he/she is aware of the direction.

- Personal space – this is the distance that feels comfortable between you and another person. If another person approaches you and invades your personal space, you automatically move back without thought. You are uncomfortable. Leave adequate distance between you and your customer. Adequate space is important to making customers feel secure and unthreatened.

- Posture – slumping in a chair or leaning against a wall while interacting with a customer are sure signs you are not interested in the customer. Your pose or posture should express attention, friendliness, and openness. Lean forward, face the customer and nod to let them know you are interested. Stand straight even when not in direct contact with customer. Show respect to your job position and to the happenings in your work place.

- Observation – notice how your customer behaves and what he/she reacts positively to while you are providing service

- Happiness – If the employees are happy in their workplace, then the customers will be happy as well. Remember that everything good happening in your restaurant will be because of its employees. A manager must make sure to keep them happy by engaging with them regularly, and ensuring that they are satisfied. He should ask the employees opinion and suggestion about anything that could be changed within or around

the restaurant to increase customer satisfaction, or to make things run more smoothly in interaction with kitchen/bar. A Manager should make them feel that they are important members of the team.

By having a personal relationship with your employees, you will create a happy atmosphere and increase the satisfaction of the customer. Remember that your staff are representing you, so show off your best side!

Every company in HoReCa has its own culture. A Culture includes the vision, values, norms, systems, symbols, language, assumptions, beliefs, mission and habits. The Leader has a huge influence on the Culture of a Restaurant or Hotel, both by living the core values and encouraging them in the team. The leader must nurture values that are highly valued by their customers, for example friendliness, politeness, empathy, fairness. In this way the employees and the customer will share the same values.

STRUCTURE OF STANDARDS IN THE HORECA INDUSTRY

The Managers in HoReCa need to establish and maintain a list of most important standards that create unique experience with the clients/customers, as:

- Customer service in all aspects.
- Professionalism and knowledge of staff.
- Service efficiency, guest's wellbeing.
- Hospitality and personal approach.
- Staff appearance, use of language, communication.
- Staff manners and courtesy.
- Sales opportunities and skills.

"*In a world where things increasingly become commodities (especially services), the real differentiator becomes the personal experience you are able to create in the lives of your customers*." – John Bessant.

You most definitely heard of that "extra mile" we all rave about. Well, in the world of client service and customer care, there is no way around that principle– none that we know of, at least. You have to walk the extra mile. In an industry where fierce competition is the norm and customer comfort, pleasure, and contentment are key, it is imperative to invest in customer services at the highest of levels, presuming that success is your ultimate goal

Ten standards are most important for building customer satisfaction and gaining comparative advantage:

1. Strive for loyalty
2. Consistency
3. Set clear expectations
4. Build a team environment
5. Lead by example
6. Carve a niche
7. Work on effective PR strategy
8. Reward loyalty
9. Master the social media game
10. Skill is key

Let's elaborate each standard.

1. Strive for loyalty. Learn to be flexible and adaptable to the customer's every need, no matter how irrelevant those may seem. Give your guest all the right reasons why he/she should come back. By doing so, you will be creating trust between the customer and your product, and building a network of loyal clientele, essential amid the prevailing fierce competitiveness, the numerous well-established brands, the varied concepts overflowing the market, and the guests' more-than-high expectations. Customers who are satisfied with the hotel's/restaurant's overall experience will certainly be visiting again, regardless of the price, package, or deal they are getting, as comfort and trust are everything, and price is nothing but a factor in the selection process.

2. Consistency. consistency in the hotel and service industry is as essential as the air we breathe. Without it, the business will eventually lose its pillars and crumble. Consistency covers every single aspect of the business; it is the most guaranteed form of maintaining high standards and quality in all things, all of the time. Providing excellent service all year long can suddenly prove insignificant if wrecked by a single misstep or a minor blunder. The customer may actually swear off the brand because of that one mistake– and that is a big no-no!

3. Set clear expectations. Having recognized the importance of loyalty and trust between the customer and the business, it goes without saying that the service provided to the client should be equivalent (if not higher) in quality, superiority, and standards to the expectations set by the hotel/restaurant on the offered and promoted products. The slightest disparities between "what is expected" and "what is actually offered" can have a detrimental effect on the client's trust in the services provided by the hotel/restaurant as a whole.

4. Build a team environment. All team members should be working as a collective unit to achieve the brand's goals, and overcome the day-to-day challenges and odds.

5. Lead by example. Positive team leaders implant in their subordinates a sense of target, a resolve for success, and a strong belief in their ability to achieve the set goals. Leaders must lead by example, set the tone for the staff, and teach them the best methods to interact with the guests, and the safest, most efficient ways to tackle arising issues, and handle potential problems beforehand.

6. Carve a niche. Within an already crowded service industry, it is highly important to define what you offer to which target group in what way. Carve up your own niche, so that customers recognize you are the facility to visit among all competitors.

7. Work on effective PR strategy. Public relations (PR) professionals are essential to every business venture, as they rely on word-of-mouth communication to help build a positive reputation to any given brand, and sell its product to a target audience, under different arrangements. Adopting an effective PR strategy will not only help you organize your PR activities, but also make strategic decisions around the best ways to market, and sell your products smoothly and effortlessly

8. Reward loyalty. Define an unbeatable rewards and loyalty scheme to your guests. Such programs are generally utilized by hotels to attract and retain customers, and entice business travelers or other frequent hotel guests to favor that particular brand or group of hotels over others, when running through the ample number of choices. It is no secret that customers, especially the frequent ones, would rather book hotels that offer such reward and loyalty programs.

9. Master the social media game. Social media has taken the world by storm. Nowadays, not a single business, industry, or idea can carve its way through to the public, unless it is social media-smart. Believe in

the power of beautifully crafted messages and aptly-delivered ideas, not only through content marketing, but also by means of social media, so as to reach the widest range of customers. Platforms like Instagram, Facebook, and Twitter proved to be of great value in terms of fueling the audience's –followers, in social media language– sense of craving for the hotel's/restaurant's product and services.

