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Cambridge Hospitality

Third Edition

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Cambridge GO content

Available on Cambridge GO:

- electronic version of *Cambridge Hospitality* (Third Edition)
- electronic versions of all activities in this book in Word format

and

Elective pool units

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Unit 4	Produce appetisers and salads	SITHCCC202
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Introduction

Congratulations on choosing *Cambridge Hospitality (Third Edition)*. This edition has been completely updated to meet the requirements of the Tourism, Travel and Hospitality Training Package (SIT12). It also meets the requirements of the 2013 NSW VET Hospitality Curriculum Framework.

To ensure success in VET Hospitality, students must have a full understanding of all units studied. Many texts and study guides only focus on the core units of Hospitality and fail to cover the elective units within the course. *Cambridge Hospitality* focuses on the Commercial Cookery and Food and Beverage streams of the Hospitality Curriculum Framework and covers:

- All mandatory units of competency for the 120- and 240-indicative hours HSC Hospitality courses
- relevant Core Units of Competency required for students to be eligible for the following vocational qualifications:
  - Certificate II in Hospitality (SIT20213)
  - Certificate II in Kitchen Operations (SIT20312)
  - Statement of Attainment towards Certificate III in Commercial Cookery (30813)
  - Statement of Attainment towards Certificate III in Catering Operations (SIT31013
- an extensive range of Elective Pool Units.

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Options within the HSC Hospitality Curriculum Framework

The HSC Hospitality examination – option

The Higher School Certificate (HSC) examination for the 240-indicative hours course is optional, however, many students use it to contribute to their Australian Tertiary Admission Rank (ATAR). In addition to helping students succeed in this examination, the resources, activities and revision questions in *Cambridge Hospitality* assist students to complete all competencies required for success in Kitchen Operations and Cookery or Food and Beverage.

Cambridge Hospitality includes chapters on all compulsory units of competency in Sections I-III of the HSC examination as well as units covering Kitchen Operations and Cookery and Food and Beverage that are examinable in Section IV.

Section	Description	Marks
Section I	Objective response questions	15
Section II	Short-answer questions	35
Section III	One extended-response question of approximately 600 words	15
Section IV	One structured extended-response question (approximately 600 words) related to the stream the student has studied	15

Work placement – mandatory

Participation in work placement is a mandatory HSC requirement within the Curriculum Framework. The skills and knowledge learnt in the workplace enable students to apply skills and knowledge they have learnt in the classroom and progress towards the achievement of industry competencies. Work placements also help students to draw on valuable examples when answering examination questions. Use of relevant examples for the work environment and class learning will allow students to use industry-specific terminology in Sections II and III of the HSC examination and demonstrate the depth of their knowledge and understanding. *Cambridge Hospitality* now incorporate two Holistic units of competence within the student text. These units are designed to accompany students as they complete their work placements and enable they and their supervisors to keep an accurate record of the skills and competencies learnt.



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Using *Cambridge Hospitality* (Third Edition)

The *Cambridge Hospitality* resource package consists of four components:

1 Student book

The Student Book contains all compulsory units of competency as well as key units of competency for the Kitchen Operations and Cookery and Food and Beverage streams.

2 Additional Student Material

The Student website can be accessed through Cambridge GO. It contains an electronic version of the Student Book and all additional elective chapters as well as a range of activity worksheets in electronic format.

3 Teacher Resource Material

Accessed through Cambridge GO, the teacher resource package contains a wide range of material to support students and teachers, including:
- Unit tests for each chapter
- Assessment tasks and practical assessments for many chapters
- Additional activities for Mandatory units of competency, Kitchen operations and cookery stream and Food and beverage stream subjects

4 Additional resources available on Cambridge GO

The Cambridge Hospitality website is a free resource that contains a range of additional activities, weblinks, teaching plans, and curriculum documents to support students and teachers.



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Key features of the Student Book

Chapter openers

Each chapter of *Cambridge Hospitality* begins with a chapter opener that contains:



Subject code

Prerequisite subjects

Indicative HSC hours

Unit overview

Employability skills

Key terms for the unit

Glossary terms

All of the key terms in each chapter (along with many more) are defined for you in the margin, and in the glossary at the end of the book. These definitions are designed to help you learn and revise key terms from the syllabus.

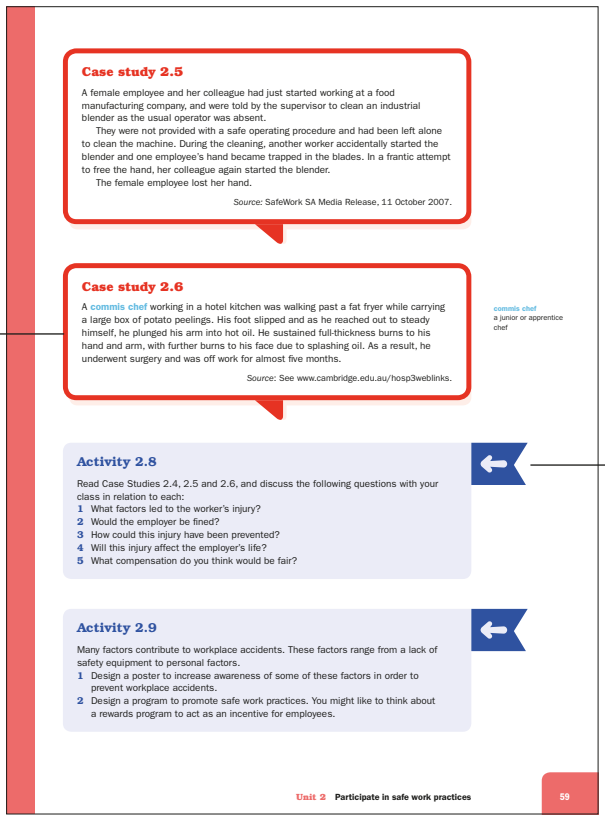


Weblinks

In addition to the activities, there are a number of suggested links to internet resources and activities in each chapter. Kept updated on Cambridge GO, these will help you to extend your knowledge and stay up to date with changes in the hospitality industry.

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Case studies
A number of case studies appear throughout Cambridge Hospitality. Each case study allows you to apply your knowledge of the hospitality industry to real-world situations. Each case study is followed by a range of questions to help you test what you've learnt.



Case study 2.5

A female employee and her colleague had just started working at a food manufacturing company, and were told by the supervisor to clean an industrial blender as the usual operator was absent.

They were not provided with a safe operating procedure and had been left alone to clean the machine. During the cleaning, another worker accidentally started the blender and one employee's hand became trapped in the blades. In a frantic attempt to free the hand, her colleague again started the blender.

The female employee lost her hand.

Source: SafeWork SA Media Release, 11 October 2007.

Case study 2.6

A commis chef working in a hotel kitchen was walking past a fat fryer while carrying a large box of potato peelings. His foot slipped and as he reached out to steady himself, he plunged his arm into hot oil. He sustained full-thickness burns to his hand and arm, with further burns to his face due to splashing oil. As a result, he underwent surgery and was off work for almost five months.

Source: See www.cambridge.edu.au/hosp3weblinks.

commis chef
a junior or apprentice chef

Activity 2.8

Read Case Studies 2.4, 2.5 and 2.6, and discuss the following questions with your class in relation to each:

1. What factors led to the worker's injury?
2. Would the employer be fined?
3. How could this injury have been prevented?
4. Will this injury affect the employer's life?
5. What compensation do you think would be fair?

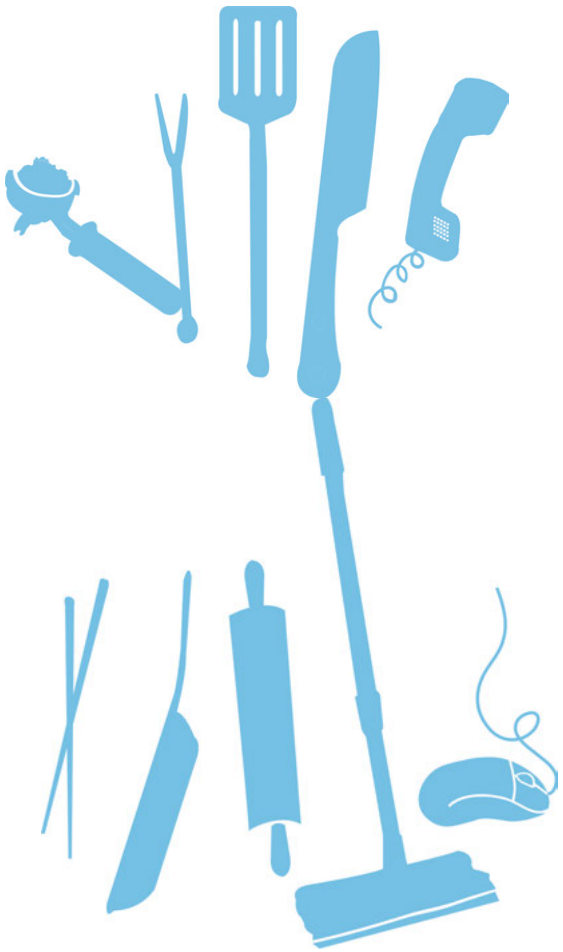
Activity 2.9

Many factors contribute to workplace accidents. These factors range from a lack of safety equipment to personal factors.

1. Design a poster to increase awareness of some of these factors in order to prevent workplace accidents.
2. Design a program to promote safe work practices. You might like to think about a rewards program to act as an incentive for employees.

Unit 2 Participate in safe work practices 59

Activities
Throughout each chapter you will find a number of different activities to help you test your knowledge of key concepts and skills.



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Employability skills

Employability skills	Industry/Enterprise requirements for this qualification include:	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Communication	• listening and understanding • speaking clearly and directly • negotiating responsively • understanding the needs of internal and external customers • establishing and using networks • being assertive • sharing information	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Teamwork	• working across different ages irrespective of gender, race, religion or political persuasion • working as an individual and as a member of a team • knowing how to define a role as part of the team • applying teamwork to a range of situations, e.g. planning and problem solving • identifying the strengths of team members • coaching and mentoring skills, including giving feedback	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Problem solving	• developing creative, innovative and practical solutions • showing independence and initiative in identifying and solving problems • solving problems in teams • applying a range of strategies to problem solving • applying problem solving strategies across a range of areas	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Initiative and enterprise	• adapting to new situations • developing strategic, creative and long term vision • identifying opportunities not obvious to others • translating ideas into action • generating a range of options • initiating innovative solutions	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

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Employability skills	Industry/Enterprise requirements for this qualification include:	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Planning and organising	• managing time and priorities – setting timelines, coordinating tasks for self and with others • being resourceful • taking initiative and making decisions • establishing clear project goals and deliverables • allocating people and other resources to tasks • planning the use of resources, including time management • participating in continuous improvement and planning processes • developing a vision and a proactive plan to accompany it • predicting – weighing up risk, evaluating alternatives and applying evaluation criteria • collecting, analysing and organising information	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Self-management	• having a personal vision and goals • evaluating and monitoring own performance • having knowledge and confidence in own ideas and visions • articulating own ideas and vision • taking repsonsibility	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Learning	• managing own learning • applying learning to technical issues and people issues • having enthusiasm for ongoing learning • being willing to learn in any setting – on and off the job • being open to new ideas and techniques • being prepared to invest time and effort in learning new skills • acknowledging the need to learn in order to accommodate change	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Technology	• having a range of basic IT skills • applying IT as a management tool • using IT to organise data • being willing to learn new IT skills		✔		✔									✔	

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About the authors

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Tracey Holloway (BEd) is the Head Teacher of Home Economics at Singleton High School. She is currently involved in the hospitality field at all levels within regional and state NSW, and is World Skills regional coordinator in Commercial Cookery and Food and Beverage. Tracey was awarded the inaugural Ministers for Education Award for VET in Schools Teacher in 2003. She has won many Education Week Awards and Regional Awards for her work in education, particularly in the field of Hospitality and Aboriginal Education.

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Di Innes (BEd) is the HT Administration at Mount View High School in Cessnock. She has been involved in the hospitality industry for many years and was one of the first teachers to participate in the Teachers in Business Program. She has also been involved in the Worldskills Competition as a writer and judge, and has acted as the convenor of the Food and Beverage Competition at a regional level.

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Katrina Walsh (BEd) is the Head Teacher of TAS and VET Co-ordinator at Lisarow High School. She is an experienced teacher, and has been involved in a range of programs and initiatives. Katrina has marked HSC examinations in Hospitality, Textiles and Design as well as Design and Technology, as a marker and senior marker, since 1997.

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Kelly Evans (BEd) has been the TAS Coordinator at Lumen Christi Catholic College since 2003. She has taught Design and Technology, Food Technology, Textiles and Design and Hospitality for many years, and has also been a member of HSC marking panels. Kelly is passionate about teaching and was nominated for a National Excellence in Teaching Award in 2005.

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Mandatory units of competency

Unit	Unit code	Unit title
1	SITXFSA101	Use hygienic practices for food safety
2	SITXWHS101	Participate in safe work practices
3	BSBWOR203B	Work effectively with others
4	SITHIND201	Source and use information on the hospitality industry



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Mandatory units of competency

Unit 1
Use hygienic practices for food safety

Subject code: SITXFSA101
Replaces and is equivalent to SITXOHS002A Follow workplace hygiene procedures. Updated and re-categorised to Food Safety.

Prerequisite subjects:
There are no prerequisite subjects required to begin this subject.

