



Hospitality and catering: Unit 1-



# 1 The Hospitality Industry

**Commercial** = for profit/make money  
**Non Commercial** = not for profit



**Residential** = you can sleep there  
**Non Residential** = there is no accommodation there



The **commercial residential** sector includes guest houses, hotels, B&Bs, hostels, and holiday parks.



The **non-commercial sector** includes catering in business and industry, education, healthcare and the armed forces. These can be both **residential** and **non-residential**.



Other **commercial** hospitality businesses include:



Restaurants, Bars, Cafés, Fast Food Restaurants, Deli/Sandwich Shops, Airports, Trains, Coaches and Ships/Ferry. *All of the above need to make money to continue operating, therefore the care of their customers is paramount (very important) so that they come back!*

There are **different types** of **accommodation** in the hospitality industry to suit different budgets. For example, a businesswoman travelling to London for a meeting would not need to book a luxury penthouse apartment for one night's stay. A couple on their honeymoon might book a deluxe suite as they will have saved up for the occasion and want to make their holiday special. Look at the examples (right) and memorise them.

## Types of Bedroom (Commercial Accommodation)



Youth Hostel



Deluxe Suite (Hotel)



Boutique Hotel



Budget Room



Yotel - Cabin rooms in airports



Standard Bed and Breakfast (Twin) Room

### Key Words

**Hospitality** - Relatively modern word, meaning the **friendly** and **generous** treatment of **guests** and **strangers**.

**Guest/Client/Customer** - the **person/people** who **book/receive** the service, e.g. **hotel guests**.

**Service** - to **do/provide** something for someone else, this can be **paid** for or done for **free** depending on the business, e.g. hospitals provide free healthcare services. Restaurants provide food service that customers pay for.

**Business** - the **buying** and **selling** of goods/services to **make money**, e.g. airports make money from flight ticket sales/meals.

**Accommodation** - a room, group of rooms, or building in which someone may live or stay.

**Catering** - offering facilities to people, especially the **provision** of **food and beverages**.

**Hostel** - establishment which provides **inexpensive food and lodging** for a specific group of people, such as **students, workers, or travelers**.

**Hotel** - an establishment providing **accommodation, meals, and other services** for **travelers and tourists**.

**Guest House** - a **private house** offering **accommodation** to paying guests, **smaller business** than hostels and hotels.



### Other types of hospitality!

#### There's more?!

Bowling alleys. Golf clubs, leisure centres, racetracks and the cinema.



### Planes, Trains and Automobiles

People need to **eat, drink and sometimes sleep when travelling**. Planes, trains, coaches and ships all offer food, drink and some form of accommodation if it is a long journey.



### Economy - the amount of money a region/country has

When people have jobs they have money. When they have money they spend money. When they spend money, businesses make money and can pay their workers.

**It is a cycle, which can work forwards or backwards!**

Hospitality helps the economy by creating jobs, so workers have money, they can spend it and other business can then grow too!



Hospitality establishments are rated by Stars and Diamonds as well as by review sites like Trip Advisor. The rating lets guests know what level of service to expect.



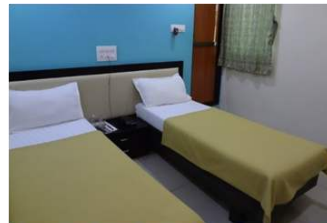
### 4\*/5\* Hotel

Well decorated, spa facilities such as pool, spa, steam/sauna rooms, massage treatments, concierge service, 24hr room service, complimentary mini bar, well maintained public areas, gardens, multiple choices of onsite restaurants/bars, porter service (carrying luggage), well staffed reception desk, modern facilities and technology in rooms e.g. docking stations, TVs, Jacuzzi bath. Staff uniform quite formal, shirt and trousers/skirt or a suit.



### 3\* Hotel

Clean and basic, décor very minimal. Basic bed linen and pillows but still comfortable. Possibly a small fridge and TV, not likely to have modern technology or facilities. Often near airports or city centres for commuters. Popular brands: Travelodge, Premier Inn, Ibis. One restaurant, dining area on site for breakfast and possibly evening meals/snacks. Menu will be limited compared to 4\* and 5\* hotels. Limited staff on reception, uniform may be more basic such as polo shirt and skirt/trousers with company logo. Self check out facility/key drop off (less personal but more efficient/money saving).



### 1\*/2\* Hotel

Very basic, often in city centres where accommodation is in high demand or on the outer skirts of popular holiday resorts. Rooms feature a bed, often single beds, wash facilities and cupboard/rail to hang clothes. No concierge service/porter service and possibly limited staff on reception. Won't have a fridge/minibar and likely to have one designated eating area for breakfast. Limited menu, some may serve evening meals but not all. Not very expensive.

### AA Star Ratings: Hotels

AA \* \* \* \* \*

**1 star:** Courteous staff provide an informal yet competent service. All rooms are en suite or have private facilities. A designated eating area serves breakfast daily and dinner most evenings.

\*

**2 stars:** A restaurant or dining room serves breakfast daily and dinner most evenings.

\* \*

**3 stars:** Staff are smartly and professionally presented. The restaurant or dining room is open to residents and non-residents.

\* \* \*

**4 stars:** Professional, uniformed staff respond to your needs or requests. Well-appointed public areas. The restaurant or dining room is open to residents and non-residents. Lunch is available in a designated eating area.

\* \* \* \*

**5 stars:** Luxurious accommodation and public areas. A range of extra facilities and a multilingual service available. Guests are greeted at the hotel entrance. High quality menu and wine list.

\* \* \* \* \*

### AA Star Ratings: Guest Houses

AA \* \* \* \* \*

**1 star:** Minimum quality requirements for cleanliness, maintenance, hospitality, facilities and services. A cooked or substantial continental breakfast is served in a dining room or eating area, or bedroom only.

\*

**2 stars:** Courteous service, well-maintained beds. Breakfast prepared with a good level of care.

\* \*

**3 stars:** Friendly welcome, and good-quality, well-presented beds and furniture. A choice of good-quality, freshly cooked food is available at breakfast.

\* \* \*

**4 stars:** Attentive, more personalised service. At least half of the bedrooms are en suite or have private bathrooms. Very good beds and high quality furniture. Breakfast offers a greater choice, and fresh ingredients are cooked and presented with a high level of care.

\* \* \* \*

**5 stars:** Awareness of each guest's needs with nothing being too much trouble. All bedrooms are en suite or have a private bathroom. Excellent quality beds and furnishings. Breakfast includes specials/home-made items, high quality ingredients, and fresh local produce.