10. Skill is key. Invest in a team of seasoned professionals. Having the right talent in the right place is essential to organizing the business and developing the team's abilities, each in their field of expertise. Leadership, creativity, time management, organizational skills, strong work ethics, positive attitude, and ability to accept criticism and learn from it are all qualities and skills you should be looking for in potential staff members. Last but not least, permeate your team members with a customer-centric approach to all they do, and invest in building up their knowledge on hospitality, leisure, health, and wellness.

Techniques for dealing with difficult situations

Customer management in a hotel or restaurant is an art. Right from handling tough customers who are never satisfied no matter what, to ensuring the service is up to the level of excellence. Dealing with issues related to hotel/restaurant services with your personal touch and care can transform unhappy customers into loyal customers. Proper hotel/restaurant customer management leads to satisfied customers, and customer satisfaction, as explained before is one of the most essential things in the restaurant industry.

Managers and employees in the hospitality sector often meet difficult customers.

There are three kinds of difficult customers that can affect the hotel/restaurant employees.

- The grouchy customer will evaluate every detail and complain about it – from the way you fold the napkins to the temperature of the room, to the food you served. Often, grouchy customers are not unhappy because of you and your hotel/restaurant. Most likely, they bring their daily frustrations with them when going out for a meal, vacation or business trip. So, remember, the criticism is not meant to hurt you – it's just their way of letting out some steam. Never take it personal.

- The hurried customer is the customer that is always in a hurry and wants everything to be done very quickly. Remember, it's their style, nothing personal. They might be quite different from the facility values and thus appear to be difficult.

- The angry customer usually is very loud, swearing or is perceived to be acting in a threatening manner. It happens sometimes the service is not at the level promised and the customer is right. In some cases, everything is done perfectly well but the customer had different expectations. Remember "the customer is always right". Even if you don't agree with the customer, stay calm, and politely try to resolve their grievances. It might not be possible to accommodate every customer request, but you can always try to make them feel valued.

In all the cases **remember to be always courteous, no matter what**.

It is important to remember that these difficult customers can easily become Unhappy Customers if in the case they have a problem we do not resolve their problem quickly. The business does not wish to have unhappy customers because unhappy customers often share their complaints with peers and write bad reviews in different forums and in the social media. Hence, you need to be extra careful in addressing and resolving their issues, no matter how swamped you are. Resolving their complaints can create opportunities to keep them coming back for more and recommend you to friends, relatives or social media connections.

When you are not able to handle difficult customers and your answer to their complaint is "sorry it is not my fault", "there is nothing I could do" or "the colleagues in the kitchen made mistake" then your customer service is poor. Good customer service means accountability, responsibility and taking action to satisfy the customer.

It is crucial to be able to communicate with an unsatisfied customer. Therefore, in order to do so, you must use some techniques of the professional customer service in order to win the support of the customer and continue to have it as a customer.

Methods of dealing with difficult situations with customers

Each above-mentioned difficult customer creates different circumstances for the hotel/restaurant management and employees.

The grouchy customer. In a restaurant, meet the customer cheerfully and see that his waitperson treats him/her pleasantly. Do not argue with him/her. Listen to his complaints courteously, but do not encourage him/her. Use active listening skills (using open-ended questions, paraphrasing and summarizing). Do not be distressed by unreasonable complaints. As employee use slow paste and focus on facts and arguments that are realistic and not offensive. Keep distance and be highly professional.

In a hotel, take care of not only the immediate interaction in a similar way to a restaurant, but also phone ahead to other services that the customer is known to or is like to be using during their stay. If the reason for their grumpiness was something done by the hotel, then this action should be mandatory. At the receiving end of the warning other hotel outlets should make every effort to be cheerful and helpful. Moods are usually transitory but they are a precursor to poor perceptions of service. Everything that can be done should be done to lift the customer's mood.

The hurried customer. In a restaurant, tell the customer in advance approximately how long the service will take. Ask how long they have to spend in the restaurant. Give the best service possible under the circumstances. Offer alternatives to keep the service short. As employee use fast paste, speak faster and repeat the order as short and fast as possible.

In a hotel, ask what their deadline is and what is causing the rush. You may be able to offer suggestions to ease the hurry. For example, calling ahead to advise that the customer will be late or offering alternative travel arrangements which will be faster.

The angry customer. In all cases listen to the customer, express regret at the occurrence that prompted his/her complaint, thank the customer for calling it to your attention, and try to rectify the error.

If the customer is very loud, swearing or is perceived to be acting in a threatening manner and is in an area with other customers or colleagues, ask them to go with you to a private area away from the scene. Tell the customer you want to hear the details so that you can understand the problem so you can solve the problem. Ask the customer to take a seat. It is much harder to remain angry with associated hand and body movements when you are seated. It also largely takes away any height difference and the associated perceptions of power. If the customer still remains angry, offer to get them a drink, ask if they mind if you go and get some paper and a pen to write down what they say so you don't have to rely on memory or tell them you will go and get someone more senior so that their problem can be addressed more expeditiously. Do anything you can to justifiably leave them alone for sixty seconds or so. It is hard to be angry on your own. Do not take ten minutes though as you will give them another different reason to be angry, with you.

If after some time and using all of the techniques you can to help them settle their emotions, they continue to act in a threatening manner or are shouting and swearing, tell them, "I really want to help you Sir/Madam, but I cannot continue this conversation unless you stop".

Active Listening

As mentioned before, when you are servicing a customer, you need to have good communication with him/her. In order to communicate well with the customer you need to be able not only to hear what he/she says but to listen to him/her actively.