Indicative HSC hours:
10 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to use personal hygiene practices to prevent contamination of food that might cause food-borne illnesses. It requires the ability to follow pre-determined organisational procedures and to identify and control food hazards.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
contaminant
contamination
cross-contamination
environmental
hygiene
feral animals
food-borne illness
food-handling procedures
food poisoning
hazards
health issues
hygiene hazards
hygienic practices and procedures
personal hygiene
sanitation and cleaning procedures
storage
waste disposal

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1.1 Follow hygiene procedures and identify food hazards

personal hygiene the maintenance of high levels of personal cleanliness and appearance in order to reduce hygiene risks

hygiene a high level of cleanliness

environmental hygiene the cleanliness of the areas around the preparation of food products, in particular the storage room and work surfaces

storage the area or system in which food products or goods are kept in a safe and controlled environment to extend their lifespan or sustain their quality

waste disposal the removal of waste or garbage, following specific guidelines

sanitation and cleaning procedures organised methods of cleaning for the prevention of food contamination and poisoning

cross-contamination the process by which bacteria or other micro-organisms are unintentionally transferred from one substance or object to another, with harmful effects

contaminate to make impure or unfit for consumption by humans or animals by the presence of environmental chemicals, radioactive elements, bacteria or micro-organisms from another source

An understanding of the importance of hygienic work practices is essential within every facet of the hospitality industry. All staff must ensure their procedures are completely safe and hygienic when in the work environment.

Personal hygiene is the first step in the prevention of **hygiene** risks. Personal hygiene is about being clean as a person – you, the employee or employer, paying extra attention to your physical cleanliness and appearance to ensure that no harmful micro-organisms (e.g. bacteria) or objects (e.g. hair) can be transferred from you to your customers.

Before starting work, it is essential to follow some golden rules of cleanliness and personal hygiene. These guidelines are essential to prevent potential hygiene risks, which include poor personal grooming, oral and personal hygiene, and working with open cuts and sores when handling food.

One of the most common risks is not washing hands after eating, smoking, handling garbage or using the toilet.

Environmental hygiene risks come about through poor work practices, inappropriate handling and storage of foods, and inadequate and/or irregular cleaning practices. Unsafe and environmentally unsound garbage storage and inappropriate handling of contaminated kitchen linen can also pose hygiene risks.

Hygiene procedures are essential in kitchen operations and cookery, housekeeping, laundry, and food and beverage service. Procedural guidelines have been set down by relevant government bodies to ensure that an industry-wide benchmark is maintained. Hygiene procedures include regular hand-washing, wearing of appropriate and clean clothing and ensuring that personal hygiene is of a very high standard. These procedures assist with the safe and hygienic handling of food and beverages, and avoid cross-contamination in food-preparation and **storage** areas. Other hospitality tasks, including **waste disposal**, **sanitation and cleaning procedures**, and the safe handling and disposal of linen and laundry, must follow correct procedures. Always use cleaning materials, cloths and equipment to avoid transferring micro-organisms.

Cross-contamination is the term for the transferral of micro-organisms from **contaminated** foods/areas/people to uncontaminated foods/areas/people.



Figure 1.1 Raw meat, poultry and seafood should always be separated from other foods

Cross-contamination can occur from cooked food to uncooked food, from preparation areas to storage areas and from person to person. Food poisoning bacteria exist on raw meat, fish and chicken, eggs and vegetables grown in soil. Generally, raw foods contain more bacteria than cooked foods. Cooked food should not be prepared on the same preparation areas as raw food before they are cleaned and sanitised.

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Cross-contamination can also occur when using the same gloves to load and unload dishwashers, as micro-organisms are transferred from dirty to clean plates.

Safe storage of food and beverages is essential, and specific guidelines are set down for temperature control and storage of all foods in the preparation and storage areas in the hospitality industry. Frozen foods, dry storage and fresh ingredients have their individual requirements.

Safe garbage disposal is also very important for maintaining good hygiene. Garbage-clearing procedures vary in different hospitality areas; however, every sector of the industry must ensure that waste is disposed of thoroughly, and stored away from the premises so that kitchen and food-storage areas do not smell or provide a breeding ground for vermin and flies. Garbage bins should always be washed out and disinfected after being emptied.

Cleaning and sanitising of bins and lids, regular emptying of rubbish and lining bins with plastic liners all help to ensure garbage is managed hygienically. The waste-storage and disposal area is typically separated into cartons, glass and plastic, and non-recyclable sections. This area needs to be cleaned and hosed daily.

It is important when handling linen that dirty and clean products never come into contact with each other. Linen includes bed linen, serviettes, tablecloths and kitchen cloths. Disposable gloves should be used when handling linen, and dirty linen should be placed in separate bags. Each hospitality sector or establishment will have its own specific guidelines to follow.



Figure 1.2 Cleaning and sanitising surfaces removes germs and other contaminants



Figure 1.3 Cross-contamination is the term for the transference of micro-organisms from contaminated foods to prepared foods

Golden rules of personal hygiene

1. Wear a full, clean uniform and ensure that protective clothing is worn when necessary.
2. Keep your hair covered when preparing food. Keep a beard or facial hair neat and trimmed.
3. Do not wear jewellery or watches when handling food (although a plain wedding band can be an exception).
4. Keep your fingernails short and clean, with no visible signs of nail polish.
5. Regularly wash your hands using the correct procedure.

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Wash your hands after cleaning, using the bathroom, smoking or between different jobs



1 Remove all jewellery and rinse hands under hot water (being careful not to burn yourself). Do not use the food-preparation sink to wash hands.



2 Use an anti-bacterial liquid soap from a dispenser. (Do not use cloth towels or cake soap, as these spread bacteria and re-contaminate hands.)



3 Scrub hands and wrists well, making sure all areas are cleaned.



4 Rinse off under hot water.



5 Dry with paper towel or hot-air dryer. **Note:** It takes at least 20 seconds to wash your hands properly – this is about how long it takes to sing 'Happy Birthday to You' twice through!

Figure 1.4 Correct procedure for washing hands



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Correctly following hygiene procedures requires a good understanding of the correct methods of cleaning and sanitising. It is important to provide employees with a regular cleaning routine and make them aware of the standards to which the property needs to be cleaned.

Cleaning involves scraping, rinsing, washing and rinsing again to remove all traces of detergent.

Sanitising involves sterilising an area using antibacterial spray/wipes or sanitising product after cleaning. Sanitisers are available from chemical suppliers. Bleach is the basis of most sanitising products. Heat is also a sanitiser when water or oven temperatures exceed 75°C. In commercial situations, dishwashers are set at specific temperatures to ensure utensils are free from bacteria. The mechanical dishwashing process pre-rinses and washes at between 66°C and 71°C for 60 seconds. Then items are rinsed at 82°C for 10 seconds to complete the process.

It is essential that work guidelines be followed to ensure a high standard of cleanliness at all times. **Food-safety** programs set out specific requirements needed for the most **hygienic practices and procedures**. It is important that staff members are trained to follow workplace procedures and ensure standards are met. These staff training programs also assist with refreshing staff who have been employed for some time, to ensure that the highest standards of hygiene are maintained. Legislation and national food codes endorse these issues and constantly remind staff of their legal requirements.

food safety the resources and methods used to keep food safe for human consumption. This includes handling, preparation and storage of food.

hygienic practices and procedures guidelines and standards for ensuring safe and hygienically prepared food and work areas



Figure 1.5 Safe garbage disposal is also very important in maintaining good hygiene

Activity 1.1

1. What are the differences between cleaning and sanitising? Give a specific example used within the workplace.
2. You have been given the responsibility for training a new staff member on the following procedures. Describe in detail the information given for:
   - garbage removal
   - cleaning the garbage areas in a commercial kitchen
   - sanitising the food-preparation benches
   - handling the linen for washing.

Hygiene legislation and regulations

To ensure safety, stability and continuity within the hospitality and tourism industry, laws and regulations are in place to protect customers, employees and employers.

The *Food Act 2003* (NSW) (as amended) is the primary law governing food for human consumption in New South Wales. Its main aim is to protect the health of the public by preventing the sale of unsafe food. You can download a full copy of the Act from the NSW Food Authority website (go to www.cambridge.edu.au/hosp3weblinks), and it

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should be read in conjunction with the Food Regulation 2010.

The Food Regulation 2010 underpins the Authority's and local councils' food regulatory work, which aims to reduce the incidence of food-borne illness linked to certain food sectors in New South Wales. It is important to the food industry because it sets minimum food-safety requirements for food-industry sectors that have been identified as being at higher risk: meat, dairy, seafood, shellfish, plant products and egg businesses, as well as businesses preparing food for vulnerable persons in New South Wales.

According to hygiene laws and regulations, food handlers are legally obliged to follow and meet their obligations by preparing and providing food safely for all consumers. Another legal obligation for food handlers is the HACCP process (see below).

The Food Safety Standards for Australia are contained in the Australian and New Zealand Food Standards Code. The Food Safety Standards were developed to provide more effective and nationally uniform food safety legislation for Australia and New Zealand.

Important note

The *Food Act 2003* (NSW) requires certain food businesses in the New South Wales hospitality and retail food-service sector to employ at least one trained food safety supervisor (FSS). Impacted businesses that do not have a FSS are risking a fine.

FSS FOOD SAFETY SUPERVISOR

The New South Wales Food Authority's FSS program was established to help reduce food-borne illness in the hospitality and retail food-service sectors in the state by improving food handler skills and knowledge.

A major role of the program is to provide food businesses with high-quality and consistent training by Registered Training Organisations (RTOs) that have been approved by the Authority.

For information on food safety supervisors, go to the NSW Food Authority website (see www.cambridge.edu.au/hosp3weblinks).

Activity 1.2

Research the *Food Act 2003* (NSW) and Food Regulation 2010 (NSW) and write a summary of each in order to demonstrate to a potential employer that you have a full understanding of the importance of both pieces of legislation to the hospitality industry.

For information and specific details on food standards, go to the link at www.cambridge.edu.au/hosp3weblinks.

Food Standards Australia New Zealand (FSANZ) is an independent statutory agency established by the *Food Standards Australia New Zealand Act 1991*. It is an integrated food regulatory system involving the governments of Australia and New Zealand. FSANZ sets food standards for the two countries.

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The aim of FSANZ is a safe food supply and well-informed consumers. FSANZ also develops food standards and joint codes of practice with the industry, covering the content and labelling of foods sold in Australia and New Zealand. All these regulations help consumers feel secure when purchasing goods.

Another important role is that of the environmental health officer, who develops, implements and evaluates environmental health policies, programs and issues, and oversees the implementation and monitoring of environmental health legislation. This role is extremely important for ensuring that the hospitality industry follows all guidelines and legislation set down by different government bodies.

Environmental health officer

The role of the environmental health officer is to assess risks, and to develop, regulate, enforce and monitor laws and regulations governing public health and both the built and natural environment, in order to promote good human health and environmental practices.

Environmental health officers may perform the following tasks:

- investigate complaints about food safety
- make sure that shops, restaurants and food processors follow health regulations
- monitor and control water, air and noise pollution, and collect water samples for analysis
- initiate and conduct environmental health impact or risk assessments
- design and conduct health education programs and/or public information campaigns
- prepare policy documents and guidelines relating to environmental health matters
- investigate and manage public health incidents such as disease outbreaks
- manage programs to control public health and environmental issues associated with major public events
- respond to disasters and emergency situations where public health is at risk
- assess building development applications, and inspect houses and public buildings to make sure that they comply with environmental or health and safety standards
- maintain records, prepare statistics, write reports and give evidence in court cases where health or environmental regulations have been violated.



Figure 1.6 An environmental health officer ensures that the hospitality industry follows all guidelines and legislation set down by government bodies

HACCP

Hazard Analysis Critical Control Points (HACCP) is a process that ensures the risk of contamination is prevented at all critical points in the production of food. HACCP cannot replace hygienic and safe **food-handling procedures**; instead, it is a process by which a team can monitor potential problems and take corrective action before food can pose a health risk to the consumer.

To complete the HACCP process, a HACCP food-safety audit is necessary. This must be conducted by a team of individuals with specific knowledge and expertise appropriate to the product and process. The HACCP team may need assistance from outside experts with knowledge of potential biological, chemical and/or physical **hazards** associated with the product and processes.

food-handling procedures the measures establishments adopt to comply with the *Food Act 2003* (NSW)

hazards potential problems or danger (in the case of food, that may relate to contamination from the growth of micro-organisms and/or contamination from equipment, utensils or food handlers involved in the manufacture of food products)

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A well-constructed and carefully laid-out premises combined with a well-developed HACCP food-safety program is the most efficient way to ensure the safety of food products that are free from contamination.

Activity 1.3

Complete a HACCP plan for the preparation of the following snacks. You may choose to demonstrate this knowledge on a poster, via a flowchart or by using bullet points:

- toasted leg ham and Swiss cheese sandwich
- a pre-prepared roast chicken and mayonnaise sandwich
- a chicken Caesar salad.

Health inspections

To ensure hygiene laws and regulations are enforced, the environmental health officer (food safety officer/inspector) has the authority to inspect food businesses. The officers can be employed by several different agencies, including local councils or the Department of Health, and the Meat Authority (Food Safety NSW). The environmental health officer has the responsibilities and power to:

- enter and inspect any part of the premises of a food business at any time
- open any food packaging for checking
- take samples for testing and further investigation
- provide assistance and advise on all food safety matters
- prevent the sale of contaminated food.

The following steps are required to conduct and produce an appropriate HACCP audit.

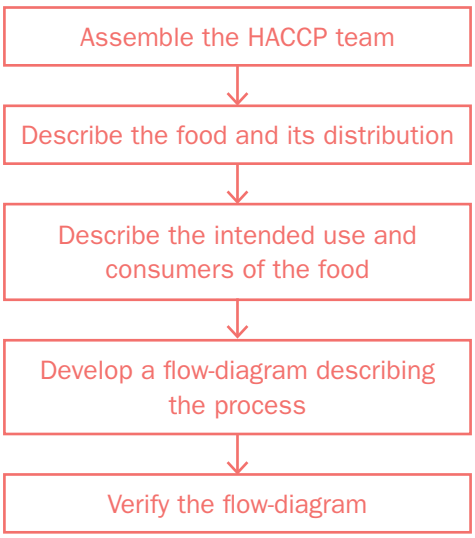


Figure 1.7 Developing a HACCP food-safety audit



Figure 1.8 A food-borne illness occurs when a disease is spread through food

Environmental health officers are authorised to give a notice to clean up to businesses that do not meet the standard. They can also order specific repairs and/or improvements to the premises. If the business does not comply in the specified period, the business can be ordered to close or stop the sale of food.