\* \* \* \* \*



## Standards, Reviews & Ratings

Reviews can affect businesses – good reviews boost custom, poor reviews can lead to people avoiding the establishment

### Michelin - worldwide

Anonymous inspectors visit establishments & have a meal, They write a review & can award 1-3 stars for excellence



### AA Rosette Awards: UK

first UK-wide scheme for assessing the quality of food served by restaurants & hotels. Focuses on the TASTE.



### Good Food Guide

Members of the public fill in a review which is compiled into a guide. Points are awarded for excellence 1-10.



### Online Reviews

Anyone can post reviews of an establishment. Large number of reviews so an average score is likely to be reasonably accurate



### What is rated?

Type & range of food  
Quality of food & ingredients  
Provenance (where the ingredients come from)  
Consistency (cooking, flavour, appearance quality)  
Level of skill  
Creativity

**Reviews can make or break a business!** A good review can increase business for establishments, as people will often try an establishment based on a recommendation. Reviews and ratings generate publicity, awards get you in the press! Customers might come from further away to dine or stay or both based on reviews. Customers can identify less favourable establishments that they will then avoid.

## Contract catering

Supply businesses /establishments with food at places it is not usually provided (Private functions in hotels or community halls, sports venues for parties, weddings, funerals, concerts etc.) Or airlines, hospitals, schools  
Food is prepared off site then delivered. (can be made on site if kitchen available)



**Advantages:**  
**Accountability** – hold responsibility. Refund if unsuccessful  
**Peace of Mind** - clients can focus on event, not the catering.  
**Experts** – Know the trends. Have trusted suppliers e.g. butcher.  
**One invoice** - client only has one total invoice to pay.  
**Connections** - recruit the right people from existing pool/network.  
*E.g. skilled chefs, silver service waiters, wedding cake designers*  
**Legislative Compliance** - work within Food Safety laws/HACCP rules.

**Disadvantages:**  
**Cost** – cost for food, preparation, transport & service.  
**Stranger Danger** - strangers will be at venue  
**Lack of Variety** - depending on type of catering  
 Plated dinners - more limited - guests must choose between 2 or 3 options in advance.  
 Buffet - increase variety, but more difficult to plan quantities /know which foods guests will prefer

## Michelin star

A rating between one and three Michelin stars could be awarded based on the following:

- quality of ingredients used
- cooking and presentation techniques
- taste of the dishes
- standard of the cuisine
- value for money.



<https://guide.michelin.com/us/en/california/to-the-stars-and-beyond>

## FOOD HYGIENE RATING



**Food Hygiene** are the conditions and measures necessary to ensure the safety of food from production to consumption. Food can become contaminated at any point during slaughtering or harvesting, processing, storage, distribution, transportation and preparation. Lack of adequate food hygiene can lead to foodborne diseases and death of the consumer. **This is NOT a measure of service but still an important factor that customers will consider before staying at or eating in an establishment.**

## Suppliers

Hospitality business support local business, both for the local economy and the environment.. Local sourcing can include local and seasonal ingredients and toiletries for guest rooms and flowers for reception areas.



- Build up relationship
- Repeat business
- Know what to expect
- Create jobs
- Support local economy
- Repeat business
- Less food miles



## 2 Types of Service Provided

You should be able to identify the range of services offered by the hospitality industry. **REMEMBER**, hospitality is not just about hotels and restaurants. There are many other services an establishment can provide other than bedrooms and meals.

### Other services a hotel may offer include:

**Meals** - breakfast, lunch, dinner, snacks  
**Specialist menus** for weddings or special occasions  
**Meeting rooms** for business people to hold corporate events  
**Leisure facilities** such as pools, spas, beauty treatments, play areas, gyms, tennis/football courts  
**Childcare facilities** such as kids clubs, crèche/nanny services  
**Entertainment** especially in hotel resorts for tourists  
**Laundry service** often used by business guests for suits  
**Room Service** meals/beverages brought to the room cooked to order, tea and coffee in the room



### Key Words

**Corporate** - a large company or group

**Networking** - to meet and share ideas with people

**Event Management** - organising of large events such as festivals, conferences, ceremonies, weddings, formal parties, concerts, or conventions.

**Advertising** - to promote or make people aware

## 2 Client Groups



### Business

**Business guests/clients/customers will use the hospitality industry for a number of reasons:**

**Meetings** some companies will hire corporate rooms in hotels or book restaurants to hold important meetings away from the office.

**Advertising Events** that promote the company.

**Charity Events** to raise awareness/money.

**Impress Clients** the business might 'wine and dine' potential clients to get their business.

**Networking** these are events where similar business meet up to share ideas or meet new staff.

**Staff Training** some businesses may send staff on courses that are far away that can last a few hours to a few days. The staff would need **accommodation** and **meals** provided if so.

**Staff Parties** at times such as Christmas or to celebrate a new achievement.

**Awards Ceremonies** some companies award their staff and host a night with food, drinks and dancing to celebrate. **Some examples are Saks (hairdressers) and EDF (energy company).**

### Private

**Private functions need to meet the needs of an individual, the most common private event is a wedding:**

**Event Management** the hotel or establishment will meet with the clients to discuss their needs. The clients will agree with the services offered and agree on the 'quote' (sum of money to be paid to hold the event). **The establishment is then responsible for organising numerous parts of the event, including:**

- Room Décor
- Menu
- Seating Plans
- Table Plan
- Table Décor
- Room Set Up, e.g. dance floor, table positioning, aisle

**Other services the establishment might offer are:**

- Wedding Organiser for the day (Master of Ceremonies)
- Complimentary Champagne
- Accommodation for the bride and groom before and after the wedding
- Transportation
- Wedding Cake
- Wedding Stationery

### Leisure

**Some guests may only visit an establishment to use its facilities, these are often referred to as 'users'.**

Hotels that have leisure facilities such as a gym, pool, sauna, steam room and spa may offer discounted memberships to local residents. **This ensures the establishment is busy all year round** and not just when hotel guests are booked in, which means **more money going into the business.**



### Families

Families may visit establishments for meals together or hire venues for special occasions such as birthdays. They may use the crèche facilities at leisure centres or visit certain pubs/restaurants just because they have a play area. Popular chain restaurants that often have children's menus and play areas are The Toby Carvery and Farmhouse Inns.



## Types of service

**Table:** Waiting staff take food orders & serve customers who are seated at table. Plated in kitchen.  
 + Good portion control. All plates are consistent in the presentation. Provides experience for special events.  
 -Relies more on skilled kitchen staff than serving staff. Time consuming for the kitchen staff.

**Gueridan:** food is cooked or prepared for service from a trolley at the customers table (i.e. a steak, flambéed dessert)  
 + Sometime dishes are cooked/assembled in front of the customer.  
 -Requires skilled service, is very specialist. Time consuming with high staff & menu costs.

