

PERSONEL MANAGEMENT IN FNB SERVICE

Staff organization plays a major role in the success of any establishment. It is also important to have well –disciplined operation in an outlet. It helps the management to allocate the right persons in the right positions. An effective staff organization is necessary for service-oriented industries such as hospitality industry. It is important to know some techniques of human handling while managing or organizing staff.

CATEGORIES OF STAFF

Every successful organization has different levels of brigades to perform various operations, The food and beverages service personnel can be categorized into three levels.

- Managerial
- Supervisory
- Operations

Managerial staff: This category of staff is on the top in an organizational chart. They are also known as ‘top management.’ This category has lesser number of people who participate in decision-making. They are responsible for the overall performance of an establishment.

Supervisory staff: This category of staff takes the middle part of an organizational chart. They are also called the ‘middle management.’ This category fills about 15 percent of the total number of staff. Their main responsibility is to supervise the lower staff and communicate them the decisions, made by the top-level management.

Operational Staff: This category of staff is at the bottom end of an organizational chart. They are the ones who actually have hands on the job. Most of the physical work is performed by this category. They make about 80 percent of the total staff.

HIERARCHY

Hierarchy is a term that denotes the task and authority relationship in an organization. It clearly shows the reporting relationships of the members appointed at various levels of responsibility and also shows formal lines of communication. Hierarchy is a system in which grade or class of positions or authorities are ranked one above the other in an order.

Need for Hierarchy: Hierarchy basically deals with decision-making power, responsibility, authority, and relationships, between two positions. It helps in introducing delegation level of management, and span of control. Without hierarchy, it is difficult to function smoothly and fulfill objectives of a business. Hierarchy or/and organizational structure is made based on the duties and authority.

Duties: This is a list of activities to be performed by an individual under the conditions of employment. The duties are determined by the employer and may change from one organization to another. It becomes the responsibility of the individual to deliver or perform as agreed in the employment contract.

Authority: It is a right to acquire action from others and the ability to get things done. It is only possible when the individual has sound knowledge, skill, and personal attributes. The level of authority is determined by the employer based on the above qualities.

One should clearly define the chain of command or the line of management when framing an organizational structure. In other terms, this is called hierarchy. This helps in a better assignment, integration, and delegation of responsibilities, and duties.

Hierarchy chart of a typical restaurant

JOB DESCRIPTION

This term describes the duties and responsibilities of a particular job position. In other terms, the job description is a list of 'things to do' of that particular job.

For example, the job description of a restaurant manager is as follows:

- Responsible for the overall performance of the outlet
- Complaint handling
- Keeping track of guest history and database
- Ensuring smooth operation
- Making day-t-day sales reports
- Checking stock and inventory
- Maintaining service standards
- Other duties such as staffing and safety

JOB SPECIFICATIONS

This term describes the necessary qualities one should have to occupy a particular position. It means minimum qualities and qualifications one should possess to perform in their area of work.

For example, job specifications of a restaurant manager of a five-star hotel are as follows:

- Diploma course in hospitality.
- Should have worked for three years in lower designations.
- Should possess sound knowledge of the subject.
- Should have good communication skills.
- Should have man management and public relation skills.
- Should have a pleasing personality.

It is very important for the smooth functioning of a department that one should perform their duties confidently. So, duties must be assigned based on the capabilities of a person. Gender must be considered when assigning duties. Responsibilities can be distributed evenly to avoid discrepancies and complaints, All service stations should have the same number of covers and each station should be allotted to a uniform number of staffs. Duties must be rotated at least once every week to prevent monotony. Change in responsibilities helps motivate the staff members, resulting in high productivity. It also helps the new joiners explore all the areas of work and get trained. For example, a waiter should be rotated through various duties such as linen change, store pickup, station holding, and food pickup. It is also necessary that staff must be rotated

though different areas of work. The allocation of staff to a station should be on the basis of the number of covers it contains. There are a few standard rules to calculate the staff and guest ratio.

There should be one supervisor per station, one waiter for every 20 cover, and one assistant waiter per station. An idle station contains approximately 45 covers.

The above is just a guideline. The numbers may change based on the type of service and staff productivity.

DUTY ROTA

Duty rota is a format that shows the allocation of service duties to a team of staff members. The main objective of a duty rota is to ensure that all necessary tasks are covered and assigned, so that service may be carried out effectively. And it also ensures that the tasks are assigned in rotation. It can be made weekly or fortnightly.

An example of a duty rota

- 1-Day off
- 2-Linen change
- 3-Store-pickup
- 4-Sideboard arrangement
- 5-Dispense bar set-up
- 6-Back-area operation
- 7-Food pickup

STAFF SCHEDULE

Staff schedule is also known as 'shift rota'. It is a format in which the staff members are distributed into different shifts of a day. It also enables to rotate day offs evenly. Any special requests for days off or shifts should be granted as far as possible unless it affects the operations.

There are a few points to be considered when making a shift rota.

- Maximum and most efficient staff must be assigned during the peak and rush hours.
- Whenever necessary, overlapping of shifts should be done.
- Off days must be evenly distributed throughout the week.
- Staff must be rotated through all shifts, being impartial to all.
- Days of rush should be kept in mind.