Hygiene for specific areas

Hygiene procedures are required for all areas of the hospitality industry. These procedures vary according to the tasks required and the business policy standards. Some examples of specific practices for specific areas include:

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- **accommodation** – dirty linen should be removed using gloves; clean and dirty linen should be kept separate
- **kitchen/food preparation areas** – correct hand-washing and food-safety procedures should always be followed
- **food service areas** – gloves should be used for handling food and food preparation
- **storage areas** – cooked and uncooked foods should be stored at the correct temperatures
- **laundry** – dirty linen should be washed using the correct temperature and method
- **public areas** – toilets and restrooms should be kept clean using suitable chemicals and cleaning equipment
- **garbage storage and disposal** – correct handling and hand-washing procedures should be observed when disposing of kitchen and accommodation garbage.

Important points to remember about personal hygiene

- Hands should be washed following correct hand-washing procedures.
- Do not touch your mouth during food preparation, as saliva contains germs.
- Coughing and sneezing spread germs, so always use a handkerchief or tissues and wash hands immediately after sneezing or coughing.
- Shower or bath daily and use deodorant.
- Cover all cuts and sores with a secure waterproof dressing and change it regularly. If wearing dressings on your hands, use disposable gloves.
- Wear a chef's hat or hairnet to prevent hair from falling into food. Wash your hair regularly.
- Advise employers immediately if you have an illness or medical condition that impairs your ability to handle food safely without contaminating others.



Figure 1.9 Coughing and sneezing can spread disease

Activity 1.4

Checklists for employees provide a good method for ensuring staff members fulfil work policy requirements.

Design a personal hygiene checklist for workers that must be adhered to prior to starting work.

Poor organisational and hygiene practices may have lasting effects on the customers, employees and employer. Poor food-handling and cleaning practices may result in contaminated or unsafe food being served to customers. Therefore, practices must be consistent and fulfil current organisational requirements.

It is also important to ensure all staff act within their level of authority to ensure all standards are met. Employees and employers are able to take the initiative, problem-solve and be proactive in decision making to ensure they maintain a consistent approach to their work standards. If problems or issues arise, they should be reported to the relevant person. Knowledge

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hygiene hazards potential problems or dangers that relate to the cleanliness of people and premises. They may include contamination from equipment, utensils or food handlers involved in the manufacture of food products.

food poisoning a general term referring to illness transmitted to people by eating food that is contaminated. The symptoms and health effects of food poisoning can include vomiting, diarrhoea, headaches, stomach cramps and fever. This is a form of spoilage that often cannot be detected by looking at the food.

of monitoring and reporting systems is important for all employees to establish protocol for reporting incidents. These methods may include formal/informal reporting, descriptions of incidents to supervisors through verbal/written reports and registering the report using logs and filing systems.

All incidents should be reported to your immediate supervisor/team leader, manager, trainer and/or the health and safety officer. These staff will ensure your issues are heard and be proactive in devising a plan to fix the problem.

Potential hygiene hazards

Hygiene hazards are preventable when staff are properly trained and use correct work procedures/ guidelines. Some hygiene risks can cause food poisoning and are potentially fatal.

Personal hygiene risks include:

- poor personal grooming and oral hygiene, resulting in bacterial and other food contamination
- open cuts and wounds
- not washing hands after eating, smoking, handling garbage or using the bathroom.

Environmental hygiene risks include:

- poor garbage storage and disposal/ contaminated garbage
- inappropriate and irregular cleaning practices of premises, equipment and utensils
- poor handling and storage of foods
- poor organisational work practices
- vermin infestation and contamination by vermin waste
- airborne dust
- equipment that is dirty/unsanitary or not working correctly, such as fridges and temperature probes
- contaminated food
- linen (e.g. tea-towels and towels) that may be contaminated by human waste, such as blood and body secretions (bio-hazard contamination), or by raw and cooked food
- inappropriate storage of foods, including storage at incorrect temperatures and food left uncovered.

Food poisoning

Food poisoning is a general term to describe the illnesses transmitted to people who have eaten contaminated food.

The cause of food poisoning can be hard to detect because it usually cannot be seen, smelt or tasted (in contrast to food spoilage). Bacteria in food that has been stored or handled incorrectly produce toxins that are resistant to heat and cold.



Figure 1.10 Bacteria and viruses



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There are three types of food poisoning:

- **chemical food poisoning** – caused by the presence of chemicals in food, such as pesticides, insecticides and cleaning agents



Figure 1.11 Poor hygiene can result in food poisoning

- **biological food poisoning** – contracted by eating plants containing natural poisons, including poisonous species of mushrooms. Another form of biological food poisoning is called microbial food poisoning – this is caused by micro-organisms such as viruses, moulds and bacteria. Micro-organisms are small, usually single-celled organisms that cannot be seen by the naked eye. Most micro-organisms cause no harm, but some cause food spoilage (visible contamination). Some micro-organisms cause food poisoning (invisible contamination).



Figure 1.12 Growth of micro-organisms under laboratory conditions

- **physical food poisoning** – caused by harmful substances (such as glass fragments or metal shavings) that are introduced during the preparation process.

Bacteria

Bacteria are living organisms that require certain conditions to grow, including food, water, optimum pH levels, oxygen, correct temperature and time. Bacteria will not grow if one of these conditions is not present. However, bacteria can survive very high temperatures in the form of spores, which can tolerate adverse conditions. At temperatures below 5°C and above 60°C, food poisoning bacteria cannot survive – they will stop growing and die. The higher the temperature, the faster they will die.

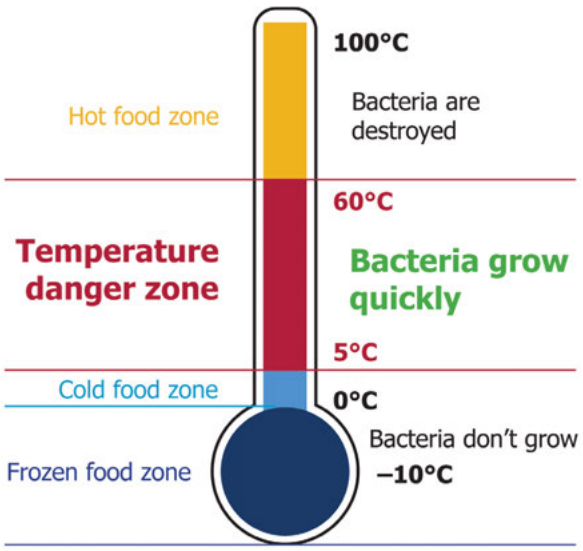


Figure 1.13 The temperature danger zone

People who are more vulnerable to the effects of food spoilage include babies, infants, pregnant women, the elderly, sick people and those with a poorly functioning immune system (e.g. chemotherapy patients).

The following are some common types of bacteria:

- **Staphylococcus aureus** is generally a non-fatal form of bacteria toxin that can be found in food. Illness may develop soon after eating and last up to a couple of days. Symptoms may include nausea, vomiting, abdominal cramps and diarrhoea. Foods affected may include non-acid, moist, high-risk

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foods, which include meat, eggs, dairy products, cream-filled bakery goods, and fish and chicken.

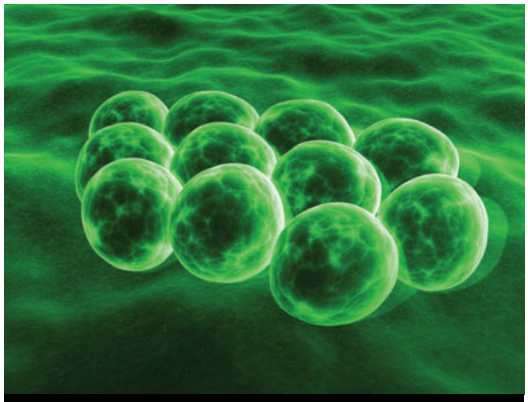


Figure 1.14 Staphylococus aureas under the microscope

contaminant an unwanted substance within another substance, such as hair in one's food

- **Clostridium perfringens** is a bacterial toxin that is distributed widely in the environment. It frequently occurs in the intestines of humans, and many domestic and **feral animals**. The spores are capable of surviving in soil, sediments and areas subject to faecal contamination. The spores are also extremely heat resistant, and have been reported to survive boiling for several hours. They can grow at temperatures ranging from 15°C to 50°C, and in pH values of between 5.0 and 8.0.

feral animals domestic animals that have formed wild populations (e.g. cats)



Figure 1.15 The bacterium clostridium perfingens can survive boiling for several hours

- **Salmonella** is the best-known food poisoning bacteria. It exists in several strains, some more potent than others. Salmonella-affected food causes inflammation of the intestine, resulting in nausea, vomiting, abdominal pain, and sudden and frequent diarrhoea. Foods affected include raw meat (especially poultry), raw milk, eggs or meat and poultry that is not cooked properly.
- **Listeria** is a bacterial **contaminant** of food that is particularly dangerous to pregnant women. Symptoms are flu-like. The foods mainly infected are raw milk, soft cheese and pre-prepared, chilled, ready-to-eat foods such as coleslaw.
- **Clostridium botulism** is a toxin-producing bacterium. Although rarely a cause of food poisoning, it can be fatal. The toxin produced is deadly and works on the central nervous system. It initially causes digestive problems, followed by double vision and constipation, fatigue and headaches, then paralysis, and finally respiratory and heart failure. It is found in low-acid foods in an anaerobic environment, such as processed canned or bottled foods.
- **Campylobacteria** is a bacterial contaminant of food found in soil, insects, animals, dairy products and poultry. Campylobacteria does not usually grow on food, as an initial contamination is enough. Campylobacteria causes symptoms similar to Salmonella, including gastric upset with severe abdominal pains and diarrhoea. It can be found in raw meat, raw poultry, raw milk and cream.
- ***Bacillus cereus*** toxin bacteria are naturally found in soil and can be found in a wide range of foods of both animal and plant origin. The spores can also be found in dry products such as dry soups, spices, dried dairy products, infant formula and seasonings. Fried rice is a common cause of food poisoning due to *Bacillus cereus*. This is because of the long period between boiling the rice and consumption after frying. When a food is heated under normal cooking conditions, the *Bacillus*

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cereus cells normally are destroyed, but some are resistant to cooking temperatures and can remain in the food. It is important to refrigerate food after cooking, as rapid chilling of foods can prevent spores from germinating and growing. Diarrhoea, vomiting and nausea can last up to 24 hours after ingestion of food.

- **Hepatitis A** is a viral contaminant of food. Drinking alcohol or taking drugs can cause hepatitis. It can also be caused by infectious viruses.

  Hepatitis A occurs when the hepatitis A virus is taken in by mouth. The virus then multiplies in the liver and is passed in the faeces. An infected person's hands can become contaminated after using the toilet, and the virus then spreads by direct contact, or by food, beverages and other objects that were handled by the infected person, such as cups and spoons. Symptoms include loss of appetite, nausea and vomiting, pain in the liver (under the right ribcage) and jaundice.
- **Rotavirus** is the main cause of serious gastroenteritis in babies and young children in Australia. The infection can cause severe vomiting and dehydrating diarrhoea that can lead to shock and death. Immunisation reduces the risk of rotavirus infection, and all children should receive the vaccine. If you are not immunised, you could contract rotavirus if your food, water or hands are contaminated with the faeces (poo) of an infected person.

Possible symptoms of food poisoning

Common symptoms of food poisoning include stomach pains and cramps, nausea and vomiting, diarrhoea, gastroenteritis, dehydration, headaches and fever. Less common outcomes include kidney damage, miscarriage, paralysis and even death.

Prevention of food poisoning

It is always better to prevent food poisoning than to cure it. To reduce the possibility of food poisoning, it is important to minimise or remove risks within each individual's area of responsibility, in accordance with the industry's enterprise agreements and legal requirements.



Figure 1.16 Food poisoning can be both unpleasant and dangerous

Businesses must provide training and audit skills to ensure that policies and procedures follow government regulations. Auditing of incidents, with follow-up actions, is necessary to reduce risks. The following personal hygiene standards and practices reduce many risks:

- use of disposable gloves
- covering of cuts and sores with brightly coloured Band-Aids when handling foods
- following good hygiene rules
- washing hands efficiently and at appropriate times.

Appropriate food handling – from storage to preparation and disposal – combined with ensuring that goods are stored correctly will reduce any risks. Meat, poultry and seafood require temperature control from refrigeration to serving – remembering that between 5°C and 60°C is the danger zone. All food handlers must perform specific roles to maintain high standards in reducing risks. These responsibilities include maintenance of kitchen equipment, utensils and food-service items.

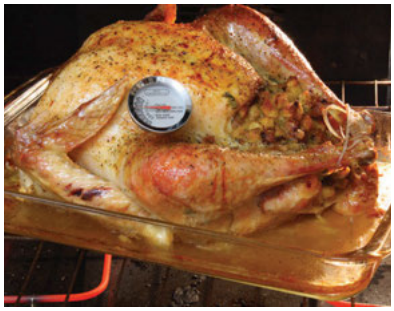
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CHILL: REFRIGERATE FOOD PROMPTLY



CLEAN: WASH HANDS, UTENSILS, AND SURFACES OFTEN



COOK: COOK TO THE RIGHT TEMPERATURE



SEPARATE: DON'T CROSS-CONTAMINATE

Other roles include ensuring cleaning schedules are adhered to and correct storage methods are used for kitchen equipment, utensils and food-service items. All cleaning practices will vary depending upon the area within the industry, from accommodation, food-preparation areas, stores and laundries to public areas. Specific practices for vermin and linen control require staff to be meticulous in their approach to cleanliness. Vermin control includes pest-control procedures to deal with rats, mice, flies and cockroaches. Linen control includes the handling and laundering of dirty and possibly infectious linen.