**Silver** Food is served by the staff using a spoon and fork.  
 + It provides a more personal customer experience  
 - Service can be slow. Expensive, Costs high (more serving staff required)

**Buffet:** Food displayed in containers at an open counter or serving station. Customers pick up a plate/bowl and help themselves. (expensive foods sometimes served to the customer i.e. roast meat)  
 + Customer controls portion sizes, casual, less staff, fast  
 - Hard to predict portions, Temperature control can increase risk of food poisoning, Less formal. Can be low cost depending on type of food.

**Counter Service - Cafeteria**  
 All food displayed on a long counter, customers move along the counter with a tray and choose what they want, then queue up to pay at the end (schools, cafes)  
 + Food displayed, dining area clean, high turnover. Low skill of serving staff.  
 - Customer queue, food may run out, impulse buy  
**Free flow** – different counters i.e. cold sandwiches, hot section then pay at a central till  
**Multipoint** - different counters i.e. cold sandwiches, hot section then pay at different counters i.e. pay for cold sandwich at cold sandwich counter/till

**Family**  
 Food is placed on the table and served in bowls or plates with forks or spoons, then customers serve themselves. i.e. Potato in one bowl, vegetables in another.  
 + Customers portion food themselves so no portion control or presentation on each plate for staff, sociable method. Quick & easy.  
 - Hard to judge portion sizes, waste. Required larger tables

**Fast food:** Foods/drinks displayed on a menu behind a counter or on a screen/poster. Customers place their order & pay at a sales point. More than one till.  
**Take away** – one till and member of staff  
 + Fast, hot, no waiting staff needed, no tables needed.  
 Good for people out and about/rushed/on breaks  
 -Expensive to set up, equipment, unhealthy, lack of 'experience'. May need delivery staff

**Vending** Provide hot & cold snacks and drinks  
 Someone needs to maintain and restock regularly  
 +no staff, cheaper, hygienic (packaged)  
 - Run out, money lost in, high maintenance

**Transport catering** - Tray or trolley. Train – prepacked food brought on a trolley . Plane – pre order food which is then stocked and heated for journey. Made in factory  
 + cater for everyone, Less waste  
 - No seconds, limited choice

### Factors affecting type of service

Cost - Location and type of establishment - Number of customers to serve in a given time- The client - Availability & skills of serving staff  
 Type of food/menu on offer - Time expected for the meal



**Review** looking at/examining the quality of something. Usually to make a decision about or change something  
**Rating** - a classification/ranking of something based on a comparative assessment of the quality or standard.  
**Client** – a person/business/organisation using hospitality and catering services  
**Accommodation** - a room, group of rooms, or building in which someone may live or stay  
**Hospitality** - the business of entertaining clients, conference delegates, or other official visitors.  
**Catering** - provide people with food and drink at a social event or other gathering.  
**Commercial** - making or intended to make a profit.  
**Non commercial** - not intended to make a profit. i.e. a hospital.  
**Residential** - providing accommodation in addition to other services  
**Contract caterer** - a catering company that is hired by a business/organisation to provide catering services i.e. for an event  
**Supplier** – a company, or organization that sells or supplies something such as goods or equipment to customers  
**Housekeeping** - the work or activity of cleaning and preparing rooms for customers  
**Kitchen brigade** - a system of staffing hierarchy found in restaurants and hotels, commonly referred to as "kitchen staff"  
**Service** - efforts made to achieve pleasant customer experience for guests and exceed expectations through quality service

## Key Terms



There are **two areas** in the hospitality industry, **front of house** and **back of house**. Front of house refers to any staff the customer may see, e.g. a **receptionist**. Back of house refers to staff the customer may not see, e.g. a **chef**.

## Front of House Staff



### Head Receptionist

Can also be called: Reception Supervisor, Administrative Supervisor, Office Manager, Member Services Manager, Front Desk Manager, Reception Manager. Salary: £20-24k per year

### Housekeeping Supervisor

Can also be called: Housekeeping Deputy, Facilities Duty Manager, Housekeeping Supervisor, Housekeeping Deputy manager. Salary: £13-17k per year

### Restaurant Manager

Can also be called: Food Service Supervisor, Food Service Director, Food Service Manager, Supervisor of Food and Nutrition Services, Cafeteria Manager, Fast Food Manager, General Manager, Assistant Restaurant Manager, Assistant Unit Manager, Assistant Manager, Catering Manager, Catering Supervisor, Front of House Manager, Pub and Restaurant Manager. Salary: £16-30k per year

### Bar Manager

Can also be called: Bar Supervisor, Bar Duty Manager, Beverage Manager, Trainee Assistant Manager, Team Leader, Pub Manager, Pub Landlord. Salary: £20-35k per year

### Front Office Manager

Can also be called: Front of House Manager, Front Desk Manager, Director of Front Office, Hotel Manager, Bed and Breakfast Innkeeper. Salary: £22-28k per year

### Cleaner

Can also be called: Caretaker, Janitor. Salary: £11-14k per year

### Head Waiter

Can also be called: Chef De Rang, Restaurant Supervisor, Maitre d'Hotel, Assistant Restaurant Manager. Salary: £14-25k per year

### Room Attendant

Can also be called: Housekeeper, Environmental Services Worker, Housekeeping Laundry Worker, Environmental Services Aide, Housekeeping Aide, Cottage Attendant, Room Cleaner. Salary: £11+k per year

### Conference & Banqueting Manager

Can also be called: Conference Services Manager, Catering Manager, Convention Services Manager (CSM), Conference Planner, Director of Conference Services, Conference Manager, Conference Planning Manager, Event Manager, Catering and Convention Services Coordinator, Catering and Convention Services Manager. Salary: £22-35k per year

### Front of House Manager

Can also be called: Front Office Manager, Front Desk Manager, Director of Front Office, Hotel Manager, Bed and Breakfast Innkeeper, Customer Services Manager, Front of House Supervisor. Salary: £26-33k per year

### Owner

Can also be called: Business Owner, Operator, Proprietor, Patron, Landlord. Salary: £30-200k per year

### Porter

Can also be called: Concierge, Bellman, Bell Captain, Bellhop, Bellperson, Bell Staff, Bellman Driver, Bellstaff, Valet, Doorman. Salary: £11-15k per year

### Waiter

Can also be called: Table Server, Table tender, Food Service Assistant, Floor Tender, Waitress. Salary: £12-16k per year