The Active listening requires the listener to fully concentrate, understand, respond and then remember what is being said. You make a conscious effort to hear and understand the complete message being spoken, rather than just passively hearing the message of the speaker.

Listening is the most fundamental component of communication skills. Listening is not something that just happens, listening is an active process in which a conscious decision is made to listen to and understand the messages of the speaker.

Various studies stress the importance of listening as a communication skill. The studies on average say we spend 70-80% of our waking hours in some form of communication. Of that time, we spend about 9 percent writing, 16 percent reading, 30 percent speaking, and 45 percent listening.

Studies also confirm that most of us are poor and inefficient listeners. Most of us are not very good at listening, research suggests that we remember less than 50% of what we hear in a conversation.

There are many benefits of active listening in hospitality sector, these include:

1. Builds deep trust – Active listening helps other people to open up. They can sense that you will not be jumping to conclusions based on superficial information. They also realize that you care enough about them to listen attentively. While building trust takes time, it leads to great benefits such as lifelong friendships and loyal clients for times.

2. Strengthens your patience - The ability to be a good listener takes time and you need to develop it with regular efforts over time. But as you gradually get better and better at listening, an automatic benefit is that you develop patience. Patience to let the other person express his or her feelings and thoughts honestly while you don't judge.

3. Makes you approachable - As you present yourself as a patient listener, people feel more naturally inclined to communicate with you. By being there for them, you give them the freedom to express their feelings.

4. Increases competence and knowledge - Great listening skills make an employee more competent and capable, regardless of the position. The more an individual can get information out of the meetings, the instructions, and reports provided to him, the more efficient and successful they will be at completing the task. Listening also builds knowledge and helps fulfil work requirements through progressive learning.

5. Saves time and money - Effective listening not only reduces risks of misunderstanding and mistakes that could be very damaging to the business, but it also saves time and money

What makes a good listener?

Good listeners actively try to understand what others are really trying to say, regardless of how unclear the messages might be. Listening involves not only the effort to decode verbal messages, but also to interpret non-verbal cues such as facial expressions and physical posture.

You also need to show to the person speaking that you're listening through non-verbal cues, such as maintaining eye contact, nodding your head and smiling, agreeing by saying 'Yes'. When the listener provides these cues, the customer will usually feel more at ease and communicates more easily, openly and honestly.

There are **three steps for active listening**:

Listen: You focus on the speaker. What is he/she talking about? Listen to the words but as well to the feelings behind the words.

Question: The purpose of this step is firstly to show that you are paying attention to the customer; secondly to gather information and thirdly to have clarifications on the topic. At this step you ask open-ended questions.

Respond: When you respond you can:

- Reflect on what is been said , reflect the speaker's feelings.

- Paraphrase - Restate major ideas been said and feelings

- Clarify - By asking questions or restate wrong interpretation to force the speaker to explain further.

- Summarize their words out loud or in your head. Repeating what they said helps you make sure you have an accurate understanding. Try to do so in your own words to increase your comprehension of what they said.

Verbal Signs of active listening

- Positive Reinforcement - this can be a strong signal of attentiveness, however too much use can be annoying for the speaker. Occasional words and phrases, such as: 'very good', 'yes' or 'indeed' will indicate that you are paying attention.

- Remembering - try to remember a few key points, such as the name of the speaker. It can help to reinforce that what is being said has been understood. Remembering details, ideas and concepts from previous conversations proves that attention was kept and is likely to encourage the speaker to continue.

- Questioning - the listener can demonstrate that they have been paying attention by asking relevant questions and/or making statements that build or help to clarify what the speaker has said. By asking relevant questions the listener also helps to reinforce that they have an interest in what the speaker has been saying.

- Clarification - this involves asking questions of the speaker to ensure that the correct message has been received. Clarification usually involves the use of open questions which enables the speaker to expand on certain points as necessary.

Non-verbal signs of active listening skills

It is not nice to know that you are talking to someone who is not listening to you. There are some simple steps you can take to let the speaker know you are actively listening

The people that are listening are likely to display at least some of these signs. However, these signs may not be appropriate in all situations and across all cultures.

Smile – Smiles show that the listener is paying attention to what is being said or as a way of agreeing or being happy about the messages being received. Combined with nods of the head, smiles can be very strong in affirming that messages are being listened to and understood.

Eye Contact - it is normal and usually encouraging for the listener to look at the speaker. Eye contact can however be intimidating. Combine eye contact with smiles and other non-verbal messages to encourage the speaker.

Posture - can tell a lot about the sender and receiver in interpersonal interactions. The attentive listener tends to lean slightly forward or sideways whilst sitting.

Distraction - the active listener will not be distracted and will not look at his watch, play with his hair and other. Will never interrupt the discussion to serve other customer (as for example the hurried customer that insists and gets into a word)

Dealing with difficult emotions and practice self-controlled in conflict situations

The science of emotions explains the way a human being reacts on external events.

Neuroscience, the study of the biological mechanisms of the brain, has shown that whenever an event around us occurs (such as the way someone is talking to us in a restaurant/hotel), the first thing that happens is our so-called Emotional Brain tags that event as either a reward or a threat; or friend or foe. The job of the Emotional Brain is to make very quick, unconscious determinations about whether something or someone is safe or not. The tag, which is in fact an emotion, is communicated to the so-called Thinking Brain that is involved in helping us determine good from bad and better from best. It helps us anticipate behaviour and determine the best behavioural response to make to events.

Having this in mind, the human being treats the difficult customers reactions as threat and activates unproductive state with us. In unproductive state we are worried, concerned, frustrated, stressed, probably same as the client that reacts from conflict. When in unproductive state we tend to think narrow, limited and become protective having only one solution in mind – defence.

Acting from defence makes no good for any relationship, especially with clients we want to make satisfied from the services of our hotel or restaurant.