Immediate reporting of hygiene risks beyond the control of individual staff members is important to maintain a high standard within the industry. The appropriate people to whom to report incidents are area supervisors, the cleaning supervisor and the Work Health and Safety Committee.



Figure 1.17 One way in which bacteria can be transferred

Activity 1.5

Food poisoning is headline news when it happens.
Research:

- two major incidences within Australia
- two major incidences within the rest of the world.

Minimising or eliminating hygiene hazards

There are many risks within hospitality businesses. Many of these are the result of conditions that are beyond our control (e.g. interest rate rises, competitor activities, natural disasters); however, many are not (e.g. workplace hygiene problems, accidents). Risk management is the systematic process of making a realistic evaluation of the true level of risks within the business. Before risks can be managed properly, they need to be identified – you can begin with these questions:

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- What can go wrong? Identify the hazards and assess associated risks.
- What can we do to prevent it? Use appropriate control measures to eliminate or minimise risks.
- What do we do if it happens? Monitor and review the control measures.

Practices and procedures within the workplace are very important to minimise or prevent hygiene hazards and their associated risks. These include the following:

- personal hygiene standards:
  - following good personal hygiene rules
  - use of disposable gloves when handling food
  - washing hands at appropriate times
  - covering cuts, wounds or open sores with coloured Band-Aids
  - implementation of food safety programs such as HACCP
- food-handling practices and schedules:
  - storage
  - preparation
  - disposal.

Safe food-storage procedures and handling of goods are other legal obligations for businesses according to enterprise requirements. Safe storage procedures include:

- storing goods according to the manufacturer's instructions or recommendations on the label
- thermometer checks
- specific requirements for dry and cold storage
- the use of suitable packaging and/or containers
- clear and correct labelling and dating
- regular checking of expiry dates
- stock rotation
- use of safe lifting techniques
- safe use of trolleys.

In addition to safe storage, the use of chemicals and hazardous substances requires special attention to detail. This includes:

- using sealed, labelled containers with direction for use and first aid directions
- never storing chemicals in old food/drink containers



Figure 1.18 Band-Aids prevent hygiene hazards and their associated risks

- always following instructions on containers in accordance with material safety data sheet (MSDS)
- storing substances in a separate, well-lit and ventilated storeroom
- never mixing chemicals
- using appropriate cleaning practices.

It is essential to have knowledge of appropriate cleaning practices for the many different areas within the hospitality industry. These areas, including accommodation environments, food-preparation areas, storage areas, laundry rooms and public areas, are given specific methods of cleaning using appropriate tools and cleaning fluids. All areas have routines and schedules, depending on the individual demands of the business.

Unless these requirements and practices are met, hazards begin to arise. All food handlers must follow cleaning schedules, maintenance of kitchen utensils, equipment and food-service items as well as storage of kitchen utensils, equipment and food-service items.



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Reporting

It is essential in the hospitality industry that hygiene and food safety-related issues are reported correctly.

What to report

- food hazards and associated hygiene risks
- poor hygiene work practices
- unsafe work practices when working with food
- personal health issues
- incidents of food contamination

Types of reports

- formal and informal
- written
- verbal

Reporting to appropriate persons – to your immediate supervisor – is vital.

Activity 1.6

From your work placement observations or visits to a hospitality food and beverage establishment, use your knowledge to design:

- a cool room
- a dry store.

Include labelling of stored goods and appropriate position of storage for food and resources.

1.2 Report any personal health issues

Personal health issues that pose a risk in the workplace

health issues problems that may prevent a person from functioning normally and painlessly

Many personal **health issues** can pose risks within hospitality industry workplaces. An awareness of these issues can assist both employers and employees to prevent or decrease the spread of diseases.

The health risks include the following:

- **Diseases**. A disease is an abnormal condition of an organism, associated with specific symptoms and signs, that impairs bodily functions. Diseases can be food-borne, air-borne or infectious:
  - **food-borne** – a disease caused by consuming contaminated food or drink
  - **air-borne** – spread when droplets of pathogens are expelled into the air due to coughing, sneezing or talking
  - **infectious** – any disease caused by the invasion of a pathogen that subsequently grows and multiplies in the body.

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- **Illnesses**. A general sickness caused by poor health. Common illnesses can be caused by:
  - **influenza** – usually referred to as the flu, influenza is a highly infectious respiratory disease
  - **a number of different viruses** – any of the various simple parasites of plants, animals, and bacteria that often cause disease.
- **Injury**. An injury is any damage or harm done to, or suffered by, a person or thing. Common injuries, and their secondary effects, include:
  - **open cuts/wounds** – a wound in which the injured tissues are exposed to the air
  - **infections** – an invasion of the tissues of the body by disease-producing micro-organisms and the reaction of these tissues to the micro-organisms and/or their toxins.

Indicators of personal health

There are many indicators of personal health issues. These include:

- runny nose
- diarrhoea
- coughing
- sneezing
- fever
- rash.



Figure 1.19 An awareness of personal health issues will prevent the spread of diseases or illnesses among staff and patrons within the workplace



Figure 1.20 Report any health issues where there may be a hygiene risk within the environment where food is being prepared

Avoid hygiene risks

- Report any personal health issues likely to cause a hygiene risk.
- Report incidents of food contamination resulting from personal health issues.
- Cease participation in food-handling activities where a health issue may cause food contamination.

If you have an illness, the following should be adhered to:

- You must not work when you are suffering from illnesses that are likely to be transmitted through food. These include gastroenteritis (often called 'gastro'), hepatitis A and hepatitis B.
- You must advise your supervisor if you are feeling unwell.
- You should not return to work if you are suffering from vomiting or diarrhoea.
- Don't return to work until 48 hours after your symptoms have stopped.
- If you are unsure, you should contact your doctor for advice.

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1.3 Prevent food contamination

It is important to report any health and/or food contamination issues in areas where food is being prepared or served. Staff should not participate in any food-preparation/handling activities if they have any indicators that may risk food contamination.

These requirements for employees relate to personal hygiene, dress and presentation. Extra regulation of dress and hair accessories, jewellery and watches also assists in reducing possible contamination issues among employees. Wearing of clean clothes and policy about personal protective clothing provides all employees with the basic clothing tools to prevent contamination. Washing of uniforms on a regular basis is essential. One way to prevent contamination of uniform cleanliness prior to work is by not wearing the uniform in transit to work – especially for employers and employees working in food and beverage areas.

Following the rules relating to cuts or open wounds is essential in the hospitality industry. Industry standards require the use of regulation waterproof brightly coloured bandages and/or dressings, with blue being the most common colour.

At any stage during a shift, employers and employees may need to locate or use a first-aid kit. It is therefore essential that all staff know the location of the kit and how to use its contents. A good general knowledge of first aid is a great asset at any time, and is another qualification to add to your personal résumé.

Other regulations in the workplace ensure all employees and employers have personal protective equipment (PPE). This must be suited to the task and fit the user well. PPE for employees may include footwear, hair covers, gloves, masks and any protective clothing for the body.



Preventing contamination

Prevention of contamination can be achieved by:

- maintaining clean clothes, wearing required personal protective clothing and only using organisation-approved bandages and dressings
- preventing food contamination from clothing and other items that are worn
- preventing unnecessary direct contact with ready-to-eat food
- avoiding unhygienic personal contact with food or food-contact surfaces
- avoiding unhygienic cleaning practices that may cause food-borne illnesses.

1.4 Prevent cross-contamination by washing hands

Finally, it is not only important to know the proper procedures for washing your hands, but also to know *when* it is important to wash your hands. Washing your hands at the appropriate times will have a direct impact on the risk of cross-contamination.

- Wash your hands immediately before:
  - commencing or recommencing work with food
  - working with food and between handling raw and cooked or ready-to-eat food

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  - handling equipment
  - tasting food for flavour/eating
- Wash your hands immediately after:
  - handling raw food
  - using the toilet
  - smoking
  - coughing, sneezing or blowing the nose
  - eating or drinking
  - touching the hair, scalp or any wound
  - handling rubbish or collecting food in the garden
  - attending to a sick person.

Cold water is better than no water at all for a one-off hand wash, but should not be used for routine hand washing. Soap lathers better with warm water. The active ingredients in soap are released more easily, making them more effective in cleaning your hands of dirt, grease and oils, without stripping away the natural oils in your skin. Using cold or hot water can also damage the skin's natural oils.

At work, it is better to use liquid soap than bar soap. The benefits of liquid soap include:

- hygiene – it is less likely to be contaminated
- using the right amount – liquid soap dispensers do not dispense more than required (more is not better)
- less waste – it is easier to use, with less wastage, as drop-in cassette dispensers use all the soap
- saving of time – liquid soap dispensers are easy and efficient to use.

Disposable commercial liquid soap cassettes are convenient, as you do not have to wash and thoroughly dry the refillable container before refilling. If you want to use refillable containers, they must not be topped up. When they are empty, they must be thoroughly cleaned and dried before they are refilled to avoid contamination.

REMEMBER

Wash and dry your hands carefully.



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Unit summary

At the completion of this unit, you will have discussed, researched and analysed:

- the *Food Act 2003* (NSW) (as amended) and the Food Regulation 2010
- the Food Regulation 2004 (NSW)
- the role of FSANZ
- the role of the environmental health officer
- HACCP
- the identification of hygiene practices for specific areas and tasks
- personal hygiene standards required in the hospitality industry
- the importance of organisation and housekeeping practices in maintaining workplace hygiene
- the consequences of poor hygiene practices
- reporting of hygiene issues and awareness
- safe handling and storage procedures
- identifying and preventing personal hygiene risks
- environmental hygiene risks
- cause of food poisoning
- types of food poisoning
- understanding of risk management
- personal hygiene standards and practices
- food-handling practices and schedules
- correct storage of goods
- cleaning practices
- health issues
- workplace organisation and policies
- awareness of correct hand-washing techniques.



Unit summary questions

1 Why is hand washing so important?
2 Describe in detail what is meant by the phrase ‘high personal hygiene standards’.
3 What is HACCP?
4 Why is it important to have a HACCP system in a hospitality food and beverage establishment?
5 List in order the principles of HACCP.
6 What is the role of an environmental health officer?
7 Define the following terms:
   a contamination
   b food poisoning
   c food hazard
   d cross-contamination
   e food spoilage.
8 Why is it important to store food correctly?
9 The three types of food poisoning are chemical, physical and biological. Explain each type, giving examples of each.
10 Design a hand-washing procedure chart suitable for the workplace. Research style and suitability for the hospitality industry.

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Multiple-choice questions

1 To assist with good hand-washing procedures, you should:
- a use cold water
- b use cake soap
- c use dishwashing liquid
- d use soft soap from a dispenser

2 Good personal hygiene includes:
- a showering daily
- b washing your linen
- c cleaning your work area
- d sanitising the preparation area

3 HACCP stands for:
- a Health Area Care Critical Points
- b Hazard Analysis Critical Control Plants
- c Hazard Analysis Critical Control Points
- d Hazard Analysis Critical Control Portions

4 Before starting work in a food preparation area, you should:
- a have a drink
- b iron your uniform
- c wash your face
- d wash your hands using correct procedures

5 You need to wear a Band-Aid on your hands if you have a cut or sore. The Band-Aid needs to be:
- a new and in good repair
- b a blue colour
- c skin coloured
- d a specific brand

6 When pre-cleaning dishes, the following needs to be completed:
- a sanitise all equipment
- b soak the cutlery
- c air dry the crockery
- d remove all scraps of food and dirt from the surface

7 Automatic dishwashers:
- a use excessive water
- b clean and sanitise utensils automatically
- c use warm water
- d increase staff workload

8 The term 'vermin' in a hospitality establishment refers to the following:
- a cats, rat and dogs
- b kangaroos, possums and cockroaches
- c rats, mice and cockroaches
- d birds, fleas and mice

9 Micro-organisms are:
- a bacteria, moulds and mushrooms
- b bacteria, moulds and viruses
- c moulds, mushrooms and dirt
- d moulds, mushrooms and viruses

10 Cross-contamination is achieved through:
- a safe and hygienic work practices
- b handling of garbage
- c cleaning and sanitising work areas
- d preparing cooked and raw foods together

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Mandatory units of competency

Unit	Unit code	Unit title
1	SITXFSA101	Use hygienic practices for food safety
2	SITXWHS101	Participate in safe work practices
3	BSBWOR203B	Work effectively with others
4	SITHIND201	Source and use information on the hospitality industry



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Mandatory units of competency

Unit 2
Participate in safe work practices

Subject code: SITXWHS101

Prerequisite subjects:
There are no prerequisite subjects required to begin this subject.

Indicative HSC hours:
15 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to incorporate safe work practices into all workplace activities. It requires the ability to follow pre-determined health, safety and security procedures, and to participate in organisational WHS management practices.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
accidents
breaches of health, safety and security consultation
duty of care
emergency situations
employee responsibilities
ergonomics
hazard identification
hazards
health
incidents
manual handling
material safety data sheet (MSDS)
work
work health and safety (WHS)
Occupational Over-use Syndrome (OOS)
participation
personal protective equipment (PPE)
risk assessment
safe work practices and procedures
safety
security
suspicious behaviour
workers' compensation

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2.1 Follow workplace procedures for health, safety and security

Understanding the cost of workplace injury/work health and safety





In New South Wales alone, at least 200 people will die at work in any one year. Almost 60 000 workers are injured or fall sick at work each year, with more than 9000 of these workers being under 25 years of age.
There are many different types of costs associated with these workplace injuries; many of them are not just physical. These costs can be divided into four main areas:

- **Human costs.** One of the most obvious costs of workplace injury is the human cost, or the individuals who suffer physical, psychological or emotional pain as a result of an injury or accident.
- **Social costs.** These include the provision of medical and support facilities, and are also felt by the entire community. Suffering resulting from workplace injury impacts not only on the individual, but also on their family, friends and work colleagues, who may require counselling or have to bear the financial burden left because of the injury, as some injuries may be permanent and life-changing.



