

## **CHAPTER 4 KITCHEN ADMINISTRATION**

### **AIMS OF CONTROL**

- Controls make plans effective. Managers need to measure progress, offer feedback, and direct their teams if they want to succeed.
- Controls make sure that organizational activities are consistent. Policies and procedures help ensure that efforts are integrated.
- Controls make organizations effective. Organizations need controls in place if they want to achieve and accomplish their objectives.
- Controls make organizations efficient. Efficiency probably depends more on controls than any other management function.
- Controls provide feedback on project status. Not only do they measure progress, but controls also provide feedback to participants as well. Feedback influences behavior and is an essential ingredient in the control process.
- Controls aid in decision making. The ultimate purpose of controls is to help managers make better decisions. Controls make managers aware of problems and give them information that is necessary for decision making.

### **Maintenance records/ registers/ logbook**

An important function of the managerial job is to maintain control over the operations. This equally applies to the personnel management function. It is the duty of persons in charge of manpower management to keep a record of what is happening to the personnel so that evaluation can be made periodically of how effectively the human resources of the organization have in fact been utilized.

The records maintained must help a personnel audit for e.g. A company, which has an appraisal programme covering all its employees, would like to know how far such appraisal programme has achieved the objective of identifying promotable talent and thereby helping the individual build a career in the company.

The following are the records are maintained in the kitchen

### **PERSONNEL RECORDS**

An objective assessment of personnel effectiveness over if proper records are kept. Forms, such as appraisal forms, the employee record the information in a specified, uniform and orderly manner. A report is sometimes distinguished from a record in that a reports objective is generally to draw attention to certain important events or facts.

The objective of these records should not merely be to record inadequacies or employment problems such as accidents, indiscipline and absenteeism. A record of these is not doubt useful. However in a good company, it is hoped that the majority of the employees will not be problem employees and records are kept as a positive rather than negative record of what happened in the manpower

management function. In fact it is more necessary to record superior performance so that such talent might be identified for encouragement through promotion.

### **Usefulness of records**

There are many reasons for maintaining adequate records of employees. Personnel information required for several purposes such as:

1. For communication to other department of the organization.
2. For supplying information required by governmental agencies.
3. For succession planning.
4. For identifying training needs.
5. For designing training programme around and homogenous group.
6. For preparing payroll and paying compensation.
7. For conducting industrial relations research and audit.
8. For identifying the magnitude of transactions involved in the personnel function.

### **TYPES OF INFORMATION AND RECORDS**

Personnel records relate to the following types-

- 1 Job descriptions
- 2 Recruitment and selection
- 3 Wage and salary administration
- 4 Personnel evaluation and training
- 5 Leave , transfers and promotion
- 6 Health and safety
- 7 Employee services
- 8 Discipline and termination
- 9 Industrial disputes and morale

In connection with job description, for e.g. records which might be kept as a result of job analysis include detailed job description, man specification and time schedules for jobs.

In connection with recruitment and selection it may be necessary to keep records such as manning and replacement, completed employee applications when they applied for a job giving their historical background, qualification record, the interviewers checklist or report, the interviewers rating scale, employment history, intimation to payroll department, medical reports, test score results, employee progress reports and contracts of employment.

In connection with wage and salary administration details are required for preparing the payroll. It is necessary to keep records of employee's attendance so that payroll requirement may be met in

connection with normal time worked as well as overtime rates. Records must include the type of salary changes and decisions on salary reviews besides the time record or clock cards.

In connection with personnel evaluation and training records are required of employee ratings, performance appraisal, employee training records and training time table.

Records have to be maintained regarding leaves, transfers and promotions. Record must be kept of requests for leave as well as the actual leave granted other records in this connection include seniority record, employee review record and performance evaluation. Completed forms can help determine adequate promotions and transfers.

In connection with health and safety accident reports, sickness reports, medical reports, medical history and time losses through accidents would supply relevant information. Similarly records must be kept of employee services as to how far they have been used.

Again records have to be kept for discipline and terminations. In connection with terminations, exit interview can considerably help the personnel management. There is always a reasons why a person leaves or resign from an organization. A study of such interviews might indicate a fixed pattern and suggest possible improvement in compensation supervision, training and promotion policies. An analysis of industrial disputes as well as the no. and the nature of grievances can similarly help improve the personnel management function.

## **ESSENTIALS OF AN EFFECTIVE RECORD SYSTEM**

The objective should be to supply information when needed. Information in this context means facts useful for managerial decisions in the area of the manpower management function. The element of cost must also be borne in mind and a cost benefit analysis must be made to determine what records shall be maintain.

The question of the number of copies required of a record is also important. One method is to ask the person who makes the entry to make the necessary extra copies. Of course carbon paper can be used for this purpose , where a large number of copies are required . some duplicating process may have to be used.

A proper filing system must also be maintained for the records. Records must be properly classified so that they can be immediately made available when required. A procedure manual can be prepared detailing the procedure for dealing with such records.