People that demonstrate a self-awareness competence show up as present, are aware of the emotions, can verbalise them, are able to active listen the customer and are productive in discussions. Employees that are not self-aware show up as disconnected and as such cause even worse reaction with the customer.

Another extremely important emotional intelligence competence is awareness of others. People that demonstrate this competence show up as empathetic with deep understanding of the need of the customer, is ready to support and comfort the customer, while the employees that do not have this competence appear as insensitive provoking the customer to be even more aggressive and arrogant.

The emotional intelligence competences are even more important for dealing with difficult client than the other soft and technical skills mentioned above.

Attitude of assertiveness as respecting own and customer's boundaries

Rule number one in difficult situations with customers is do not take it personal and do your best to figure out how to address the customer needs / complains without saying NO or it is NOT or NEVER and still express your opinion and the values of the hotel/restaurant. Assertiveness is one of the useful behaviors.

In a business and even in private relationships people often seem to get assertiveness and aggression confused. Assertiveness is confused with being mad, rude, mean, unpolite. When overdoing assertiveness all stated behaviors can be perceived as negative. So, one needs to understand what behavior is perceived as assertiveness as strength.

Being assertive is about respecting both yourself and the other person without compromising either person's rights as a human being. Assertive behavior builds strong relationships with others and allows others to feel heard and understood even though you may not necessarily agree with them. The following are some characteristics of assertive people to possess.

1. They have confidence in themselves. In order to be assertive, you need to know what your boundaries are; what you like and what you don't like. Many people who struggle with assertiveness will allow others to make decisions for them, so when I ask "What's your favorite food?" they honestly don't know. If this sounds familiar to you, this is a great opportunity for self-exploration. Look at things around you and begin forming an opinion; are you interested in an activity because you are genuinely interested in participating in it on your own or are you engaging in it because everyone else is?

2. They respect the opinions of others. Assertive people feel confident about their opinions and beliefs, but don't feel it's necessary to insult or degrade another person's opinions. Someone may feel very strongly about mixing wine with sparkling water; an assertive person can disagree and share their opinions about the issue without insulting that person's stance.

3. Assertive people have the ability to validate other's feelings. A person may express the following "You're stupid for getting mad about this." Rather than minimizing the person's experience, an assertive person may say "I understand you are frustrated with the late service, but the quality of food for our restaurant is on first place. We obey the preparation time" People often want to feel they are understood.

4. Assertive individuals are good listeners. Often people are so focused on how they will respond to the other person that they stop listening to what is being said. As a result, neither party ends up feeling heard. Assertive behavior includes being an active listener; behavior which includes good eye contact, not interrupting when the other person is talking, and reflecting back what was just said to confirm the information was heard correctly.

5. Problem solving and compromise. Another key trait to assertiveness is the attempt to compromise in a situation. Not everyone gets everything they want when engaging in a compromise, but some needs are met for all parties involved. Compromise shows that the other person's needs have been heard and this is the attempt at providing a solution that all can be content with.

Assertiveness can be a difficult trait to master if you've had difficulty in the past standing up for yourself. But like any other new habit, it gets easier to do with practice. Remember that your needs are just as valuable as the needs of those around you. You may find that some people may drift away when you introduce the new, assertive You. Think about how they add value to your life; you might discover that they were toxic people who you are probably better off without. You may also find that the more assertive you are, you will begin to be surrounded by new individuals who value and respect the confident person you've become!

QUALIFICATION 3. MANAGEMENT IN THE HORECA INDUSTRY

MODULE 3: FACILITY MARKETING (KITCHEN-HOTEL)

CONTENTS

Planning Promotional and Advertising Activities

Marketing is systematic planning, implementation and control of a mix of business activities in order to jointly connect buyers and sellers for the purpose of exchange or transfer of products/services that will allow satisfaction (benefit) for both parties. Marketing is not just one activity, marketing is EVERYTHING (...but absolutely everything!!!) that affects the creation of your customer's decision whether or not to buy your product. In practice, marketing is often equated with advertising and sales, which leads to making wrong decisions, so we think it is necessary on this occasion to highlight the differences between Marketing and Advertising.

Advertising is not a synonym for marketing, although it is extremely often used as a synonym. It is a special business activity and is basically the "megaphone" of marketing that together with personal and advanced sales and publicity constitutes the so-called. "Communication mix" through which your company communicates with the market and your customers

Planning Promotional and Advertising activities is done in 5 steps:

1. To identify the customer needs a manager needs to:
   – Identify the Customer Persona (who it is that we want to attract to our venue: age, gender, place of living, income span, family format (children/no children), lifestyle specifics etc.)
   – Set up and conduct research about the customer needs and habits (media usage habits included)
   – Develop a Customer Persona manual, to be used in the development of the key messages and the media strategy

2. The second step is to develop communication strategy:
   – Based on the research and the Customer Persona specifics, develop the overall strategy in terms of what to communicate, where, how often, what tone and style to use, design (logo and ads designs)
   – Develop the KEY MESSAGES document: Unique Selling Point(s)-USP, key words, USP Communication – positioning statement, specific (per service/segment) offers

3. The next step is to develop a specific plan (annual, per quarter and monthly) for the promotional activities plan.

The plan should be consisted of:
   – type of promotional activity,
   – period/date,
   – location,
   – responsible team leader/manager

Specific implementation plans should be developed for each activity, in order to cover all the details and ensure high-quality implementation

4. Selects promotional activities appropriate to the cuisine and hotel offer

Promotional activities may include: sales promotions, specific menu promotion, seasonal promotions, special events endorsements (Mother's Day, Mexican week, Green Organic Days, Welcome Summer and other themed events)

5. Plans activities in the area of building the image of the kitchen and hotel

Building the image that we want does not happen overnight and by itself. It is a well planned and executed set of activities that communicate the key messages for our hotel & restaurant:

— Interviews in popular magazines/web media

— Presence in the local community (hosting charity events, other events of interest that raise the image in the community)

— Organizing special events – themed parties, Famous Chef in town etc.