### General Manager

Can also be called: Operations Manager, Director of Operations, Area Manager, Store Manager, Chief Operating Officer (COO), Chief Operations Officer, Resort Director, Unit Manager, Restaurant Manager, Attractions Manager. Salary: £21-55k per year

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### Receptionist

Can also be called: Receptionist, Administrative, Assistant, Secretary, Community Liaison, Member Service Representative, Office Assistant, File Clerk, Front Desk Receptionist, Greeter. Salary: £12-18k per year

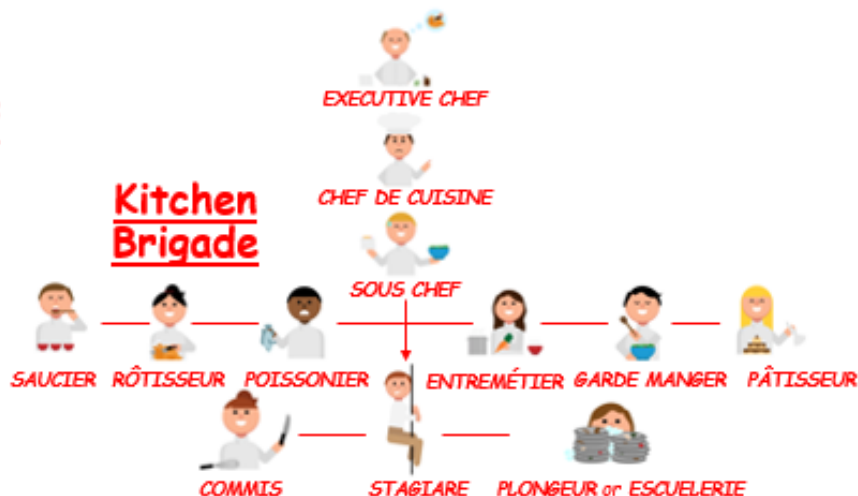
### Bar Person

Can also be called: Bar Tender, Bar Keeper, Bar Server, Drinks Server, Bar Maid, Bar Man, Bar Back. Salary: £11-20k per year



## 3 Job Roles

### Back of House Staff



For those in less senior roles, there are many opportunities to take on new responsibilities and develop supervisory skills or team management skills.

Transferable skills such as these provide excellent experience which can be used in almost any other industry.

Customer service skills are very important in public facing roles such as waiting staff or bar staff.

Building experience in dealing with customers, especially conflict management, is a skill sought after in many other industries where staff deal with the public on a daily basis.

There is always the opportunity for trainee/newly qualified chefs, waiters and receptionists to move up the employment ladder and become assistant managers. Assistant managers can then move up to a full management position.

To succeed in the industry staff need lots of experience so there are always opportunities to learn and develop in each role.

### Employment and Opportunities

#### Chef

Can also be called: Food Service Supervisor, Kitchen Manager, Executive Chef, Dietary Manager, Dietary Supervisor, Food Service Director, Food Service Manager, Restaurant Manager, Supervisor of Food and Nutrition Services, Cafeteria Manager. Salary: £15-20k per year

#### Senior/Sous Chef

Can also be called: Sous Chef, Kitchen Supervisor, Head Cook, Senior Cook, Second Chef. Salary: £17-28k per year

#### Section Chef

Can also be called: Chef de Partie, Saucier, Pâtisier, Poissonier, Rôtisseur, Entremetier, Garde Manger. Salary: £14-18k per year

#### Junior/ Commis Chef

Can also be called: Commis Chef, Trainee Cook, Trainee Chef, Apprentice Chef, Food Preparation Assistant. Salary: £10-16k per year

#### Full time

No specific number of hours that makes someone either full or part time, but a full time worker usually works more than 35 hours. The law says that workers don't usually have to work more than 48 hours a week on average, unless they choose to. This law is sometimes called the 'working time directive' or 'working time regulations'.

#### Part time

Part-time work is when a worker is contracted for anything less than the basic full-time hours. There are no set number of hours that makes someone full or part-time, however average part-time contracts are often 16-20 hours.

#### Casual

Casual workers are hired on an irregular basis for a short period of time (no more than 12 weeks). There is no continuing commitment from the employer to offer work, and no obligation on the part of the casual worker to do the work offered.

Occupations in the UK Hospitality Industry	Number of people employed
Hotel & accommodation managers	57,700
Conference & exhibition managers	23,700
Restaurant & catering managers	148,200
Publicans & managers of licensed premises	46,900
Chefs, cooks	255,100
Kitchen & catering assistants	394,600
Waiters, waitresses	222,200
Bar staff	197,800

Many people choose work in the industry as it offers opportunity to work on a part time basis.

This often appeals to women returning to work after bringing up children or people who have other commitments which prevent them from taking on a full time position.

The industry also has a large number of migrant workers. Employers are often willing to take on hard working migrant workers even if they don't always have particularly good English language skills. Many migrant workers therefore take this opportunity to earn money and, as their language skills improve, progress up through the organisation they're working for. Some people take on work in the industry on a temporary basis. Employers, however, prefer to take on staff they know will stay for a prolonged period. There is therefore considerable opportunity to progress very quickly in the industry for the ambitious and committed worker.

The five most common skills employers would like applicants to have are:

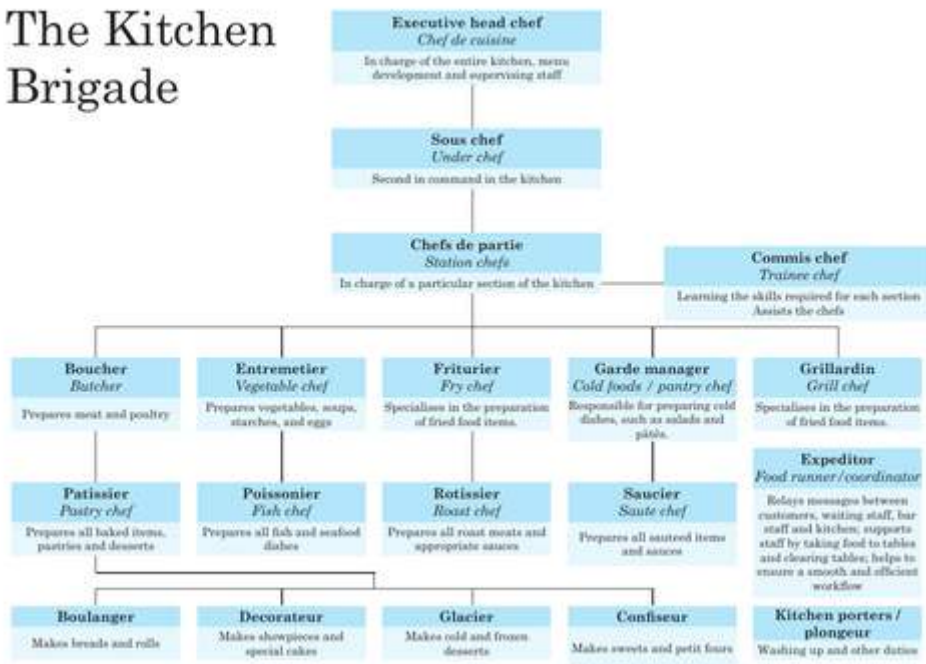
1. Technical, practical or job specific skills
2. Customer handling skills
3. Team working skills
4. Oral communication skills
5. Problem solving skills

