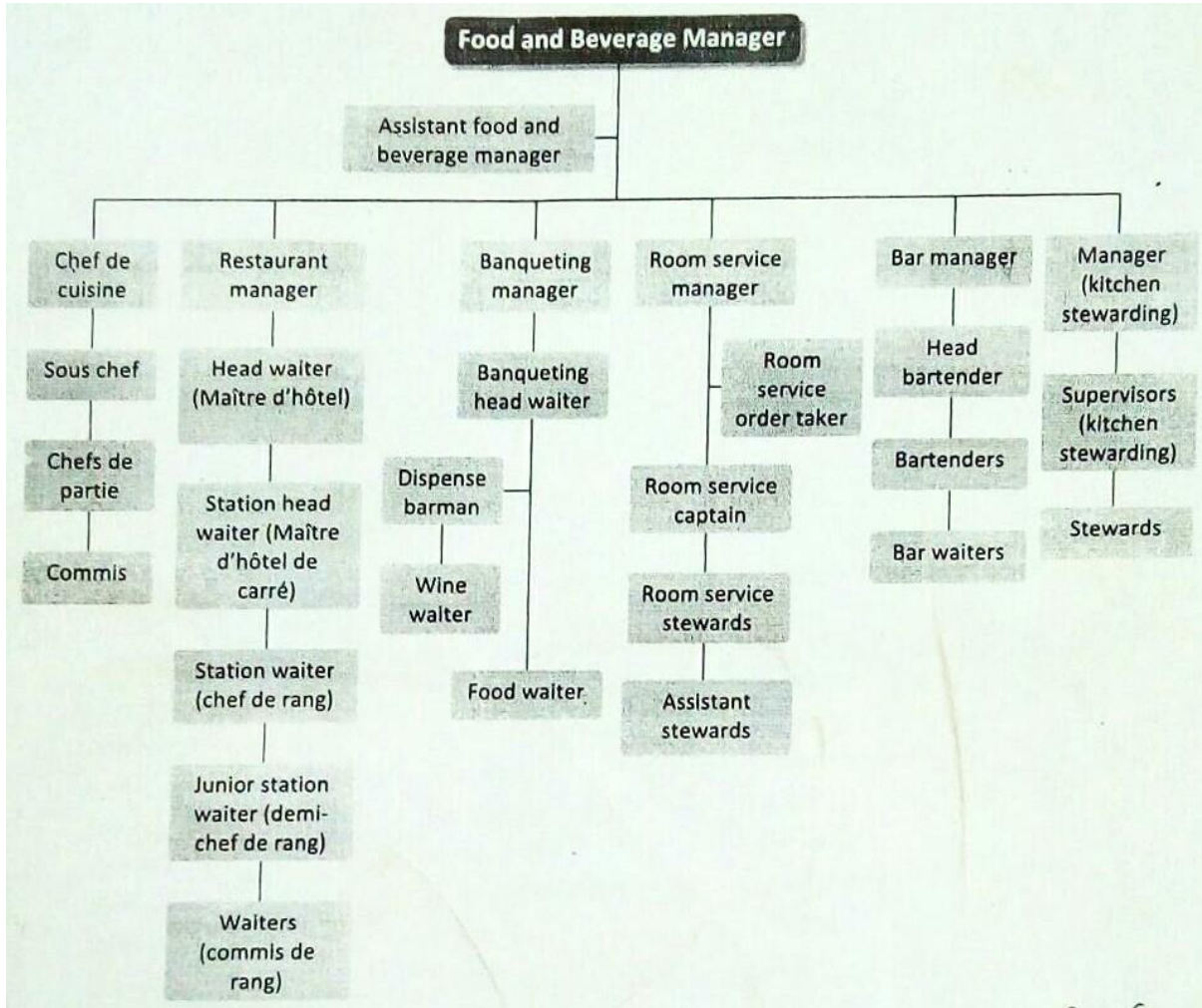


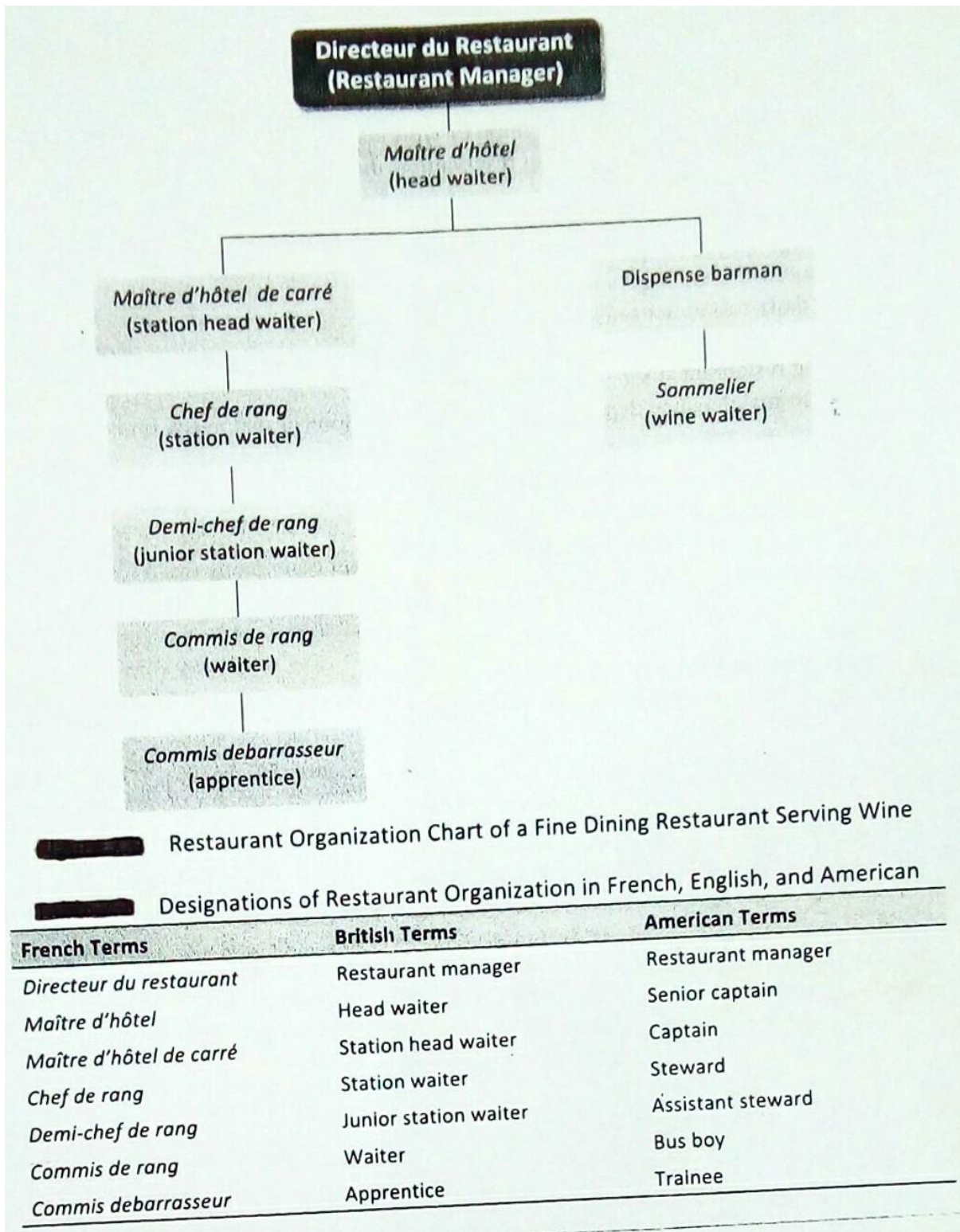
CHAPTER - 2

DEPARTMENTAL ORGANIZATION & STAFFING

A. Organization of F & B department of hotel



Organization Structure of the food and Beverage Department of a five star hotel



D. Duties & responsibilities of F & B staff

Food and beverage manager

Depending on the size of the establishment, the food and beverage manager is either responsible for the implementation of agreed policies or for contributing to the setting up of the food and beverage policies. The larger the organisation the less likely the manager is to be involved in policy setting. In general, food and beverage managers are responsible for:

- ensuring that the required profit margins are achieved for each food and beverage service area, in each financial period
- updating and compiling new wine lists according to availability of stock, current trends and customer needs
- compiling, in liaison with the kitchen, menus for the various food service areas and for special occasions

Restaurant manager/supervisor

The restaurant manager or supervisor has overall responsibility for the organisation and administration of particular food and beverage service areas. These may include the lounges, room service (in hotels), restaurants and possibly some of the private function suites.