These activities should be a part of the overall Communication plan.

The availability of the web advertising and the social media enabled a revolutionary step towards bringing the HoReCa offers closer to the customers.

Web advertising:

— Google ads – specific contents associated with our business include paid advertisements of our offer

— Banners / ad buttons on specific web portals

Social media:

— Facebook – wide coverage with text, photo, video

— Instagram – mostly visual placement if content (story-based)

— LinkedIn – business appeal to attract professionals

The effectiveness of the promotional activities can be measured by:

— Focus groups to test the key messages and designs

— Customer surveys (where did you hear about us?)

— Sales increase and customer increase (customers per table per evening, rooms filled in a month)

ORGANIZATION OF PROMOTIONAL AND MARKETING ACTIVITIES

DEVELOPING RESTAURANT MENU

Restaurant Menu Design

We're talking about themes, colour and layout. There's lots of research out there to do with the psychology of how people look at menus.

Some studies say that the top right-hand corner is where customer's eyes are drawn to, while others suggest that we read menus just like a book.

The back page is often overlooked altogether; make sure you reserve this for less profitable dishes such as the kid's menu or side dishes. Your layout needs to be logical and easy for customers to find what they want.

The use of colour is also said to have a psychological effect on customers and can be used to promote the mood of your restaurant, such as using warm colours for a Mexican theme.

Know The Costs of Your Dishes and Plan Cost Effective Menu Items

It's a good idea to work out how much each dish will cost to make. That way, you know exactly what your profit margins are.

Investigate your supplier options for all your ingredients so you can compare prices and quality.

Make Your Restaurant Menu Easy to Follow

Think simple but memorable. Research has found that when choosing what to eat, customers prefer to make a decision within two minutes. It is best not to overcomplicate your menu and try to keep it to under 32 items. Tailor the menu to customers' needs, as well as according to circumstances

Remember, your kitchen team need to be able to handle preparing each menu item and you'll need to stock ingredients and maintain kitchen equipment to prepare each meal. Think about how you can leverage similarities in ingredients and preparation requirements to make your menu cost effective.

Your menu should be easy for customers to read and not contain too much culinary jargon. Present menu options in a way that your intended customer will understand.

Once you've got your customers attention on the menu, you need to do your best to sell that dish to them. Come up with the most delicious sounding description you can, thinking about colour, texture, taste, and smell.

When it comes to photos, use them sparingly or use illustrations instead. For most restaurants, we'd recommend not using images at all.

Compare Your Competitor's Menu and Stand Out

Take some time to check out the competition. Find out what they are offering – look at their theme, cuisine and prices, and spot opportunities to provide something they don't. It's important to keep your menu fresh, relevant and profitable.

Analyze your own menu, and what your competitors are doing at least every 6 - 12 months to examine what's working and what isn't.

PROMOTION TOOLS

When we talk about promotion, we usually do it in the span of the so called "4P" pillars of each marketing effort: Product, Price, Placement and PROMOTION. It is needed to look at all the elements of the marketing mix, in order to be successful in the efforts to grow the business.

In terms of promotional activities for the HoReCa business, we mostly talk about the following elements:

– Advertising – traditional (TV, Radio, Print and outdoor) and new media (social media and internet)

– Public Relations (PR)- interviews, topic editorials, sponsorships etc.

BTL (Below-the-line) activities: events, promotional activities "on the field" (for example during concerts, in parks etc.)

Conducts marketing activities aimed at increasing the hotel's reputation

ORGANIZATION OF SPECIAL EVENTS

Special events contribute to building the image of the restaurant and bring added value products in place. With special events you sell not only the food and drinks, but also the ambience, memorable experience related to specific family or business event.

Event planning refers to the service of specific functions for specific groups of people at an assigned time. The event may vary in size and importance depending on the type of function and the number of people expected for it. It includes anything from a simple event service to a state banquet event or from small birthday parties to a grade trade exhibition.

Event management in the hotel industry is the process of organizing or planning an event on a small or large scale like Wedding Events, Formal Parties, Corporate Events, Business conferences, etc. The entire process is managed by a team and run by a host. And it's a huge responsibility to organize a successful event.

The event manager plans and executes the event and then gives the responsibilities to the team members. This responsibility includes all the event design, branding, decoration, marketing, budgeting, and many more.

Event Management is a whole department of the Hospitality industry. And this department of a hotel is the most demandable also. Hotel Event Management ensures the smooth operations of any organization. These functions may vary from one to another depending on various factors.

The main focus of this department is to organize Parties, Business Meetings, Conferences, Forums, Luxury, etc. And this hotel event management department is a huge revenue-generating part of the Hospitality industry.

Event managers guide their subordinates towards the attainment of objectives desired by providing them with the necessary materials, tools, skills, knowledge, and a good environment.

Event planning operations are continuous. The staff deals with guests of different temperaments, communication styles and needs and is under great pressure, especially during the peak hours.

It is the responsibility of the event manager to ensure everything is in the right place and is adequate enough throughout the operations, and the right people are at the right job and are trained adequately.

Event Planning Checklist

1. Brainstorming

- What is the purpose of the event?
- How many people are planned to participate?
- What special effects will be offered to the customer?
- The role and responsibility of restaurant/hotel staff recalled and defined.

2. Budgeting

- Prepare a detailed budget for the upcoming event

3. Scheduling

- Check the availability of conference room/ball room for the requested date and time
- Talk with the appropriate room reservation office
- What size and number of rooms are needed?
- What kind of tech needs do you have?
- Schedule a meeting to go over the needs of client for room setup, special food requests, entertainment, special effects

4. Purchasing

- Supplies needed for the Event
- Silverware
- Plates

- Napkins

- Cups

- Decorations

- Performer specific items/requests

- Other

5. After the event

- Send thank-you note to the customer and ask for recommendation on social media

- Do a post-event evaluation

- Organize short meetings with all involved staff to give feedback and nurture a culture of giving the best service and best value to the customer.