#### Key Words

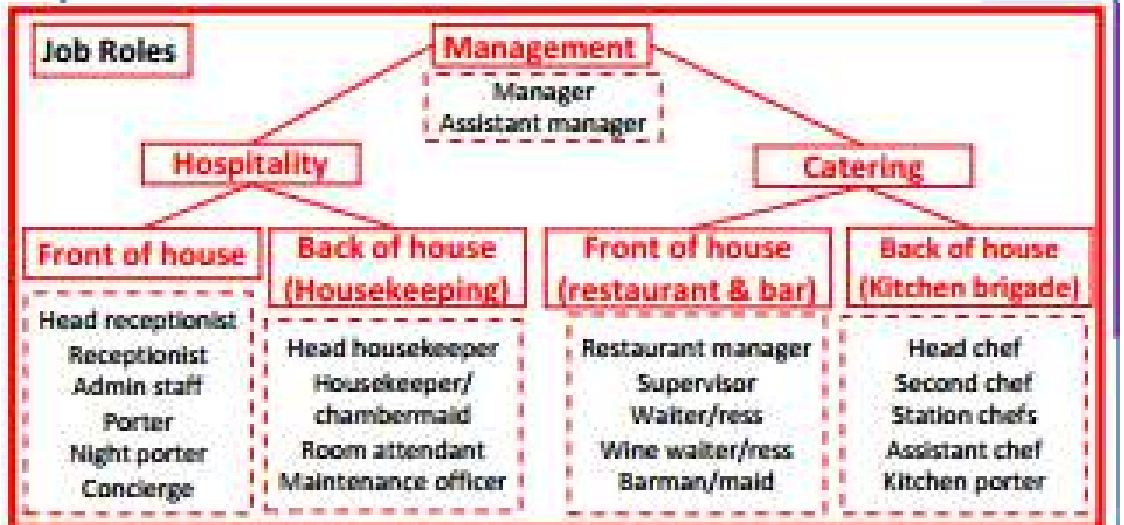
**Employment** - having paid work  
**Skills** - to train to do a particular task  
**Qualities** - characteristics people have  
**Contract** - a written agreement (legal document)  
**Salary** - payment, wages, money for working



## The Kitchen Brigade



Catering Roles	Hospitality roles
<p><b>Head Chef (Maitre chef de Cuisine)</b> In charge of the whole kitchen</p> <p><b>Second chef (Sous chef)</b> Directly in charge of production</p> <p><b>Station chefs (Chefs de partie)</b></p> <ul style="list-style-type: none"> <li><b>Vegetable chef (l'entremetier)</b></li> <li><b>Pastry chef (le pâtissier)</b> Prepares pastries and desserts</li> <li><b>Larder chef (le garde manger)</b> Responsible for cold foods, including salads and dressings</li> <li><b>Sauce chef (le saucier)</b> Prepares sauces, stews &amp; hot hors d'oeuvres</li> </ul> <p><b>Assistant chef (commis chef)</b> Helps in all areas, basic jobs</p> <p><b>Kitchen porter</b> Cleans up after chefs and does the washing up</p>	<p><b>Management</b> - in charge of the business and staff</p> <p><b>Receptionist</b> - employed in a hotel to receive guests and deal with their bookings.</p> <p><b>Admin staff</b> managing information within an office. This generally includes answering phones, taking memos and maintaining files</p> <p><b>Porter/Night porter</b> employed to carry luggage and other loads, especially in a railway station, airport, hotel, or market.</p> <p><b>Concierge</b> assist guests by booking tours, making theatre and restaurant reservations, etc.</p> <p><b>Housekeeper/chambermaid/room attendant</b> does or directs the domestic work and planning, such as cleaning, bedding, refilling.</p> <p><b>Maintenance officer</b> repairs of maintenance of buildings and equipment</p>





# 9 Communication and Teamwork



**Effective teamwork will lead to a much better event.** When people work together jobs are generally completed quicker and more efficiently. Saving time can usually save money and effort which is always important in running a successful business. As the hospitality industry is made up of so many different sectors, there can be many different teams having to communicate to create a successful event. E.g. the wait staff team and the chef brigade, both have to communicate and work with each other to make sure the right dishes go to different tables and on time.



How are teams organized (created)?

- The team leader will: decide who works in the team
- Decide what the team has to do
- Take responsibility for the standard or work produced
- Make sure current legislation (the law) is followed

### Stage 1

A task is set, everyone in the team will discuss the task and make sure everyone understands, e.g. the team has been asked to plan a menu for a school prom.

### Stage 2

The team will discuss ideas, there may be some disagreement over the best option, e.g. the team may not be able to decide between a buffet or three course meal.



### Stage 4

The team works together well and are able to plan for other problems, e.g. the team plan are able to plan a menu that will suit all dietary needs. Work is completed calmly and efficiently.

### Stage 3

The team comes to an agreed decision and start to work together as a unit, e.g. the team decide to accept the majority decision and everyone works together to plan the best menu.



## Communication

Communication can be verbal (spoken) and non verbal (written). Communication can also be through the use of body language, e.g. someone who smiles and has an upright, open posture will appear competent and friendly. People communicate without realising by their body language, this is important for customer facing staff such as receptionists and waiters. People who slouch may appear disinterested, unprofessional and not confident. Someone with good posture appears more confident, friendly and approachable.



## Types of Communication with Customers

- Administrative procedures** - e.g. filing and processing enquiries
- Billing of customers** - methods of payment
- Booking systems** - software, online, websites
- Customer care** - welcome, body language
- ICT** - databases, word processing, emails
- Storage of data** - Data Protection Act 1998



## TEAMWORK MAKES



## THE DREAMWORK

### Good Teamwork

- Team members communicate with each other.
- Team members feel valued and can suggest ideas.
- Team members share responsibility.
- Tasks are carried out quickly.
- Tasks are carried out effectively.
- Team members are happy with their jobs.
- Team members have high self-esteem.