The rota must be duly signed by the restaurant manager, and it should be prepared and displayed at least two days before it becomes effective

An example of shift rota,

- M-Morning shift
- O-Day off
- E-Evening shift
- B/D Breakfast and dinner shift
- N-Night shift

FNB STAFF ETIQUETTE

The restaurant staff is the front-line staff expected to manage, serve and satisfy clients walking in for food and beverage dining experience at a price. The restaurant staff should be extremely well-groomed projecting high standards of hygiene, sanitation, professionalism and style while handling clients. With combination of soft skills (verbal and non-verbal) the F&B staff is expected to meet with all customer needs starting from taking order for choice of food and beverages, to serving them with joy, clearing the table and settling the bill to taking improvement feedback and seeing off them.

The etiquette that a waiter exhibits in a restaurant should comprise the following:

1. Receiving guest promptly with warm smile and wishing them.
2. Announce your name and welcome them with the name of the F&B outlet.
3. Call guest by name if regular to the outlet.
4. Offer assistance.
5. Be polite and courteous through the conversation.
6. Walk the guest to the table and help the lady's seat first.
7. Provide extra cushions or special chairs for children.
8. When speaking to a guest do not interrupt him/her if he/she is speaking to another guest.
9. Do not overhear conversations.
10. Avoid mannerisms such as touching hair, scratching, nose picking, etc. 1 st Semester Food & Beverage Service – UNIT 2.5 [BHM112] IHM Notes Site | F&B Service
11. Stand straight and at all times.
12. Gentle bow at the time of service is permissible.
13. Never slouch or lean.
14. Remember the preference of guest such as the favorite dish and remind them that you know; ascertain whether he/ she would like to order it again.
15. Be attentive to guest call and attend enthusiastically.
16. Offer to light a cigarette for a guest.
17. Avoid arguments with guest or staff in the restaurant.
18. Always carry pen in the pocket.
19. Desist chewing gums, beetle leaves (paan) or smoking.
20. Never talk with colleagues unnecessarily or group around the sideboard.
21. Avoid soliciting for tips

Supervisory Function in Food Service Operations

Briefing

All wait staff are expected to attend the briefing in proper attire and conducted by the supervisor prior to the service. During the briefing the supervisor verifies the personal grooming of the staff to ensure the wait staff is in an acceptable condition. After checking the personal grooming the supervisor briefs the wait staff on number of covers, profile of guests, service procedure, dishes that are to be concentrated during suggestive selling, dishes that are not available and anything pertaining to the restaurant policies and food service. Allocation of tables is also done during briefing.

Checking mise en place and mise en scène

Mise en place means keeping everything required in readiness for service which comprises list of activities. Mise en scene refers to keeping the area clean and presentable. These activities are carried out prior to service. It is the responsibility of a wait staff to carry out all the activities to an acceptable level. The head waiter prepares duty rota to show the assignment of task to staff.

Handling of Tips

Tips are the amount given voluntarily by the guest at the end of the meal or function to the service staff appreciating their good work. In most hotels, tips are taken only by the service staff and not shared with kitchen staff.

Stock Taking

The supervisor must maintain the stock of all area under his/her control. It should be taken periodically at least once a week. This work should be assigned to a team of two or three staff in rotation.

Requisitions

Supplies required during service are requisitioned from the stores by the supervisor. Supplies in the service area include edible and miscellaneous items. Edible supplies are sugar, proprietary sauces, salt pepper, butter. Miscellaneous Supplies include paper napkins, doily straws, placements, tooth pick etc.

Sales analysis

This is the most important function of a supervisor. The supervisor must analyze the sales at the end of the day, week, and month in order to be aware of the following:

1. Actual Sales and budgeted sales
2. Fast moving dishes
3. Dead dishes
4. Average Revenue per waiter
5. Least revenue generating waiter
6. Most preferred tables.
7. Slow moving dishes

Cost analysis

Cost refers to expenses incurred in producing an or serving goods. In food service it includes all expenses that occur right from procurement of raw material to washing the soiled plates of the guests. Every employee should be committed towards containing of cost so as to earn more margin of profit. There are basically three types of cost

1. Food Cost
2. Labour Cost
3. Over head Cost

Handling Complaints

Success of food and beverage operations is ensured when the needs and the expectation of the guest are met. Complaints from food and beverage operations are basically of two types

1. Food-related
2. Attitude related

It is the duty of the service staff to analyze the root cause of the problem for the complaints and take necessary actions and ensure complaints do happen again. All complaints made and action taken should be recorded in a notebook.

Training the staff

All employees of an organization must be trained continuously so as to deliver the products and services as per the standards set by the organization.

Managing Discipline

Discipline is the hallmark of a good hotelier. Following are some general guidelines to maintain a disciplined team

1. Ensure that there are written house rules and code of conduct.
2. Motivate staff to follow rules
3. A fault committed must be checked at once
4. Always be disciplined. Set an example in front of juniors.

Staff Scheduling

A supervisor must be aware of peak days and rush hours to do the staffing accordingly. Forecasting busy schedules and staffing accordingly is the key to success. Few points to be kept in mind are as follows

- The schedule should be displayed well in advance
- Staff distribution should be optimal.
- Holidays should be evenly distributed
- Staff should be rotated in each shift

Supervisory functions ensure smooth operation of any organization. These functions vary from organization to another. Supervisors are expected to guide the subordinates towards the attainment of objectives.

A standard operating procedure (SOP) is a set of written instructions that document a repetitive activity followed by an organisation. The development and use of SOP are an integral part of a

successful quality system as it provides individuals with information to perform a job properly and facilitates consistency in the quality of a product or service.