Note: Don't forget to keep customers informed about the event on social media.

COOPERATION WITH THE LOCAL MEDIA IN PROMOTING THE SPECIALTIES AND THE HOTEL'S ACCOMMODATION OFFER

The usage of the media for promotion of the services needs to be well planned and targeted, in order to convey the key messages to the audience in the most efficient and effective manner. The selection of the media used is according to the following criteria:

– Media usage profile of our target groups

– Specifics of the media – traditional (TV, Radio, outdoor/billboards) and social media (Facebook, Instagram) and web advertising (banners, buttons etc), Google ads

– Paid and/or non-paid advertising

– Public relations (PR) usage: interviews, venue & menu reviews, celebrity endorsements (celebrities engaged to come to the venue, take photos and post on social media, comment and mention

The usage of media can and should be localized (per country, per city, per demographics of the audience) in order to optimize the financial investments. Based on the dedicated monthly budget for advertising, the selection of the media and specific demographic data (to target specific customer groups) should be done, having in mind the following parameters:

– Promotion duration (how long the offer is available)

– Geographic region to which we would like to convey the message and attract customers/visitors

– Target audience specifics-age, gender, estimated number of potential customers we would like to reach

Conducting financial operations

PRICING POLICY AND STRATEGY

Managers should start setting prices during the development stage as part of strategic pricing to avoid launching products or services that cannot sustain profitable prices in the market. This approach to pricing enables companies in hospitality sector to either fit costs to prices or scrap products or services that cannot be generated cost-effectively. Through systematic pricing policies and strategies, hotels and restaurants can reap greater profits and increase or defend their market shares. Setting prices is one of the principal tasks of

marketing and finance managers in that the price of a product or service often plays a significant role in that product's or service's success, not to mention in a company's profitability.

Generally, pricing policy refers to how a company sets the prices of its products and services based on costs, value, demand, and competition. Pricing strategy, on the other hand, refers to how a company uses pricing to achieve its strategic goals, such as offering lower prices to increase sales volume or higher prices to decrease backlog. Despite some degree of difference, pricing policy and strategy tend to overlap, and the different policies and strategies are not necessarily mutually exclusive.

After establishing the bases for their prices, managers can begin developing pricing strategies by determining company pricing goals, such as increasing short-term and long-term profits, stabilizing prices, increasing cash flow, and warding off competition. Managers also must take into account current market conditions when developing pricing strategies to ensure that the prices they choose fit market conditions.

Effective pricing strategy involves considering customers, costs, competition, and different market segments.

Pricing strategies tend to vary depending on the global strategy of the company, that is based on two main factors - the competitive advantage of the company and the target group that we decided to sell our products to. Based on these two parameters, companies choose the pricing policy to be eider low prices for broader or narrow target group, or higher positioned prices for specific high end customer services (see the table 1).

Low Prices		Competitive Advantage	
		Product Uniqueness	
Target Market	Broad	Price Leadership	Differentiation
	Narrow	Focus (Low Price)	Focus (Differentiation)

Table No. 1

The following sections explain various ways companies develop pricing policy and strategy. First, cost-based pricing is considered. This is followed by the second topic of value-based pricing. Third, demand-based pricing is addressed followed by competition-based pricing. After this, several strategies for new and established pricing strategies are explained.

Cost-Based Pricing

The traditional pricing policy can be summarized by the formula:

Cost + Fixed profit percentage = Selling price

Cost-based pricing involves the determination of all fixed and variable costs associated with a product or service. After the total costs attributable to the product or service have been determined, managers add a desired profit margin to each unit such as a 5 or 10 percent markup. The goal of the cost-oriented approach is to cover all costs incurred in producing or delivering products or services and to achieve a targeted level of profit.

By itself, this method is simple and straightforward, requiring only that managers study financial and accounting records to determine prices. This pricing approach does not involve examining the market or considering the competition and other factors that might have an impact on pricing. Cost-oriented pricing also is popular because it is an age-old practice that uses internal information that managers can obtain easily. In addition, a company can defend its prices based on costs, and demonstrate that its prices cover costs plus a markup for profit.

However, critics contend that the cost-oriented strategy fails to provide a company with an effective pricing policy. One problem with the cost-plus strategy is that determining a unit's cost before its price is difficult in many industries because unit costs may vary depending on volume. As a result, many business analysts have criticized this method, arguing that it is no longer appropriate for modern market conditions. Cost-based pricing generally leads to high prices in weak markets and low prices in strong markets, thereby impeding profitability because these prices are the exact opposites of what strategic prices would be if market conditions were taken into consideration.

While managers must consider costs when developing a pricing policy and strategy, costs alone should not determine prices. Many managers of hospitality companies sell their services at incremental cost, and make their substantial profits from their best customers and from short-notice deliveries. When considering costs, managers should ask what costs they can afford to pay, taking into account the prices the market allows, and still allow for a profit on the sale. In addition, managers must consider production costs in order to determine what goods to produce and in what amounts.

Nevertheless, pricing generally involves determining what prices customers can afford before determining what scope of services to deliver. By bearing in mind the prices they can charge and the costs they can afford to pay, managers can determine whether their costs enable them to compete in the low-cost market, where customers are concerned primarily with price, or whether they must compete in the premium-price market, in which customers are primarily concerned with quality and features.

Value-Based Pricing

Value prices adhere to the thinking that the optimal selling price is a reflection of a product or service's perceived value by customers, not just the company's costs to produce or provide a product or service. The value of a product or service is derived from customer needs, preferences, expectations, and financial resources as well as from competitors' offerings. Consequently, this approach calls for managers to query customers and research the market to determine how much they value a product or service. In addition, managers must compare their products or services with those of their competitors to identify their value advantages and disadvantages.