## 9 Communication Tasks in the Hospitality Industry



### Administrative Procedures

- Reservations
- Cancellations, changes to bookings
- Enquiries
- Communication with other departments, e.g. housekeeping
- Security e.g. lost property, room keys
- Check in/out
- Registration
- Guest Accounts
- Guest Services
- Admin - filing, updating records
- Customer care
- Answering phones/emails

### Billing Customers

- Payment of the room
- Payment of services
- Food and beverages
- Mini bar usage
- Running a tab at the bar (when drinks/food are charged to the room, not paid for immediately)
- Usually recorded by a POS (point of sale) system, the total charges are given to the customer when they check out.
- Can also be recorded on paper or with till receipts in smaller hotels/guest houses who may not have this type of technology.

### Booking Systems

Bookings can be taken by:

- Email • Phone • Online Booking Forms • In Person • Post

This is the first point of contact with the customer so needs to function well.

The details needed when booking are:

- Guest name and telephone number
- Date and time booking is needed
- Number of guests
- Special requests
- Dietary needs

Guests should be given a written confirmation of their booking, called a booking confirmation, to ensure the details are correct to prevent problems later.



### Customer Care

Staff appearance and the welcome guests receive is the first impression a customer has of an establishment.

- Good customer care is vital because:
- Guests feel welcome and cared for
- Guests leave good reviews
- More guests
- Guests come back (repeat custom)
- Staff will have higher self esteem

### ICT Skills

ICT skills are becoming more and more important with the advancement of technology and social media. Lots of businesses go 'paperless' to benefit the environment, therefore more work is done online.

Skills staff should have are:

- Good literacy skills (accurate spelling)
  - Good communication skills for letter writing
  - Good word-processing skills
  - Accuracy when entering data on a database
- Good understanding of software packages



Data Protection Act 1998



### Storage of Personal Data

The Data Protection Act 1998 requires all organisations that hold data about individuals on computerised systems to register with the Data Protection Registrar. Examples in hospitality include guest reservation systems, guest registration forms, guest history files and mailing lists.

The Act gives customers the right to:

- Be informed of where the data is being processed
- Have a description of all the details being held
- Know why the data is being used
- Know who has access to it

Front of house staff such as receptionists must be aware of their responsibilities under this Act as they are primarily responsible for guests' security and protection of their data, such as bank details.



## LO1 Understand the environment in which the hospitality and catering providers operate

### AC 1.3 working conditions across the hospitality and catering industry

Employers want to employ most workers when they have busy times

#### Busy times of year:

- Christmas
- Tourist season
- School holidays
- Mothers day
- Valentines

#### Time of day:

- Lunchtime
- Afternoon
- Dinner time (breakfast)

#### Days of the week:

- Friday
- Saturday
- Sunday
- Pay day

#### Working hours:



Hospitality and Catering jobs tend to be long hours, early starts for breakfast in a hotel to late nights for dinner in a restaurant. Staff will still get 2 days off a week but it will be quieter days instead of the weekend. Shifts could be 6-3, 11-6, 3-11 or other hours.

Monthly salaried staff may not have set hours eg Head Chef who might work from early morning to late night every day

#### Contracts of employment

##### Full-time staff = over 36hrs a week

- Have permanent jobs and work all year.
- Contract explaining the terms of their employment.
- They may work set shifts or have shifts that change daily/weekly/ monthly.
- They will work a set amount of days over a 7 day week, including weekends.
- Entitled to sick pay and holiday pay
- Entitled to maternity pay



#### Contracts of employment

##### Part-time staff = 4-15hrs a week

- Have permanent jobs and work all year.
- Contract explaining the terms of their employment.
- They may work set shifts or have shifts that change daily/weekly/ monthly.
- They will work mostly at the busiest times of the day/week including weekends.
- Entitled to sick pay and holiday pay (in proportion)
- Entitled to maternity pay



#### Contracts of employment

##### Temporary staff

- Employed for a specific length of time such as the summer tourist season or the month of December.
- Temporary staff have the same rights as permanent staff for the duration of their contract.
- Temporary staff employed for longer than 2 years become permanent by law

##### Casual staff / Agency staff

work for specific functions and can be employed through an agency. They do not have a contract or set hours of work. They are needed at busier times of the year e.g. At Christmas or for weddings, New years eve.

#### Full-time and part-time employees must have



#### Full-time and part-time employees must have

1. a written statement of employment or contract setting out their duties, rights and responsibilities
2. the statutory minimum level of paid holiday 28 days for full time workers
3. a pay slip showing all deductions, eg National Insurance, tax. Earning above £155 a week
4. the statutory minimum length of rest breaks- one 20 min break for 6 hrs worked
5. Statutory Sick Pay (SSP) £103.45 per 26 weeks (some may get full wages for a limited amount of time)
6. Maternity, paternity and adoption pay and leave-90% of earnings for 6 weeks then £139.58 for next 33

#### Pay

Role	Yearly salary/gross
Hotel manager	£40,167
Restaurant manager	£33,000
Head chef	£22,000
Bar manager	£20,100
Bar staff	£18,075
Pastry chef	£20,000
City manager	£19,075
Waiting staff	£17,000
Bar staff	£12,200
Chief to parks	£10,100
Chef de chef	£18,075

**Tips**  
Most establishments divide between the workers, don't count towards minimum wages but you should pay tax on them

- Other remuneration**
- Meals
  - Accommodation
  - Uniform
  - Bonuses

#### Conditions for workers

- Provision of uniform
- Optional overtime
- Working hours
- Staff allowance
- Pension
- Minimum wage
- Training adequate to job
- Equal opportunities - recruit, promote, train
- Health and safety - a right and a responsibility

#### Legislation that protects workers

- Disabled Discrimination Act 1995
- Equal Pay Regulations 1970
- Health and Safety At Work 1974
- National minimum wage
- Working Times Regulations 1998
- Part-time workers Regulations 2000



#### The National Minimum Wage



#### Monthly salaried staff

Work fixed hours or shifts eg: managers, receptionists, housekeepers

#### Hourly paid staff

Hours of work vary day to day, paid for the actual hours they work either at the end of a shift or weekly eg: waiters, kitchen assistants

#### Paid Annual Leave

All workers are entitled to 28 days paid leave annually

- no legal right for employees to be given Bank and Public Holidays. Most hospitality staff would work these days

To calculate holiday entitlement,

Multiply the full-time entitlement (28 days) by the number of days worked and divide by the number of days full-time staff work

Entitlement for 3 days a week:  $28 \times \frac{3}{5} = 16.8$  days



#### Compulsory Rest Breaks

- Adult workers are entitled to 24 hours off in each 7 day period and young workers (15-16) are entitled to 2 days in 7.
- Adult workers are entitled to at least 20 minutes uninterrupted rest if their working day is longer than 6 hours.
- Young workers are entitled to 30 minutes rest if their working day is over 4.5 hours long.