## **THE USE OF REPORTING**

As personnel management is a staff function, it is expected to provide the necessary advice and guidance from time to time particularly in the area of manpower management. This can best to be done through an adequate system of reporting. Generally, top management is more concerned with the receiving such reports. In addition, it may be useful to send appropriate reports even to departmental

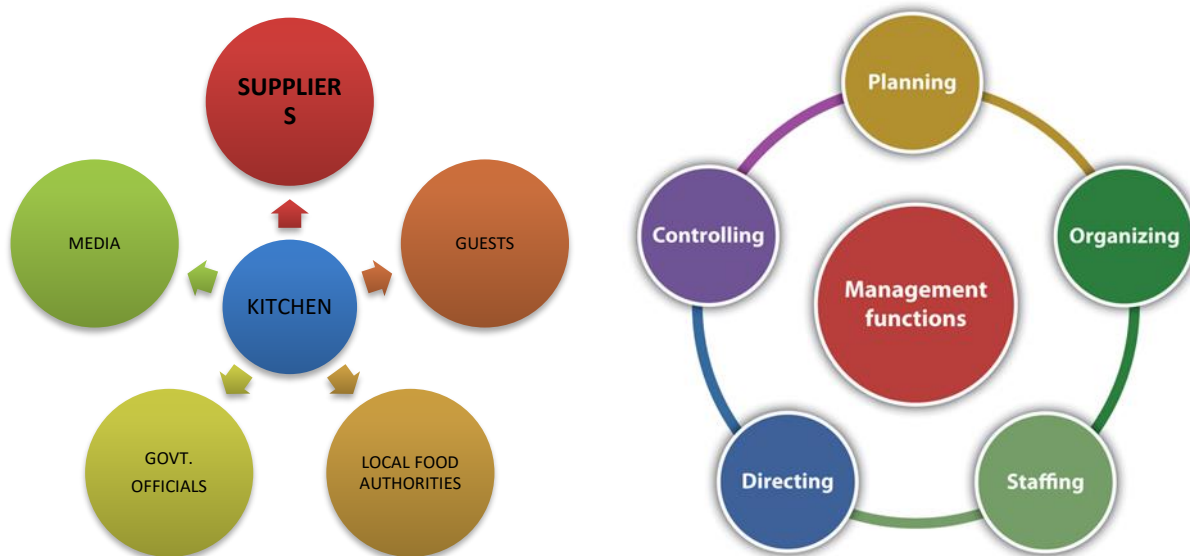
supervisors and foremen who have a heavy responsibility through in a limited areas, in manpower management. For eg. The department manager can evaluate his own manpower operation by looking at a report providing comparative data on grievances absences and other results of personnel management.

## COORDINATION WITH OTHER DEPARTMENTS

THE kitchen is the heart of the hotel operations, but its mere existence is meaningless if it does not have good people who serve food and more so when there are no customers who will eat food.

## KITCHEN

### Kitchen & its coordination with external customer



**Guests:** the first & foremost external customer is the guest who will pay money for the services provide to him/ her. These days there is a concept of chef salespersons as many guests would trust chefs more than the service personnel and guests also feel proud when a chef recognizes them and personally attends to their table and takes order. This builds more confidence in the guest and the communication is direct. The chef's interaction with the long staying in house guest is of utmost importance as the chef exactly knows what a guest has eaten previously. Some of the menus have dishes mentioned as chefs special & the guest prefers that the chef comes and explain the specialty about it.

**Suppliers:** **there are** the people who supply ingredients that chefs finally process, cook and sell. It is important for the chef to maintain a good rapport with the suppliers so that the quality ingredients are supplied to the hotel. & in case of emergency the supplies can be called up whatever the time of the day.



## KITCHEN & ITS COORDINATION WITH INTERNAL CUSTOMER

1. F &B SERVICE :
2. HOUSE KEEPING:
3. FRONT OFFICE:
4. PURCHASE & STORES:
5. FINANCE:
6. SALES & MARKETING:
7. ENGINEERING:
8. HUMAN RESOURCE TRAINING:
  - HR dept helps chefs to find the skilled people & facilitate recruitments by helping chefs to take interviews & trade tests
  - Chefs' highlights the training & developments required by their staff and communicate it to the training dept. then prepare the training calendars and train people accordingly.
  - Appraisals & career developing of the kitchen people is liaised with the HR department.
  - Joining formalities of the new staff, induction, orientation, locker facilities etc. are dealt by HR department.
9. SECURITY:
  - Any fire in the kitchen is immediately reported to the security.

## CONDUCTING MEETINGS

Brainstorming often gets a bad rap because people use the time to also evaluate ideas, which is contrary to the whole brainstorming concept. The second reason to hold a meeting is to create a mechanism for decision making. One of the most important decision making meetings in business is strategic planning.

Minutes record meeting decisions, which makes them a useful review document when it comes time to measure progress. They also act as an accountability tool because they make it clear who's duty it was to perform which action.

## LIASING WITH GUESTS

People love to meet and talk to the chef. It can really make someone's meal extra special if they feel that the chef came out and had an earnest conversation with them. It isn't about the length of time but about having a quick interaction where the guest feels appreciated and heard.

Can't get any better feedback than from a customer who has just paid for and eaten your food. If you like what you hear, that's a great boost for your confidence, if you don't like what you hear, take a good look at yourself and your practices.

## KITCHEN ADMINISTRATION