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- **Economic costs.** These include costs for medical and rehabilitation consultations required as a result of injury, as well as loss of wages. They may affect the individual and their family, and cause a dramatic change in their lifestyle and living arrangements. Each year, workplace injuries and deaths cost Australians $2 billion. Even if a fatality does not occur, the suffering, pain and financial hardship suffered can last for the rest of one's life.



- **Organisational costs.** Individuals are not the only ones who suffer from workplace injury – businesses suffer too. They have to replace and train new employees, production may cease while the accident is investigated and down-time is increased if equipment has to be repaired or replaced as a result of the accident. The morale of the workplace may decline after an accident, with an impact on productivity. The cost of workers' compensation insurance will increase for the business. All these organisational costs occur when an injury occurs at work.

WHS

WHS is everyone's responsibility in the workplace, and is everyone's business.

Be alert at all times.



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2.2 Key bodies involved in WHS

There are number of key organisations and bodies involved in WHS. The bodies include:

- **WorkCover NSW.** WorkCover promotes safer and healthier workplaces for workers. It enforces the work health and safety legislation through education, inspections and investigations into incidents and complaints. When necessary, it also applies penalties and conducts prosecutions.
- **Safe Work Australia**. The role of Safe Work Australia is to develop national work health and safety (WHS) guidelines and **workers' compensation** policies. Safe Work Australia also carries out research and promotes consistency in legislation developed by different states and territories in Australia.
- **Local councils.** The local government *Work Health and Safety Manual* has been developed to assist councils in New South Wales in the implementation of their statutory obligations under the Act and Regulation.
- **Unions.** Union representatives work with employers and employees to improve workplace safety for all Australian workers and their families. Union legal staff commonly represent employees in workers' compensation claims.



- **Professional associations**. Many different professional organisations exist to support and encourage the development and upholding of high WHS standards in all workplaces.

workers' compensation a government insurance scheme designed to protect employers and employees in the workplace by providing financial compensation for work-related injuries



It is extremely important to act within the level of authority/scope of responsibility in relation to WHS in the workplace. It is essential to ensure each individual takes the initiative, and assists with problem-solving and decision-making.

Wider duties for consultation and greater powers are given under consultation arrangements in the *Work Health and Safety Act 2011* (*WHS Act*).



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Key changes include:

- **health and safety representatives** (HSRs) and deputy HSRs, whose role is focused on resolving specific WHS issues for their work group
- **Health and Safety Committees** – a change in their current role to being a forum for consultation on the management of health and safety across the whole workforce
- consultation, cooperation and coordination **between duty holders**
- consultation involving **multiple-business** work groups
- the role of **WHS entry permit-holders** (union representatives)
- **resolution process** requirements
- **issuing of Provisional Improvement Notices (PINs)** and **directing unsafe work to cease** by trained HSRs
- **ceasing unsafe work** by workers
- **terms of office** and **training** for HSRs, HSC members and WHS entry permit-holders.

The PCBU is required, so far as is reasonably practicable, to consult with workers who work for the business or undertaking, or who are likely to be directly affected by a WHS matter. Workers include contractors, subcontractors, labour hire workers and volunteers.

The *WHS Act* requires that the views of workers, and health and safety representatives, *must* be taken into account when making a decision on a health and safety issue.

The nature of consultation and when consultation is to occur remain the same as previous requirements.

Consultation requires:

- sharing of health and safety information
- providing workers with a reasonable opportunity to:
  - express their views
  - raise WHS issues
  - contribute to the decision-making process
- taking the views of workers into account
- advising workers on the outcome in a timely manner.

An elected HSR of the workers must also be involved in consultation.

Consultation is required when:

- identifying and assessing risks to health and safety
- deciding ways to eliminate or minimise those risks
- deciding on the adequacy of facilities for worker welfare
- proposing changes that may affect the health and safety of workers.

2.3 Participation in the organisation's WHS practices

WHS is everyone's responsibility in the workplace. An understanding of WHS practices is beneficial to customers, employers and employees. Therefore, a good understanding of the roles and responsibilities of the WHS committee in the workplace is very important for all employees.

Participation and consultation are key concepts relating to workplace safety, and employee rights and responsibilities. Through participation and consultation, employers can become more aware of hazards and WHS issues experienced by employees. Employees can also provide suggestions about how to solve health and safety problems. This enables a smooth exchange of opinions between employers and employees so that health and safety issues can be addressed and improved.

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Participation and consultation allow employers and employees to:

- share relevant information about WHS and welfare
- express their opinions and views, and contribute to the resolution of WHS and welfare issues in the workplace.

Sources of internal and external WHS in the workplace

In today's technological society, information is easier to access than ever before. It can be obtained from many sources, such as the internet, industry resource booklets and newsletters to staff/colleagues. This enables employers and employees to have the most up-to-date information in an industry that is always growing and changing.

It is important for all employers and employees to be aware of the following sources of information relating to WHS and the workplace in order to keep the workplace as safe as possible:

- **Workplace/organisation policies and procedures** lay the foundation of a company's culture/environment, and set the rules and guidelines for employees and management. Policies and procedures help organisations operate safely and efficiently. It is important that these policies and procedures be explained to all new staff at an induction meeting. It is also essential to ensure that all established staff members are kept updated when changes occur.
- An **emergency plan** outlines a set of emergency situations along with appropriate responses. It lists and explains specific threats and the responses necessary to ensure all within the workplace are kept safe in any situation.
- **Training manuals and documents** explain all elements of training required for an organisation/business.
- **Operator's manuals** provide all the information needed to operate specific equipment and products. They include instructions for use, set-up, cleaning and general maintenance. They also provide warranty details for products.
- **Work Cover NSW and Australian Safety and Compensation Council (ASCC) publications/safety alerts** provide current information about creating a safe working environment. They contain safety alerts about which staff members need to be aware, and also give legal information about laws and regulations that govern the industry.
- **Safe Work Australia** leads the development of national policy to improve WHS and workers' compensation arrangements across Australia.
- **Legislation/regulations/codes of practice** outline legal requirements that employers and employees need to follow in terms of safe work practices. For example:
  - an **Act** is legislation set down by Parliament. Acts give general regulation-making powers and allow specific regulations to be made under them.
  - a **regulation** is a law, rule or other order prescribed by authority, especially designed to regulate conduct.
  - **codes of practice** are sets of standards designed and enforced by local government agencies for the protection of public safety and health. Codes of practice govern things like the structural safety of buildings (building code), health requirements for plumbing, ventilation, etc. (sanitary and health codes) and the specifications for fire escapes or exits (fire code).

emergency a serious situation or occurrence that happens unexpectedly and demands immediate action (e.g. fires, chemical spills, serious medical problems)



For information on Work Cover NSW and Safe Work Australia, go to: www.cambridge.edu.au/hosp3weblinks.

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- **Manufacturers' specifications** are detailed, exact statements of particulars, especially a statement prescribing materials, dimensions and quality of work for something to be built, installed or manufactured.
- **Local councils** can assist with up-to-date information processes and action required.
- **Unions** provide any information and support to employees and employers.
- **Professional associations** provide information and updates for all employees and employers.

WHS information is readily available through internal and external sources of employment. Both the employer and health and safety representatives (HSR) within the workplace are the immediate source of information; if unsure, they will seek information from support agencies and the unions. The internet also provides immediate information and up-to-date information about the Acts and other legislation.



2.4 Work health and safety legislation

Work Health and Safety Act 2011 (NSW) (as amended)

The *Work Health and Safety Act* 2011 (*WHS Act*) provides a framework to protect the health, safety and welfare of all workers at work. It also protects the health and safety of all other people who might be affected by the work.



All workers are protected by the *WHS Act*. This includes employees, contractors, subcontractors, outworkers, apprentices and trainees, work experience students, volunteers and employers who perform work. The *WHS Act* also provides protection for the general public so that their health and safety are not placed at risk by work activities.

The *WHS Act* places the primary health and safety duty on a PCBU, who must ensure, so far as is reasonably practicable, the health and safety of workers at the workplace.

All duties under the *WHS Act* are qualified by the term 'reasonably practicable'.

The objectives of the Act are as follows:

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Objectives of the *WHS Act 2011*

To provide for a balanced and nationally consistent framework to secure the health and safety of workers and workplaces by:

1 protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work or from specified types of substances or plant, and
2 providing for fair and effective workplace representation, consultation, cooperation and issue resolution in relation to work health and safety, and
3 encouraging unions and employer organisations to take a constructive role in promoting improvements in work health and safety practices, and assisting persons conducting businesses or undertakings and workers to achieve a healthier and safer working environment, and
4 promoting the provision of advice, information, education and training in relation to work health and safety, and
5 securing compliance with this Act through effective and appropriate compliance and enforcement measures, and
6 ensuring appropriate scrutiny and review of actions taken by persons exercising powers and performing functions under this Act, and
7 providing a framework for continuous improvement and progressively higher standards of work health and safety, and
8 maintaining and strengthening the national harmonisation of laws relating to work health and safety and to facilitate a consistent national approach to work health and safety in this jurisdiction.

Source: Available from www.cambridge.edu.au/hosp3weblinks.



Reasonably practicable

Reasonably practicable means that which is, or was at a particular time, reasonably able to be done to ensure health and safety, taking into account and weighing up all relevant matters, including:

- the likelihood of the hazard or the risk concerned occurring
- the degree of harm that might result from the hazard or the risk
- what the person concerned knows, or ought reasonably to know, about the hazard or risk, and ways of eliminating or minimising the risk
- the availability and suitability of ways to eliminate or minimise the risk
- after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk.



The best definition can be found at www.cambridge.edu.au/hosp3weblinks.

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Work Health and Safety Regulation 2011 (NSW) (as amended)

'WHS Regulation' means regulations under the *WHS Act*.

The legislation covers the following matters:

- health and safety duties
- incident notification
- WHS consultation, representation and participation
- issue of provisional improvement notices
- prohibition of discriminatory, coercive or misleading conduct
- workplace entry provisions for OHS purposes
- regulation, compliance, and enforcement provisions
- enforceable undertakings
- legal proceedings.

A code of practice provides practical guidance for people who have WHS duties regarding how to achieve the standards required under the Act, and suggests effective ways to identify and manage risks, including:

- **storage and handling of dangerous goods** and substances
- **manual handling**
- **risk assessment**
- WHS consultation.

storage and handling of dangerous goods provides practical advice and guidance on the safe storage and handling of substances and articles classified as dangerous goods

manual handling any activity that requires the use of physical force or effort to move, lift, push, pull, hold or carry an object

risk assessment an objective evaluation of potential risks

WHS tips

Do:

- consider safety issues when purchasing equipment or chemicals
- plan to do jobs safely and think about the safety of everyday work processes
- discuss safety matters with employees
- train employees in safe procedures
- carry out regular workplace inspections
- act on all reports of hazards and injuries
- follow safety procedures
- wear protective equipment provided – for example, ear muffs, gloves and so on
- report hazards and injuries
- keep work areas clean, and clean up spills
- consider the safety of others.

Don't:

- ignore safety issues until someone gets hurt
- allow faulty equipment to be used
- allow breaches of safety procedures
- ignore hazards
- remove guards from machines
- operate faulty equipment
- work at heights without fall protection (e.g. harness/safety line)
- forget to consider the safety of others
- take short-cuts to get the job done quickly
- block fire exits.

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2.5 WorkCover



In New South Wales, employers and their employees are managed by WorkCover NSW, a legislative body that works in a joint venture with the workplace community to achieve safe and secure workplaces for individuals. It enforces the WHS legislation, injury management, return-to-work and workers' compensation legislation, and manages the workers' compensation system. WorkCover inspectors have the power to visit most work sites. They can do so in response to a WHS complaint. It is an offence to reject this right of entry or to hinder an inspector carrying out an inspection.

WorkCover inspectors also investigate any incidents that cause serious injury or loss of life. The inspectors can take photographs and samples, seize property, examine and copy documentation, carry out interviews, make inquiries and seek the assistance of technical experts and interpreters. They are able to issue improvement notices, which require the establishment to fix the breach of the law. Such improvement notices usually have a set time limit. If no action has been taken by the time of a subsequent inspection, or the initial inspection showed up a breach that has the potential to be a risk, then the inspector can issue a prohibition notice. This directs the person or establishment to stop the activity until the risk has been removed.

labelling of workplace substances provides advice to employers, self-employed persons, suppliers and employees on meeting the labelling requirements.

Codes of practice (WorkCover NSW)

A code of practice provides details on how to achieve the standards required under the WHS legislation by identifying hazards and managing risks.

Under the *WHS Act*, codes of practice are admissible in court proceedings. Courts may regard a code of practice as evidence of what is known about a hazard, risk or control, and rely on it to determine what is reasonably practicable in the circumstances. A person cannot be prosecuted for failing to comply with a code of practice.

A person with duties under the *WHS Act* can comply with their duties by following another method, such as a technical or industry standard, if it provides a standard of WHS equivalent to, or higher than, the code of practice.

An inspector can refer to an approved code of practice when issuing an improvement or prohibition notice, and can offer the person to whom the notice is issued a choice of ways in which to remedy the contravention.

Employers and employees should use the code of practice in conjunction with the Act and regulation to achieve the safest possible working conditions.

The WHS codes of practice available from 1 January 2012 include those dealing with:

- confined spaces
- hazardous manual tasks
- managing WHS risks
- managing the risk of falls at workplaces
- how to manage and control asbestos in the workplace
- how to remove asbestos safely
- **labelling of workplace substances**
- managing noise and preventing hearing loss at work

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- managing the work environment and facilities
- preparation of safety data sheets for hazardous chemicals
- WHS consultation, coordination and cooperation.