#### Benefits of portion control

- Keeps the food costs down
- Keeps inventories in best proportion and leading to a decrease

- Offer a consistent portion to customers
- Minimise waste eg leftovers
- To make a profit which is constant



### AC 1.4

## Factors that affect the success of Hospitality and catering providers

#### Reasons for failure

1. **A saturated market** – there is a fine line between competition & too many for the number of customers
2. **General business incompetence** – 46% of business fail due to lack of business knowledge
3. **Lack of capital** – not enough money to get through the first few months
4. **Location** – either not enough people walk past (foot-fall) live & work nearby
5. **Quality of life** - most restaurateurs work 60 hours a week – not the glamorous life they thought
6. **Lack of industry experience** – most successful restaurateurs tend to have previous industry experience

#### Factors affecting success

**Trends** healthy food options, pop-up bars, cafes and restaurants, cronut, clean eating, low carb, good fats.

**Political factors** - Increasing regulations – from government due to health issues, Brexit, use of migrant labour, migrants – ethnic foods

**Media** - Strong global brand, Good community reputation – children's charities / Ronald McDonald House, celebrity chefs, celebrity endorsements, Masterchef.

#### Reasons for failure

7. **Failure to create a good enough brand** – They did not incorporate the 12 Ps of restaurant branding / Place, Product, Price, People, Promotion, Promise, Principles, Props, Production, Performance, Positioning and Press)
8. **Name of the restaurant is too long** - A restaurant with a name that is brief, descriptive and attractive is more likely to succeed,
9. **Lack of differentiation** - the brand is not different enough
10. **Poor financial controls** – Main costs – labour and food exceeded 60% of sales

#### Factors affecting success

**Costs** - need to make a profit. Consider cost of everything you buy and selling price.  
**Material** - Anything involved in making product  
**Labour** - Costs of staff  
**Overheads** - Anything not connected with making products

**Economy** - when the economy slows down, business have lower sales as consumers eat out less because they have less disposable income  
**Environment** – 3 R's, packaging, food waste, global warming, carbon footprint, clean eating

#### Factors affecting success

**Technology** - Using technology to improve service, delivery and stock control – touch screen customer ordering, EPOS systems, stock management, apps for delivery services  
**Emerging and innovative cooking techniques** – sous vide, clean eating, steaming, new restaurants,  
**Customer demographics and lifestyle** – delivery services Facebook Twitter  
**Customer service**-customer satisfaction – free WiFi, order online  
**Competition** - Low cost food ( £1 menu, coffee McSDs espresso v Starbucks )

#### What is portion control?

- Portion control is the amount of each menu item that is served to the customer.
- It depends on the type of customer, the type of food served.
- some foods are served in very small portions due to the high cost of the item eg caviar is served by the teaspoon



#### Costing recipes

In order to calculate selling price and profit for dishes you need to calculate the recipe cost

$$\text{Ingredient cost} = \frac{\text{Pack cost}}{\text{Pack weight}} \times \text{weight used}$$

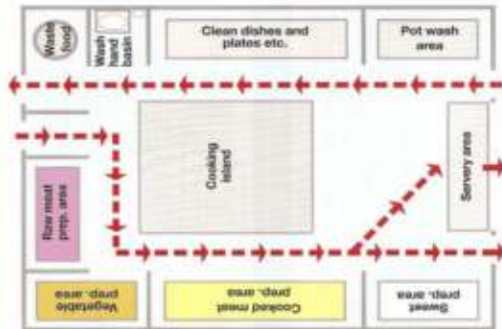
Divide by the number of portions made for the portion cost

$$\text{Selling price} = \frac{\text{Portion cost}}{30} \times 100$$





Workflow in the kitchen should follow a logical process by using different areas so that the clean stages in food production never come into contact with the "dirty" stages.



You need to consider the following key areas in terms of layout...

1. Delivery
2. Storage
3. Food preparation
4. Cooking
5. Holding
6. Food service area
7. Wash up
8. Waste disposal

## DRESS CODE

A chef's uniform is more than a fashion statement. Each component plays a specific role in protecting from potential dangers common in most kitchens

### Chef's uniform

- Chef's jacket
- Chef's pants
- Hat
- Neckerchief
- Apron
- Hand towel
- Slip-resistant shoes

- Some establishments have staff wear the same uniform; this makes them easily identifiable for staff and customers. The uniform may change depending on which area of the establishment they work in.
- Protective clothing as part of a uniform must be paid for by the employer.



## KNIVES

1. Store knives safely so you don't cut yourself accidentally
2. Clean knives after each use. gently scrub the knife, then wash it off with hot water. Dry with a clean cloth
3. Make sure knives are sharp.
4. Use knives for the purpose that they were intended.
5. Cut with a slicing action i.e. forwards and backwards.



## Types of Customer

Leisure	Local residents	Business / corporate
Customers who visit the establishments in their leisure time e.g. a meal with friends, a family day out, tourists.	Customers who live in the local area who visit the establishment often eg regular Sunday lunch, or get together	a.g. business lunches. Use business facilities in establishment for meetings or presentations. Courses and conferences

Leisure customers' requirements	Local customers' requirements	Business customers' requirements
<ul style="list-style-type: none"> <li>• Value for money</li> <li>• Good facilities</li> <li>• Families want child menus, play area, child friendly</li> <li>• Tourists want local food, easy to communicate</li> <li>• Older people may want more formal service</li> <li>• Good customer service</li> <li>• Varied choice of menu</li> <li>• Dietary needs eg allergies, intolerances, vegetarian catered for without having to ask for special foods</li> <li>• Facilities for physically impaired customers</li> </ul>	<ul style="list-style-type: none"> <li>• Value for money</li> <li>• good standard of customer service so they return</li> <li>• Catering for local needs (culture, religion)</li> <li>• Consistent dishes served</li> <li>• Loyalty schemes</li> <li>• Recognised by staff- feel welcome</li> <li>• Menu specials</li> <li>• Theme nights</li> <li>• OAP discount day</li> <li>• Child friendly</li> <li>• Entertainment</li> <li>• Mailing list or email for special offers</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated corporate (business) contact at establishment</li> <li>• Discounted rates</li> <li>• Meeting rooms</li> <li>• Water, juice on tables</li> <li>• Presentation equipment, Tea and coffee for breaks</li> <li>• Lunch or other meals- buffet or restaurant</li> <li>• Accommodation if attendees are from a long distance</li> <li>• Quick service for lunch meetings</li> </ul>

## STOCK CONTROL

2 types of foods when it comes to stock control:

- Perishable food** and products that do not stay fresh for very long
- Fresh fruit, vegetables
  - Dairy products
  - Meat and fish
  - Only buy enough to last a few days because they will not last

**Staple foods** and supplies that are canned, bottled, dried or frozen. These have a longer shelf life and so do not need to be purchased as frequently. Larger amounts can be bought to get cheaper prices and can be stored.