Reception head waiter/receptionist

The reception head waiter or receptionist is responsible for accepting bookings and for keeping the booking diary up to date.

Head waiter/maître d'hôtel/supervisor

The head waiter has overall charge of the staff team and is responsible for seeing that all the pre-preparation duties necessary for service are efficiently carried out.

Station head waiter/section supervisor/service captain

For larger establishments the restaurant area is broken down into sections. The station head waiter has overall responsibility for a team of staff serving a number of stations within a section of the restaurant area.

Station waiter/chef de rang

The chef de rang or station waiter provides service to one set of tables (between about four and eight) known as a station within the restaurant area. The station waiter will take the food and beverage orders and carry out service at the table with the help of the demi-chef de rang.

Assistant station waiter/demi-chef de rang

The assistant station waiter or demi-chef de rang is the person next in seniority to the station waiter and assists as directed by the station waiter.

Waiter/server/commis de rang

The waiter or commis de rang acts by instruction from the chef de rang. This person mainly fetches and carries, may do some of the service of either vegetables or sauces, offers rolls, places plates upon the table and helps to clear the tables after each course. During the pre-preparation period much of the cleaning and preparatory tasks will be carried out by the commis de rang.

E. Attributes of a waiter

Appearance and behaviour contribute to the first impression others have of you and are seen as a reflection of the hygiene standards of the establishment and the quality of service to come.

Professional and hygienic appearance

All staff should be aware of the factors listed below and it is their individual responsibility to ensure that they are put into practice:

- Staff should be clean and should use deodorants (but not strong smelling ones).
- Aftershave and perfumes should not be too strong (as this may have a detrimental effect on the customer's palate).
- Sufficient sleep, an adequate and healthy intake of food and regular exercise is essential for good health and the ability to cope with the pressures and stress of work.
- Particular attention should be paid to the hands. They must always be clean, free of nicotine stains and with clean, well-trimmed nails.
- Teeth should be brushed before coming on duty and the breath should be fresh smelling.

Knowledge of food and beverages and technical ability

Staff must have sufficient knowledge of all the items on the menu and wine and drink lists in order to advise and offer suggestions to customers.

Punctuality

Punctuality is all-important. If staff are continually late on duty it shows a lack of interest in their work and a lack of respect for the management and customers.

Local knowledge

In the interest of customers the staff should have some knowledge of the area in which they work so they may be able to advise customers on the various forms of entertainment offered, the best means of transport to places of interest and so on.

Personality

Staff must be tactful, courteous, good humoured and of an even temper. They must converse with the customer in a pleasing and well-spoken manner, and the ability to smile at the right time pays dividends.

Attitude to customers

The correct approach to the customer is of the utmost importance. Staff must provide service but should not be servile and should be able to anticipate the customer's needs and wishes.

Inter-departmental Relationship (Food and Beverage Service and other Departments)

Introduction

A restaurant depends largely on certain departments for effective functioning. Smooth co-ordination is important. A waiter must be fully aware of the role of each co-ordinating department. Though most departments mentioned below are applicable to a hotel, individual restaurants may also find some useful tips.



Kitchen

The kitchen is the place where food is prepared. While larger kitchens may have distinctly different sections to deal with various aspects of food production, smaller kitchens may have different functions done by a single person. The main sections in a large kitchen are: Butcher Shop, Garde Manger, Pantry, Bakery and Confectionery, Hot Range, Grill, Vegetable Preparation, Still Room.

Kitchen Stewarding or Wash-up Area

This department primarily controls the storage and issue of cutlery, crockery, hollowware, chinaware and glassware to the restaurants and kitchen. The waiter would have to get his supplies of the above items from this department. The department is also responsible for washing soiled serviceware and subsequently furnishing clean items. The sanitation and hygiene of the kitchen usually comes under the purview of the kitchen stewarding department.

Bar

The bar dispenses wines, liquor, spirits, juices, aerated waters, cigars and cigarettes.

Front Office

This is the central point where all checks or bills of hotel residents are collected and then recorded in their overall bill. The front office keeps a record of all guests residing in the hotel. If a resident wishes to sign his bill, the waiter may contact this department for confirmation of the guest's name and room number.