For more on WHS codes of practice, go to www.cambridge.edu.au/hosp3weblinks.

2.6 Recognition and use of standard WHS signs and symbols

There are many different types of warning signs used in the hospitality industry. It is important that you are familiar with their appearance and meanings before you enter the workplace. You should also be familiar with the legal requirements employers need to obey regarding correct signage.

Legislative requirements

Employers have responsibility for the day-to-day health, safety and welfare of all employees in and visitors to the workplace. This duty of care forms part of the *WHS Act*, which is the overriding legislation that covers all New South Wales workplaces. It is designed to reduce the number of injuries and illnesses in the workplace.

Safety signs

Safety signs must be clear, consistent and conform to Australian Standard guidelines. Picture signs are preferred; however, written signs are acceptable so long as simple language is used.

Safety signs do not replace or reduce the need for other prevention measures.



Education and training are an essential part of any sign system.

There are four main categories of picture signs. They are distinguished by their colour and the shape of the symbols used (see Table 2.1 on page 36).

Appropriate placement and positioning

Safety signs need to be displayed in appropriate locations so that *all* staff and visitors are made aware of any potential dangers or risks.

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Table 2.1 Safety signs in the workplace

Description	Meaning	Examples
Circle: white background with red borders and cross bar; black symbol	Stop and prohibition signs	
Triangle: yellow background with black border; black symbol	Caution/warning signs	
Rectangle: green background, white symbol	Emergency-related information signs	
Circle: blue background, white symbol	Protective equipment signs	

2.7 Reporting health, safety and security breaches

All accidents that occur in the workplace should be recorded and reported. Employees have a duty to report an accident when it occurs. A written accident report must be submitted to the employer after an accident has occurred. If an accident has not been reported, compensation entitlements may be affected. For the WHS committee to be able to monitor workplace activities effectively, correct monitoring, reporting and record-keeping procedures are vital. This needs to be achieved at all levels within the establishment.

When reporting breaches of health, safety and security, it is important to act within the appropriate level of authority in specific terms to ensure initiative, problem-solving and decision-making all occur in a professional and appropriate manner in relation to the incident that has occurred.

Appropriate person(s) to whom to report health, safety and security issues include:

- supervisor/team leader
- manager
- trainer
- health and safety officer
- work safety representative
- union representative.

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Monitoring and reporting for WHS includes both formal and informal reporting. The reports can be verbal and/or written. Verbal reporting of all incidents should be completed as soon as possible.

The incident should be reported within 24 to 48 hours of it occurring. Note, however, that formal written reporting of an accident is the preferred method, as it leaves a documented 'paper trail' that the accident has occurred, which could be vital in future compensation and prosecution cases.

All workplace accidents, hazards, near-misses, injuries and illnesses must be reported and recorded so follow-up investigations can take place. Written reports, such as registers, logs and files, are necessary to meet legal requirements. In a situation where serious injuries or illnesses occur, an Accident and Incident Report form must be submitted to WorkCover NSW within 48 hours of the incident. Monitoring forms should be held in a secure area where the privacy of the records can be assured, such as in the Human Resources Department. Access to these files must be available when required.

WorkCover accident report and monitoring forms

WorkCover accident report and monitoring forms include:

- Near-Miss Report forms – used to report incidents where no injury or illness occurred
- Incident Register – to be completed when an injury or illness has occurred as a result of an accident
- Maintenance Log – used to record the maintenance of machinery and equipment
- Safety Audit form – used to monitor the effectiveness of policies and procedures in the workplace
- Procedure Compliance form – checklists to reinforce and assist employees to follow WHS procedures in the workplace
- Workplace Inspection form – documentation of workplace inspections that should be carried out at least four times a year
- correspondence forms – documentation recording any concerns needs to be kept and maintained by the WHS committee.



Incident forms

Incident forms should be filled in by the individual staff member involved, immediately following an incident or accident, injury or near-miss. If the person involved is unable to fill in the form, the manager/supervisor must complete it.

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First-aid registers

First-aid registers should indicate all stock that has been used in the first-aid kit. This will assist with reordering stock. The workplace is responsible for funding the purchase of new first-aid kits and the replenishment of existing kits.

WorkCover certificates

WorkCover certificates are forms similar to a medical certificate that set out your capacity to perform your normal duties or other work. The certificate also provides details about the time you are expected to be away from your normal duties, the work-related injury or illness that prevents you from performing your normal work and the treatment your health-care professional is providing or recommending to help you return to work.

Important note

It is important to ensure monitoring and reporting are completed correctly and on time. It is also necessary to ensure that all persons responsible apply workplace policy and protocols and regulatory requirements when recording and reporting in relation to WHS.

The following codes of practice are designed to ensure that all employers and employees are safe in the workplace:

- A **WHS consultation** is a meeting for deliberation, discussion or decision-making with reference to the *WHS Act*. Consultation is designed to protect the health, safety and welfare of everyone in the workplace. The WHS consultation and participation include opportunities for workers to provide input through:
- WHS audit
- formal and informal discussion
- WHS inspection
- meeting
- training – the requirements include election and the formation of a health and safety committee or health and safety representative (HSR), and instruction and training on their roles and responsibilities in the workplace.

The roles and responsibilities of relevant personnel in WHS consultation and participation include the:

- PCBU
- manager/supervisor/team leader
- employer/employee
- union.

When working or filling these positions, it is important to identify and report on:

- WHS issues and concerns – for example, a leaking gas pipe within a restaurant
- workplace hazards – for example, broken steps at the entrance to a restaurant
- unsafe work practices – for example, incorrect storage procedures being followed
- breaches of health, safety and security – for example, staff not meeting PPE requirements.

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Health, safety and security breaches



All employees should be aware of the workplace policy and procedures for reporting **breaches of health, safety and security**. Training should be provided so employees know what to do and understand the procedure for reporting breaches.

Types of health, safety and security breaches include:

- the **presence of strange or suspicious persons on the premises** – these need to be brought to the attention of security and management immediately
- **broken or malfunctioning equipment** – signs must be placed on such equipment, and a qualified technician must be notified to either fix or replace the damaged item. The item should not be used until it is functioning and working again properly, and hence it should be placed in a secure area where staff will not be tempted to use it.
- **damaged property or fittings** – signs must be in place to notify people the fittings are damaged and a qualified tradesperson must be notified to fix or replace the broken items
- **lack of suitable signage** – such as signs indicating entry and exit points from the building
- **signage that is illegible** – all signage needs to be legible and fire standards need to be approved. Signage may also be required in other languages.
- **lack of training on health and safety issues** – risks the lives of employees and guests. An organisation risks not meeting the requirements of the *WHS Act* if employers don't train their employees properly.
- **unsafe work practices** – need to be reported and acted upon immediately. Each employee has a responsibility to engage in safe work practices.



breach of health, safety and security a violation or breaking of codes/rules that cover health, safety and security in the workplace

- **loss of keys** – keys should be stored in a central position that is maintained and secured to avoid any theft. Lost keys must be reported immediately.
- **loss of property, goods and/or materials** – must be reported immediately to the supervisor/manager
- **unauthorised access to confidential files, computer systems and/or documents** – security breaches to confidential files and computer systems need to be reported to managers and IT staff immediately.



Further information on health, safety and security breaches can be found at www.cambridge.edu.au/hosp3weblinks.

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Activity 2.1

WorkCover NSW is a statutory body that works in partnership with the workplace community to achieve safe and secure workplaces within New South Wales.

1 Research Work Cover NSW on the internet (go to www.cambridge.edu.au/hosp3weblinks).

2 Find and describe:
- an Act
- another type of legislation
- a code of practice

that applies to the hospitality industry.

Case study 2.1: Injury prevention and management – Holy Cross Laundry

In July 2010, Workplace Health and Safety Queensland (WHSQ) and WorkCover Queensland introduced the Injury Prevention and Management (IPaM) program, designed to assist businesses to develop better workplace health, safety and injury-management systems.

Holy Cross Laundry (HCL) is a commercial laundry that processes approximately 90 tonnes of soiled linen per week and employs approximately 175 workers, including 38 workers with an intellectual disability.

In recent years, HCL has experienced a high rate of workers' compensation claims. In response, the company has introduced changes to the ways in which workers at all levels communicate about WHS, and changed how they measure their WHS performance.

Communication and consultation

HCL's senior managers recognised the importance of effective consultation and communication about WHS. They implemented a number of initiatives to improve communication at all levels, including:

- regular WHS committee meetings
- frequent toolbox talks
- improved WHS contractor
- management processes
- improved WHS reporting mechanisms.

Measuring WHS performance

Outcome indicators

In the past, HCL measured WHS performance solely by outcome indicators such as injury rates and claims costs. However, outcome indicators do not reflect the causes of injuries, but only the injuries themselves, and often do not reflect the level of risk. Under-reporting of incidents can also occur due to peer pressure to keep these rates low.

Positive performance indicators (PPIs)

Through participating in IPaM, HCL became more aware of the limitations of relying exclusively on outcomes-based reporting, and has expanded its WHS performance measures to include positive and proactive WHS initiatives.

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Positive performance indicators (PPIs) focus on assessing the success of an organisation's WHS performance by monitoring the processes that produce good WHS outcomes. PPIs focus on preventative workplace activities and can be used to help develop improvement strategies.

In consultation with managers and the WHS committee, HCL chose a mix of relevant PPIs and outcome indicators to measure its WHS performance. It now reports monthly on the number of injuries, near-misses and non-injury-related incidents that occur (outcome indicators), as well as the number of risk assessments, 'fix it' forms, toolbox talks and hazard inspection reports completed (PPIs).

One PPI that HCL implemented was a toolbox talk focused on workplace bullying. This session:

- defined workplace bullying and clarified the types of behaviours that constitute workplace bullying
- highlighted the importance of managing bullying proactively
- outlined the systems HCL has in place to manage bullying, the appropriate steps to take and what support is available to workers exposed to bullying.

As a result of the toolbox talk, one team member sought advice and successfully resolved a personal issue. Further feedback on this topic demonstrated that some team members did not realise exactly what could constitute workplace bullying.

Benefits

Monitoring and recording WHS activities and initiatives can enable management and workers to more easily assess the effectiveness of their WHS initiatives. HCL believes that using PPIs as well as outcome indicators to measure WHS performance will assist in raising the profile and promoting the importance of good WHS practices.

As a result of participating in IPaM and implementing other positive WHS initiatives – including employing a consultation occupational therapist – HCL is already seeing improvements in its stay-at-work outcomes. In 2008–09, its stay-at-work rate was 31.82 per cent; this has now improved to 61.54 per cent. The average paid days (claim duration) has also decreased from 53.43 in 2011 to 30.75 in 2012.

Further information

This case study highlights some cost-effective and achievable steps employers can implement to prevent workplace injuries while improving injury management outcomes.

For more information about injury prevention and management, and resources to improve a business's injury-prevention and management systems:

- call the WHS Infoline on 1300 369 915
- call WorkCover Queensland on 1300 362 128
- visit the IPaM's website (go to www.cambridge.edu.au/hosp3weblinks)
- visit WorkCover Queensland's website (go to www.cambridge.edu.au/hosp3weblinks).
- visit the WHSQ website (go to www.cambridge.edu.au/hosp3weblinks), which has information about workplace harassment and bullying
- visit the Safe Work Australia website, which provides guidance on the use of positive performance indicators.

Source: WorkCover Queensland

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2.8 Management practices – employer responsibilities and roles

PCBU Persons Conducting a Business or Undertaking

duty of care a legal and moral responsibility to use reasonable and practical care to control risks and hazards

The *Work Health and Safety Act 2011 (WHS Act)* broadens the scope of the primary **duty of care** to cover new and evolving work arrangements which extend beyond the traditional employer and employee relationship. The duty is to ensure, as reasonably practicable, the health and safety of all workers while at work. This duty requires **PCBU** to eliminate or, if that is not reasonably practicable, to minimise risks to health and safety.

Manager, supervisor or team leader

Managers, supervisors or teams leaders must provide a duty of care for the health, safety and welfare of all relevant personnel and visitors to the workplace. This includes ensuring the safe handling, storage and transport of machinery, equipment and substances; ensuring that all pieces of equipment and machinery are well maintained and conform to safety standards; and providing and maintaining systems of work and work environments that are safe and pose no health risks.

Managers, supervisors or team leaders also need to provide information, instructions, training and supervision, and guarantee the WH&S of employees/self by providing adequate facilities and ensuring work areas are well lit and ventilated. They must consult about WH&S matters to enable the employees to contribute to decisions, providing information, instruction, training and supervision as necessary to ensure the health and safety of workers.

2.9 Management practices – employee responsibilities and roles

Self

Employed individuals also have responsibilities in the workplace. These responsibilities include not interfering with or misusing equipment provided for the health, safety or welfare of persons at work and not obstructing attempts to aid or prevent serious risk to the health and safety of a person at work. A worker must not refuse a reasonable request to assist in giving aid or preventing risks to health and safety. This includes not being permitted to disrupt the workplace by creating false health or safety fears.

Other workers

Managers, supervisors or team leaders are not the only people who have a duty of care; self and other workers must take reasonable care of the health and safety of themselves and others, and cooperate

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with managers, supervisors or team leaders in their efforts to comply with WH&S. It is also vital to ensure the health and safety of visitors or employees not present on the business premises.

Union

Within the workplace union representatives work with all managers, supervisors or team leaders and workers to improve workplace safety for all Australian workers, including by providing representation when required.

2.10 Safe work practices

Safe work practices and procedures are necessary to ensure that the workplace is as safe as possible for employers, employees and customers. Safe work practices are designed to ensure that WHS regulations are adhered to in the workplace.