- Condiments,
- Canned vegetables
- Frozen foods including meat, fish and deserts
- Sauces
- Flour, sugar, fat, oil

## DOCUMENTATION

Why must they be completed?

1. Maintaining organisational procedures
2. Safety of staff and customers
3. Legal requirements
4. Complying with food safety legislation
5. Complying with accounting and taxation practices

### Stock control

Monitor stock levels for re ordering  
Decide frequency of stock check  
First in First out for items with a shelf life

### Personnel records

Hours worked  
Personal details  
Wages  
Taxation  
National insurance  
Training  
Accidents  
Staff rotas and timetables

### Health and safety, hygiene

Fire certificate  
Staff training records  
Accident book  
Food hygiene checks  
Cleaning checks  
**Bookings and reservations**  
Electronic booking system  
Electronic reservations system  
Diary with bookings and reservations  
Feedback forms

### Purchasing

Food and drink orders  
Packaging orders  
Equipment  
Tables, chairs etc.  
Cutlery and crockery  
Staff uniforms

### Financial

Income tax  
VAT  
Wages  
Insurance  
Sales and income  
Staff costs  
Heating, lighting

## CUSTOMER REQUIREMENTS

Customer service is what an establishment does in order to meet the **expectations** of their customers and generate customer satisfaction.

- **So customers return.**- People will not return to a place where they were not satisfied with the service. Repeat business means a successful business.
- **Exceeding expectations**-This makes repeat business more likely
- **Growth of the business**- If customers receive a high standard of service and return, they will spend more money and also tell other people about the business.

Customers are influenced by:

- TV
- Magazines
- Health
- Travel abroad
- Technology
- Ratings and reviews
- Amount of money service is

## Remember

1. **FIFO – First In First Out rule.**
2. **Check use by/best before dates and make sure you stick to these. Do not use something if it is past its use by date.**
3. **Keep food that can cause an allergic reaction separate from all other food.**

## Small Equipment – you will need to know what each piece of equipment is used for.



## Large Equipment – you will need to know what each piece of equipment is used for.







To have a successful business, you need to make a **profit!** There are many different costs you need to consider to run a business. These different costs can be split into 3 categories: **Material Costs, Labour Costs and Overheads.**

**Fixed costs** are those that **stay the same**, e.g. rent, insurance, energy, rates

**Variable costs** are those that **can change**, e.g. wages, food costs, drink, tax.

- Fixed Expenses**
- Insurance, Taxes, Rent/Rates
  - Staff wages (also called labour costs)
  - Advertising



**Material Costs**  
Food, drinks, recipe ingredients, printer paper, from decorations e.g. balloons and table covers, party poppers, napkins.



- Room Expenses**
- Newspapers
  - Guest stationary
  - Tea/Coffee
  - Toiletries
  - Flowers
  - Hangers
  - Complimentary sweets
- Linen Expenses**
- Towels
  - Facecloths
  - Dry cleaning
  - Bed linen
- Food Expenses**
- Ingredients
  - Storage equipment
  - Cooking equipment
  - Crockery
  - Cutlery
  - Glasses

- Cleaning Expenses**
- Cleaning cloths/mops
  - Cleaning chemicals
  - Dusters
  - Dustpans
  - Buckets
  - Bin bags
  - Vacuum cleaners
  - Other equipment

- Energy**
- Gas
  - Electricity
  - Water
- Printing Expenses**
- Manuals
  - Guides
  - Maps
  - Signage
  - Desk pads
  - Stationery
  - Envelopes
  - Room cards
  - Admin forms
- Transport Expenses**
- Limousines
  - Town Cars
  - Transport services (mini bus)
  - Petrol/Diesel



**Labour Costs**  
**Staff salaries (wages)** - staff who are regular workers at an establishment or on a permanent or fixed term contract will have a set wage they are paid each month. Examples of this type of staff are: chefs, waiters, managers, receptionists, chamber maids, cleaners, janitors, porters, concierge, sales staff, event planners/managers.



**Labour Costs**  
Establishments may have to hire in staff for one off or specialist jobs such as: builders, plumbers, electricians, painters and decorators, contract caterers, pest control, line cleaners (for the bar).



**Key Words**

**Capital** - wealth in the form of money or other assets owned by a person or business that can be used to buy things necessary for the business to run (be maintained) or grow.

**V.A.T** - or Value Add Tax, is a tax that is charged to all businesses.

**Profit** - amount of money earned after costs have been deducted.

**Overheads** - a cost or an expense, e.g. electricity, gas, water, staff wages, food costs such as ingredients, phone/internet bills, drinks e.g. wine, beer, lager, spirits, tea and coffee.



Food costs are large percentage of costs for most hospitality businesses. When planning menus chefs must **calculate** how much dishes will **cost per portion** to be able to justify keeping it on the menu. Expensive dishes that are not ordered often may lead to **wasted ingredients** that are unused, which result in **less profit**. Chef's must design dishes that generate a profit to stay operational.



To work out the minimum cost per portion for the business to make a profit, businesses use the following formula.

$$\frac{\text{Cost per portion} \times 100}{40}$$

40

The cost is sometimes rounded up or down so the number ends in a 5 or 0 making it easier to calculate a customer's bill and calculate change, e.g. £20.50 instead of £20.47

**Example:** A dish costs £17.56 to make, to calculate the cost per portion you would:

$$£17.56 \times 100 = 1,756$$

$$1,756 / 40 = \text{£}43.90$$

The dish would be advertised on the menu for £43.90



### VAT (or Value Add Tax)

VAT is currently 20%

To work out a price including the standard rate of VAT (20%), multiply the price excluding VAT by 1.2 e.g. £300 x 1.2 = **£360**.

### Try the following calculations:

1. Add VAT to £50
2. Add VAT to £75
3. Add VAT to £6.40
4. If a dish costs £4 to make, how much does it need to be sold for to make profit?
5. If a dish costs £12 to make, how much does it need to be sold for to make profit?
6. If a dish costs £23 to make, how much does it need to be sold for to make profit?
7. If a dish costs £20 on the menu, how much did it cost to make?
8. If a dish costs £30 on the menu, how much did it cost to make?





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XXX Knowledge organiser