Yet, value-based pricing is not just creating customer satisfaction or making sales. Customer satisfaction may be achieved through discounting alone, a pricing strategy that could also lead to greater sales. However, discounting may not necessarily lead to profitability. Value pricing involves setting prices to increase profitability by tapping into more of a product or service's value attributes. Here comes the place of supreme service that makes customers satisfied from the unforgettable experience.

This approach to pricing also depends heavily on strong advertising, especially for new products or services, in order to communicate the value of products or services to customers and to motivate customers to pay more if necessary for the value provided by these products or services.

Demand Based Pricing

Managers adopting demand-based pricing policies are, like value prices, not fully concerned with costs. Instead, they concentrate on the behavior and characteristics of customers and the quality and characteristics of their products or services. Demand-oriented pricing focuses on the level of demand for a product or service, not on the cost of materials, labor, and so forth.

According to this pricing policy, managers try to determine the scope of products or services they can sell at different prices. Managers need demand schedules in order to determine prices based on demand. Using demand schedules, managers can figure out which products (dishes) and which services (in a hotel) would be the most profitable. To determine the most profitable production and sales levels, managers examine production

and marketing cost estimates at different sales levels. The prices are determined by considering the cost estimates at different sales levels and expected revenues from sales volumes associated with projected prices.

The success of this strategy depends on the reliability of demand estimates. Hence, the crucial obstacle manager's face with this approach is accurately gauging demand, which requires extensive knowledge of the manifold market factors that may have an impact on the number of products sold. To get most accurate data from the market about the increases or decreases in demand, the Managers can use social media information, internal data of reservation made ahead of the visit or engage external assistance as market researchers or consultants to provide estimates of sales levels at various unit prices.

Competition-Based Pricing

With a competition-based pricing policy, a company sets its prices by determining what other companies competing in the market charge. First step is to identify the prices of present competitors. Next, to assess its own product or service. After this step, a company sets its prices higher than, lower than, or at the level of competitors prices, based on the advantages and disadvantages of a company's product or service, as well as on the expected response by competitors to the set price. This last consideration—the response of competitors—is an important part of competition-based pricing, especially in markets with only a few competitors. In such a market, if one competitor lowers its price, the others will most likely lower theirs as well. Both companies loose.

This pricing policy allows companies to set prices quickly with relatively little effort, since it does not require as accurate market data as the demand pricing. Also, this pricing policy enables companies to select from a variety of different pricing strategies to achieve their strategic goals. In other words, companies can choose to mark their prices above, below, or in line with their competitors' prices and thereby influence customer perceptions of their products.

BUDGET PREPARATION

Financial planning is used to make decisions in the company (planning, organizing, controlling). Financial planning cannot be standardized, because every company needs different plans and indicators before making any decision. Unlike accounting, financial planning is future-oriented, and based on assumptions. The more realistic and accurate the assumptions, the more realistic the plans.

What is budget?

A budget is a document used by businesses to track income and expenses in a detailed enough way to make operational decisions.

Budgets are typically forward-looking in nature. Income is based on projections and estimates for the periods they cover, as are expenses. For this reason, organizations often create both short - (monthly or quarterly) and long-term (annual) budgets, where the short-term budget is regularly adjusted to ensure the long-term budget stays on track.

Most organizations also prepare what's known as an "actual budget" or "actual report" to compare estimates against reality following the period covered by the budget. This allows an organization to understand where it went wrong in the budgeting process and adjust estimates moving forward.

There are three stages related to budgeting as follows:
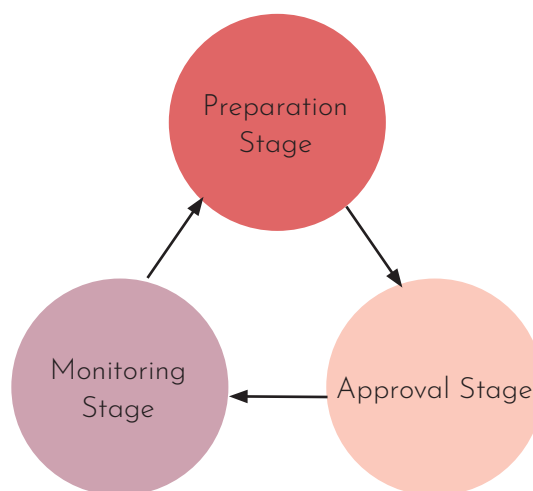
Steps to prepare a budget for an organization

The steps below can be followed whether creating a budget for an event, department, or entire organization.

1. Understand Your Organization's Goals

Before you compile your budget, it's important to have a firm understanding of the goals your organization is working toward in the period covered by it. By understanding those goals, you can prepare a budget that aligns with and facilitates them.

For example, consider a business that regularly experiences year-over-year revenue growth that's offset by rising expenses. That organization might benefit from focusing efforts on better controlling expenses during the budgeting process.

Alternatively, consider a company launching a new product or service. The company may invest more heavily in the new business line to grow it. With this goal, the company may need to fit expenses or growth initiatives elsewhere in its budget.

2. Estimate Your Income for the Period Covered by the Budget

To allocate funds for business expenses, you first need to determine your income and cash flow for the period to the best of your ability.

Depending on the nature of your organization, this can be a simple or complicated process. For example, a business that sells products or services to known clients locked in with contracts will likely have an easier time estimating income than a business that depends on active sales activity. In the second case, where all hospitality services belong, it would be important to reference historical sales and marketing data to understand whether the market is changing in a way that might cause you to miss or exceed historical trends.

3. Identify Your Expenses

Once you understand your projected income for the period, you need to estimate your expenses. This process involves three main categories: fixed costs, variable expenses, and one-time expenses.