Safe work practices should be compiled by the employer in consultation with the employees, and may include a range of strategies including the use of **personal protective equipment (PPE)** and safe posture techniques such as sitting, standing, lifting and bending in ways that avoid injuries.

The following are common safe work practices and procedures to which all employers and employees should adhere:

- **WHS induction training**. Initial training for employees and employers is required to inform them of their responsibilities and the requirements of the *WHS Act* within the workplace.
- **Adherence to work instructions, workplace policy and standard operating procedures (SOPs) and safe work procedures and practices.** This ensures safe work procedures and practices for a workplace and individual job roles within the hospitality industry are identified and followed.
- **Selection, use and maintenance of personal protective equipment**. The use of personal protective equipment (PPE) appropriate to the workplace and tasks to be performed is essential in order to keep workers safe.
- **Selection of appropriate tools for the task**. Care needs to be taken when selecting equipment to be used for particular tasks. Both regular maintenance and correct storage are vital. All electrical equipment needs to be tagged for safety and security. When moving heavy loads, correct trolleys and lifting equipment should be used to reduce the risk of injury.





safe work practices and procedures guidelines to help workers perform tasks safely in the workplace

personal protective equipment (PPE) clothing, equipment or substances designed to be worn by someone to protect them from the risk of injury or illness

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Material Safety Data Sheet (MSDS) provides detailed information on a hazardous substance. MSDS are supplied by the manufacturers/ suppliers of the hazardous substance.

ergonomics the way the body interacts with the equipment required for a particular task

Occupational Over-use Syndrome (OOS) a range of conditions such as discomfort or persistent pain in muscles, tendons and other soft tissues, commonly caused by poor work processes and unsuitable working conditions

- **Correct handling, application, labelling and storage of hazardous and non-hazardous materials.** Chemicals should always be stored in areas that are well ventilated and separate from food, beverages and paper, as they all absorb chemicals. Transferring chemicals from one container to another requires care to avoid spillages. Check the **Material Safety Data Sheet (MSDS)** before touching any chemicals, as you may need to use protective gloves and/ or goggles. The SDS also provides information to be used in emergencies, such as what to do if a person is affected by a chemical. Pumps or taps should be used to transfer chemicals from a large container into a small one; no attempt should be made to pour them. Chemicals should never be mixed, as this may cause a reaction such as an explosion. All containers for chemicals require clear labelling, and chemicals should never be stored in drink bottles. Ensure that safety rules and requirements are met with electricity, liquid petroleum gas (LPG) and inert gases.
- Safe posture (sitting, standing, bending and lifting). **Ergonomics** is the relationship between how the body interacts with the equipment required for a particular task. Poor ergonomics can result in injuries such as **Occupational Over-use Syndrome (OOS)**. You can help prevent OOS by taking regular breaks and ensuring that your place of work is ergonomically correct. Ergonomic workstations should be used for all computers and electronic equipment. Computer monitors should be correctly positioned on the desk, tilted to the correct angle. Keyboards should be correctly positioned on the desk. Chairs should be at the correct height, so that the feet touch the floor and the desk has clearance between the thighs and the underside of the table.



Figure 2.1 Correct lifting equipment and trolleys must be used when moving heavy loads

Ergonomics for working at a computer

When sitting/standing at a desk:

- The desk should be at the right height. No slouching over should be required to reach a keyboard. Your back should always be straight.
- Elbows should be at a 90° angle to the desk/keyboard.
- The top of the monitor should be at eye level.

Use these posture reminders to ensure:

- correct placement of equipment
- sitting and standing positions
- task rotation
- use of adjustable furniture.



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Manual handling

Correct manual handling (lifting and transferring) techniques

Manual handling requires that certain things, such as lifting heavy or large objects, often needs two or more people. A trolley or other suitable, well maintained piece of equipment is necessary to move heavy items a large distance.

Good manual handling techniques when working individually, in pairs and with a team include:

- moving, lifting, carrying and placing items down in the correct manner
- working with tools and equipment
- bending and twisting
- mechanical aids/lifting equipment
- undertaking repetitious tasks
- lifting legal weight limits.

manual handling
movement of goods by hand



- **Location and use of safety alarms and emergency exits**. Staff should have ongoing training in the areas of evacuation procedures dealing with emergencies, such as fire, accidents and chemical spillages. The procedures require regular practice, and all staff should be reminded of the location and use of safety alarms, emergency exits, access to first-aid kits and the procedures to follow in the event of an emergency.



Figure 2.2 The location of the workplace security system is important



Figure 2.3 A security sensor

- **Correct use of fire-fighting equipment.** Staff members are required to use the fire-fighting equipment correctly. The most commonly used pieces of equipment within the industry are fire extinguishers and fire blankets.
- **Hazard identification and risk control.** Every workplace should have hazard-identification and risk-control systems to minimise accidents.
- **Effective communication and teamwork.** Effective communication and teamwork within an organisation can go a long way towards minimising accidents.
- **Adherence to work instructions, workplace/organisation policies and procedures.** Adhering to workplace policies and procedures is an essential part of minimising the risk of accidents.

hazard identification
recognising the risk of potential hazards and accidents

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- **Housekeeping/clean-up procedures**, including waste disposal, with proper consideration of WHS and the environment. Areas need to be kept clean and free from waste. Waste also needs to be disposed of with the environment in mind and according to the correct WHS standards.



2.11 Range of hazards

A hazard is anything (including work practices or procedures) that has the potential to affect the health or safety of a person. It is essential to be able to identify potential hazards that may affect you, colleagues, customers and the general public.

Some common workplace hazards include:

- **biological hazards** – infections that are contagious, including those caused by bacteria and viruses
- **human factors (self and others)** – including stress, violence/bullying, fatigue, carelessness, failure to follow procedure, lack of supervision, poor personal hygiene, using incorrect techniques, ignoring safety concerns, taking short-cuts and knowingly using unsafe tools/equipment
- **manual handling** – includes incorrect handling procedures, picking up goods over the weight limit, rushing and not using appropriate transportation equipment when moving goods of certain weights
- **materials** – incorrect use of materials being used for preparation or manufacture of products can cause contamination, damage or loss. This can occur through incorrect storage, preparation or malpractice of materials, including food, goods for service, products used for sale of goods.
- **tools and equipment** – includes incorrect use of tools/utensils/knives and large and small scale equipment within the industry. Safety instructions and procedures need to be followed to prevent injury from incorrect assembly of equipment and use of the tools and equipment.
- **work environment** – involving the area in which you work which may have poor/inadequate lighting, amenities and equipment, poor housekeeping, wet or slippery floors, damaged floor coverings and falling objects. Inappropriate heights of work stations, especially computer workstations, can also be a hazard.
- **work process and practices** – not following work health and safety policies and procedures may be a hazard. This includes the impact on the body, such as noise, heat and cold, vibrations, electricity, lighting, fire, machine guards and inadequate working space. Other problems may arise through stress created by working longer hours, being understaffed and unrealistic performance expectations.
- **working with electricity and gas** – particularly in a kitchen, problems can occur though incorrect use, poor ventilation, use of wet hands when using electricity, and positioning electrical machinery too close to water. When working with gas and electricity follow all safety procedures.

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2.12 Injury statistics for general hospitality

Figure 2.4 (on page 48) shows the most common injuries experienced by workers in the hospitality industry.



For more information about injury statistics in the hospitality industry, go to: www.cambridge.edu.au/hosp3weblinks.

Table 2.2 Injuries in the hospitality workplace

Body part	% of total injuries	Injury type	Injury mechanism	Hazards
Hands and fingers	30	Laceration and open wound	Cutting and chopping fruit and vegetables	Knives/ sharp objects
Back	19	Muscle and tendon sprains and strains	Lifting, carrying, moving cartons, in particular cartons or kegs of beer, boxes of alcohol or water	Manual tasks
Knee	6	Muscle and tendon sprains and strains	Falling or slipping on wet or greasy floors or tripping/ slipping on poor ground surfaces	Slips, trips and falls
Shoulder	6	Muscle and tendon sprains and strains	Falling or slipping on wet floors, or lifting, carrying or moving boxes of alcoholic drinks	Slips, trips and falls
Wrist	6	Fractures	Falling and slipping on wet floors	Slips, trips and falls
Ankle	3	Muscle and tendon sprains and strains	Falling or slipping on wet floors or falling down stairs, in particular while carrying boxes or cartons and tripping on poor ground surfaces	Slips, trips and falls
Foot and toes	3	Muscle and tendon sprains and strains, fractures, contusions, superficial crushing, bruising	Falling kegs of beer or tables, dropping kegs or beer or tables and slipping on stairs	Slips, trips and falls
Forearm	3	Burns	Spilling boiling water or getting splashed with hot oil while cooking	Hot substances

Source: Queensland Employee Injury Database. Data current as at August 2008 and subject to change over time. Based on accepted workers' compensation claims, excluding commuting claims, between 2000–01 and 2006–07, which resulted in a musculoskeletal injury.

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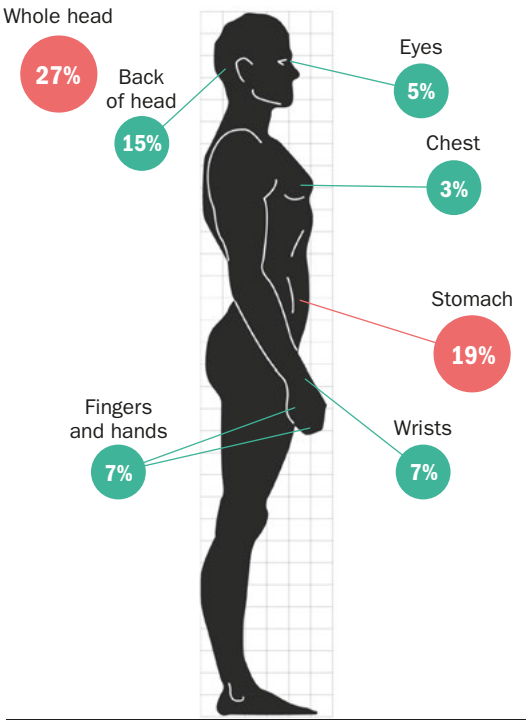
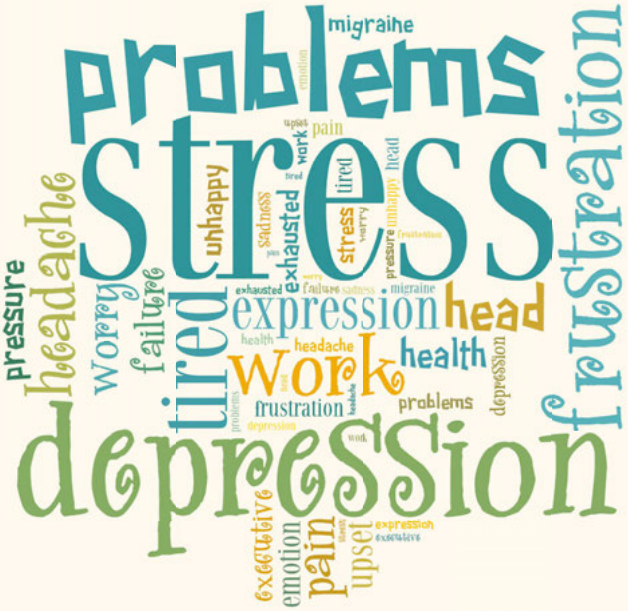


Figure 2.4 Injury statistics in the hospitality industry

Notification needs to take place immediately if a health, safety or security breach has occurred. When reporting a breach, first verbally notify your supervisor or manager. You will then need to submit a report. This should be done at the earliest possible opportunity to allow any follow-up that may be required. Some establishments have suggestion boxes available for employees to notify authorities about possible hazards that they have noticed.

Stress

Stress is a psychological hazard created by working longer hours, being understaffed and unrealistic performance expectations.



Activity 2.2

Consider the range of hazards that you may potentially encounter if working in a café. Create your own checklist to help avoid common workplace hazards.

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2.13 Risk assessment



Risk assessment is recognised as a key business process for planning and decision-making within both the private and public sectors around the world. Risk-assessment techniques include:

- identifying hazards
- assessing associated risks
- using appropriate control measures to eliminate or minimise risks
- monitoring and reviewing the control measures.

HIERARCHY OF CONTROLS

START HERE

1 Elimination	Good housekeeping practices remove hazards from the workplace. Consider the layout of the workplace – do mists or fumes drift into other areas due to the design of the extraction system?
If this is not practicable then	
2 Substitution	Replace a manual process with an automatic process.
If this is not practicable then	
3 Isolation	Install guards on machines where there is risk of a person being trapped in a machine.
If this is not practicable then	
4 Engineering	Redesign the task.
If this is not practicable then	
5 Administration	Implement policies, procedures and training for people to follow when working with a hazard.
If this is not practicable then	
6 Personal protective equipment	Provide people with safety glasses, gloves or footwear when working with a hazard and provide training in the use of these.
Until better methods of appropriate control are available	

Figure 2.5 Hierarchy of risk-control measures

For more on the hierarchy of risk-control measures, go to www.cambridge.edu.au/hosp3weblinks.

How to lift

- Always bend your knees and crouch down, with a straight back, when lifting.
- Balancing with one foot slightly forward, take hold of the object securely, both at the back and the base of the object.
- Straighten back, using thigh muscles, and stand up.



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Activity 2.3

Design a safety poster suitable for one of the following:
- handling of knives
- safe use of gas equipment
- use of a Combi oven.

Use diagrams and pictures to illustrate your poster

Activity 2.4

Use the internet to find out more about the various safety standards and codes of practice in different Australian states and territories:
Links to these websites can be found at www.cambridge.edu.au/hosp3weblinks.
- Australian Safety and Compensation Council
- WorkCover NSW
- WorkSafe Victoria
- SafeWork South Australia
- Queensland Division of Workplace Health and Safety
- Workplace Standards Tasmania
- NT WorkSafe
- ACT WorkCover
- WorkSafe Western Australia
- Comcare.