Fixed costs are any expenses that remain constant over time and don't dramatically vary from week to week or month to month. In many cases, those expenses are locked in by some form of contract, making it easy to

anticipate and account for them. This category usually includes expenses related to overhead, such as rent payments and utilities. Phone, data, and software subscriptions can also fall into this category, along with debt payments. Any expense that's regular and expected should be included.

Variable expenses are those your business incurs, which vary over time depending on several factors, including sales activities. Your seasonal staff costs, for example, are likely to be higher during a period when you have a high season for your hotel. Likewise, utilities such as water, gas, and electricity will be higher when you have more visitors. Sales commissions and materials costs are other examples of variable expenses.

So, the basic difference between the fixed and variable costs is, the variable costs change with the scope of services while fixed costs do not.

Both fixed expenses and variable expenses are recurring in nature, making it easy to account for them (even if variable expenses must be projected). One-time expenses, also called "one-time spends," don't recur and happen more rarely. Purchasing equipment or facilities, developing a new product or service, hiring a consultant, and handling a security breach are all examples of one-time expenses. Understanding major initiatives—and what it will take to accomplish them—and what you've spent in previous years on similar expenses can help account for them in your budget, even if you're unsure of their exact values.

4. Determine Your Budget Surplus or Deficit

After you've accounted for all your income and expenses, you can apply them to your budget. This is where you determine whether you have enough projected income to cover all your expenses.

If you have more than enough income to cover your expenses, you have a budget surplus. Knowing this, you should determine how to use additional funds best. You may, for example, move the money into a "rainy day" fund you can access should your actual income fall short of projections. Alternatively, you may deploy the funds to grow your business. You can plan refurbishing or redesign of facilities

On the other hand, if your expenses exceed your income, you have a budget deficit. At this point, you must identify the best path forward to close the gap. Can you bring in additional funds by selling more aggressively? Can you lower your fixed or variable expenses?

Approval Stage

The person responsible for generating a budget varies depending on an organization's nature and its budgetary goals. An entrepreneur or small business owner, for example, is likely to prepare an organizational budget on their own. Meanwhile, a larger organization may rely on a member of the accounting department to generate a budget for the entire business. Individual department heads or functional leads are also obliged to submit budget proposals for their teams/departments. As soon as the budget is prepared either Owner/s or Board of Directors make the final decision on approving it.

Monitoring stage

1. Monitoring daily turnover

These are the most important financial indicators to monitor as Manager of hotel or restaurant:

    1. Breakeven Point

    2. Cash flow

    3. Balance sheet

When we already know how much it costs us to produce a product, and we know at what price we will sell the product, then the question follows: how many products do we need to sell annually to cover all costs (production and general costs of the company) and achieve a positive zero. It means how many products (dishes/ rooms/ beverages etc.) you need to sell to **break even**.

There is a formula to easily calculate the breakeven point. If you know the price of a product (revenue), if you know your cost per unit of product or service (direct material costs, direct labor costs, general costs of production and sales), and fixed assets (all investments), the formula is in two steps:

First step: Income – Cost of Production/ Cost of the service = Margin

Step Two: Fixed Assets / Margin = Breakeven Point

So, in the first part of the income of the product, the cost is deducted and the margin is obtained. It is a kind of profit if all investments are deducted.

Example: You buy a product for 40 Euros and sell it for 100. That way you get a margin of 60 Euros. In the second part of the formula, fixed assets are divided by margin in order to see how much margin (product) is needed to cover fixed costs. The result is the number of products that must be sold for the company to reach the break even. Below is an example.

Example. Income = 30 Euro

Production cost = 10 Euro

Fixed assets = 150,000

First step: Income (30) – Cost (10) = Margin (20)

Second step: Fixed assets (150,000)/ margin (20) = quantity (7500 overnights)

Checking the procedure (for 7500 overnights sold):

Income = 7500*30 = 225,000

Minus cost of service = 7500*10 = 75,000

Minus fixed assets = 150,000

So, 225,000 – 75,000 - 150,000 = 0

The equation is correct.

Cash flow shows all the income collected by the company and all the expenditures going out of the company. Cash flow shows the excess or lack of money (working capital) during the year. Lack of money means we cannot settle (pay) our current obligations (procurement of materials, payment of salaries, etc.).

Why is it good to have cash flow?

- Reveals information that cannot be seen in the balance sheet and income statement;
- Shows how much cash you currently have;
- Shows where the cash comes from and what it is spent on:
  - Operational activities
  - Investment activities
  - Financial activities

Example of cash flow:

	January	February	March	April
Initial Cash	400	350	50	550
Sales	2500	2000	1500	2700
Salaries	1700	1500	1500	1500
Insurance	100	100	100	100
Purchases	600	600	400	600
Accounting	100	100	100	100
Interest rate	50	30	25	20
Cash Balance	350	50	-550	-50

Income Statement or Balance Sheet

The purpose of the balance sheet is to determine how profitable your company is. This indicator is a sum of all previous planning and calculations. Let's briefly clarify the items in the income statement.

When you subtract the production costs (plan of direct costs and direct wages) from sales revenue (plan of sales) you will get gross profit. When you deduct selling and administrative expenses (S&A cost plan) from gross profit, you will get net operating income. By deducting the interest expense from the net operating income, you will get profit before tax. When you subtract income tax (differs from country to country) from profit before tax, you will get Net profit. It is the actual profit that remains with the company.

The Manager in HoReCa needs to be able to monitor and even track the income and expenses to be able to see how profitable the business is withing a week, month and a year.

2. Monitoring expenses

Recording the expenses on daily bases ensures that you are financially aware all year long and not just during tax season. Knowing where the company money is going and how much you're spending on specific services, can improve your spending habits. Plus, you'll have a better idea of where you can allocate money to positively impact your cash flow.

As a manager you need to monitor expenses on a daily basis to have a clear picture of the expenditures by product/ service and be able to compare with the income from the same product/ service.