2.14 Personal protective equipment (PPE)

The *WHS Act* stipulates that employers must provide suitable personal protective equipment (PPE) for all employees, regardless of job roles and responsibilities – for example, gloves, hats and sunscreen. However, it is the employee's responsibility to wear protective clothing properly when it is provided. PPE includes items such as:
- **eye protection** – goggles, glasses, visors
- **hearing protection** – ear muffs, ear plugs
- **respiratory protection** – respirators, face masks, cartridge filters
- **hand protection** – safety gloves, barrier creams
- **foot protection** – safety boots



- **skin protection** – hats, sunscreens, long-sleeved clothes
- **head protection** – hard hats, hair covers, hats and caps
- **body protection** – aprons, safety harnesses.

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The selection of PPE for each employee is necessary to ensure it is correct for the task, serviceable, fits correctly and follows the manufacturer's specifications for use.

If these guidelines are not followed, PPE may not fulfil its role in protecting the wearer. Maintenance and regular checks for damage are important for all PPE, and it is critical to clean and decontaminate the PPE according to the manufacturer's instructions and workplace/organisation policies and procedures. All PPE should be repaired or replaced if worn, malfunctioning or damaged. When PPE is not being worn, it needs to be correctly stored, or disposed of correctly if it is single-use equipment.

Employers are expected to develop a policy and procedure to clearly explain workplace safety requirements relating to

Case study 2.2

A 21-year-old employee had been working for a fast food outlet for about five weeks when she was asked to clean a bacon fryer and steamer unit. The fryer held hot cooking oil and the steamer contained hot water. The employee, through inexperience, mistakenly believed that both sections of the unit contained hot oil.

She endeavoured to locate the oil drum into which, as she knew, the hot oil was to be poured and later disposed of, but found that it was outside the premises with the back door locked. She then asked the cook and restaurant manager how to dispose of the oil in the circumstances and was told to 'put it in the bain-marie' (a metal bucket-type container) located on the floor.

The worker then emptied the hot water from the unit into the bain-marie (under the impression it was hot oil) and then poured the hot oil from the unit into the same container. When the hot oil hit the hot water, it started to explode.

The worker suffered severe burns to her body from the exploding hot oil. She was admitted to hospital, where she received appropriate treatment, and was absent from work for more than four weeks as a result of her injuries.

Source: SafeWork SA

Case study 2.3

An employee of a newsagency needed some brochures that were in a carton on the top shelf of the storeroom. She could not find the ladder and used the lower shelves to climb up.

The shelves did not take her weight and broke. As she fell, she grabbed another shelf to stop herself from falling. Because the shelves were free-standing and not anchored to the floor or fixed to the wall, the movement started the shelves falling and they landed on top of her. A co-worker raced to stop the shelves falling and injured his arm in an effort to save his colleague. The first employee is now a paraplegic, while her co-worker suffered a broken arm.

Source: WorkCover NSW

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the use of PPE, and the action that will be taken for failure to comply with the policy. If the employee refuses to wear or use PPE correctly, then the employer can take action against the employee or move the employee to another area. All this should be documented. Employers and employees can be subject to fines or prosecution for the employee's failure to wear or use PPE properly.

Activity 2.5

Read Case Studies 2.2 and 2.3 on the previous page, and list five reasons how/why the WHS program failed in each instance.

Activity 2.6

There are many procedures that are observed and practised during your compulsory work placement.

Describe in detail the following, and explain how they relate to maintaining security within the workplace.

- security cards (if applicable)
- restricted access
- sign-in/out book
- lock-up procedures
- cash-handling procedures.

2.15 Security/reporting suspicious and unusual behaviour

Potential workplace security breaches are part of the daily security issues for any hospitality workplace.

The following are important issues to report to your supervisor in order to ensure that a major incident does not occur:

- unauthorised access to computer systems
- document access
- equipment loss or theft
- unusual cash movements
- unidentified persons in restricted areas
- emergency situations.
- key access.

Workplace/organisation security policy and procedures apply to the following areas:

- monitoring people:
  - staff
  - customers
  - visitors, sales representatives, contractors and/or vendors
- monitoring premises:
  - general-access areas
  - secure areas
- security of:
  - documents/records
  - cash and non-cash transactions
  - equipment
  - stock/supplies
  - key control system
- recording of stolen items.

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Follow procedures for dealing with breaches in security and emergency situations

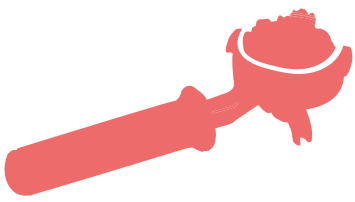
Management and security must be notified immediately in emergency situations. Some organisations may also require a report to be completed. It is important to collate as much information as possible, so that the organisation can put strategies in place to deal with such events in the future. Some of the most common security breaches and emergency situations include the following.

Bomb threats

Bomb threats are usually made over the telephone. All staff should be briefed on the steps to follow in the event of a bomb threat. All information from the conversation should be recorded without interrupting or hanging up on the caller. Try to be sympathetic, and don't abuse the caller. Listen carefully to the voice of the caller: it may be anxious or highly stressed, which is an indication of their state of mind. Avoid saying anything that will make the person feel even more uneasy. Ensure you remain cooperative, and remember as much information about the call as you can.

Irrational/abusive customers

Everyone who deals with the public will sooner or later be faced with a customer who is angry or upset. Good customer service plays an essential role in building a network of loyal customers who will return to the business and recommend it to other people. A good business will try to minimise customer complaints through good customer service. However, establishing compliant-handling procedures can turn dissatisfied customers into loyal clients, and provide feedback that can be used to improve your business.



Accidents/serious injury/illness

Accidents and medical emergencies require you to act calmly and quickly. Examine the extent of the injury and, if an ambulance is needed, call for one immediately. Your organisation's procedure should be followed in this situation, and the medical officer or your supervisor should be contacted immediately. Under WHS legislation, every workplace must have a first-aid box accessible to staff. Emergency telephone numbers should be displayed near every telephone. Staff who are medical officers or trained in first-aid may be able to assist until the ambulance arrives.

Robbery or armed hold up

Cash-handling procedures should be documented to provide guidelines to staff who handle money. In the event of a robbery, it is in your best interest to remain calm and obey the intruder's instructions. It is irresponsible to fight or argue, as you may place yourself and your customers at risk.

Try to remember the appearance of the intruder(s) – their age, height, build, hair and eye colour, what they looked like and what they were wearing.

You can minimise the risk of robberies by never keeping large amounts of cash on the premises and displaying signs that state this. Regularly clear out cash registers and deposit cash in the bank or safe. Vary your routine when travelling to the bank with cash – do not walk to the bank at a regular time or follow the same route. If large amounts of cash are involved, it is safer to employ a security service.

Strange or suspicious persons

Management and security must be notified about any **suspicious behaviour** and unusual occurrences immediately. Strange and suspicious customers can be difficult to handle, and the security procedures of the establishment should be followed.

suspicious behaviour any behaviour that is strange or questionable, including illegal, improper or unreliable actions

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2.16 Fire

All staff should be trained in fire procedures, as fires spread very quickly. Supervisors or managers should be notified as soon as possible. Staff should know at all times where the nearest telephone is and the location of the nearest emergency exit and fire-fighting equipment. All fire-fighting equipment, emergency exits and landings should be kept clear at all times.

Fire doors must be kept closed at all times – that is, never propped open.

All hospitality establishments are required by law to keep all fire exits clear and well signed. Fire extinguishers and fire blankets must be available and in working order. Smoke or fire alarms must be installed.

Use of firefighting equipment

Using a fire blanket

- A fire blanket is ideal for cooking-fat fires, and can be used to wrap around people if their clothes catch on fire.
- Place (rather than throw) the fire blanket over cooking fat fires, keeping hands and face protected behind the blanket.
- Turn off the heat source and leave the blanket over the burnt area for at least 15 minutes or until the heat has dissipated.
- Dial 000 to call the fire service.

Fire blanket regulations

- Your fire blanket should be Australian Standards approved.
- It must measure not less than 1 metre by 1 metre.
- It should be installed in or close to the kitchen.







Figure 2.6 How to use a fire blanket

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Dry chemical powder

- This type of extinguisher is suitable for most household fires.
- The emission from a 1 kilogram dry chemical fire extinguisher will last approximately 10 to 12 seconds.
- This type of extinguisher is effective against small fires.



Fire extinguisher maintenance regulations

- Choose a fire extinguisher approved by Australian Standards.
- Monitor the pressure gauge to ensure correct pressure.
- Shake it occasionally to prevent the powder from settling.
- Have it serviced every six months and pressure tested every five years by a qualified person.
- Refill your extinguisher, as soon as possible, after it has been used.

Use a fire extinguisher ONLY if:

- you know that the extinguisher is suitable for use on the flammable materials involved in the fire
- you have considered whether electricity is possibly involved and, if so, know that the available extinguishing agent is non-conducting
- you can extinguish the fire quickly
- you are not putting your life at risk by staying in the vicinity of the fire, and
- all other persons have been evacuated from the area.

Remember: Aim at the base of the fire, not at the flames!!!!

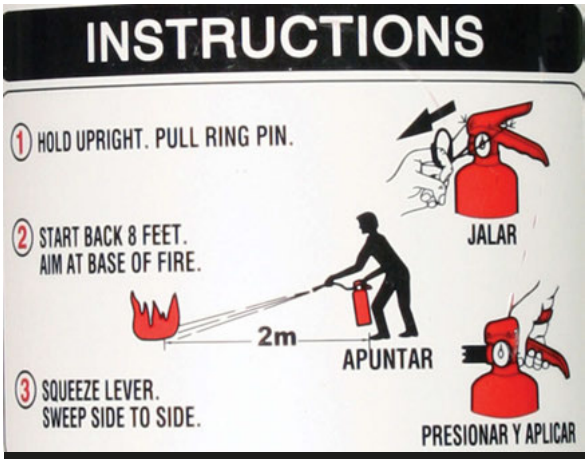


Figure 2.7 Operating a fire extinguisher

Extinguisher		Type of fire				
Colour	Type	Solids (wood, paper, cloth, etc.)	Flammable liquids	Flammable gasses	Electrical equipment	Cooking oils and fats
	Water	✓ Yes	✗ No	✗ No	✗ No	✗ No
	Foam	✓ Yes	✓ Yes	✗ No	✗ No	✓ Yes
	Dry powder	✓ Yes	✓ Yes	✓ Yes	✓ Yes	✗ No
	Carbon Dioxide (CO_2)	✗ No	✓ Yes	✗ No	✓ Yes	✓ Yes

Figure 2.8 Fire extinguisher chart

Even as a guest in an establishment such as a hotel, you should always read the evacuation procedures (usually on the back of the door) and take note of emergency exits and plan your route of escape should it be required.

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2.17 Natural disasters and their consequences

Flooding

Flood procedures need to be in place and staff/customers should follow a similar evacuation policy to that for fires.

Earthquakes

Earthquakes need to be included in any emergency plan. People should gather in the safest, strongest part of the establishment for their protection during an earthquake.

Power failure

Power failure may occur at any time, and a store of emergency lights and generators should be kept for this purpose. Most kitchens use predominantly gas appliances, so should be able to continue cooking meals during power failures.

Activity 2.7

Design a step-by-step procedure that can be followed for the following emergency situations:

- bomb threat
- robbery
- irrational armed hold-up customer
- fire
- power failure.

Key staff in emergencies

Staff members to be aware of in emergency situations:

- first-aid officers – to provide first-aid to injured people
- safety officers – have the role of ensuring the safety of all people in the establishment
- security officers – secure the establishment against theft or harm to staff and customers
- emergency services – including police, ambulance and SES volunteers who assist in emergencies
- WorkCover officers – manage safety in the workplace, injury management and workers' compensation.

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2.18 Incidents, accidents and injuries

There are many potential accidents and injuries that can occur in the workplace. Some of the most common include:

- allergic reactions
- dislocations and fractures
- puncture wounds and cuts
- sprains and strains
- burns
- poisoning
- shock.

Causes of common workplace injuries

Workplace injuries are usually the result of **accidents** or **incidents**. Listed below are some common causes of workplace injuries:

- **Lack of proper protection and safety equipment.** Employees should wear suitable protection and safety equipment for the type of work they are doing.
- **Slips, trips and falls.** All staff need to be informed and aware of areas that have an increased risk of slips, trips and falls, such as wet kitchen floors during cleaning.
- **Poor housekeeping.** Heavy items should be stored on lower shelves while lighter items can be stored higher up. All shelves should be within comfortable reach. Alternatively, safe ladders or steps should be available and used. Chemicals should never be stored near food, beverages or paper products, and never in beverage containers.
- **Poor maintenance procedures.** Employees should never use faulty equipment. Qualified service people should always do any repairs to faulty or broken equipment. Safety guards that are broken or missing should be replaced immediately and before the equipment is used.
- **Inadequate lighting.** Injuries caused by poor lighting include falls, trips and eye strain.
- **Spills.** Spills should be cleaned up immediately. Safety equipment, such as gloves, masks and goggles (if necessary), should be used when cleaning chemical spills. Safety signs, such as a 'wet floor' sign, should be placed near the spill to warn customers.
- **Obstructions.** Blocked doorways and passages may cause falls or delays in an emergency evacuation. All stores and equipment should be kept in their allocated area. Vacuum cleaners, tools and cords in doorways and corridors are trip hazards and should be avoided. Fire exits should never be blocked in case of an emergency.
- **Faulty or incorrect equipment and machinery.** Faulty items should be reported immediately to the supervisor or manager, and a written report lodged.
- **Poor ergonomics.** These can cause neck and back injuries, and contribute to OOS.
- **Inadequate instruction, training and supervision.** All staff are required to be trained in safe practices and equipment usage. Staff should receive instruction on how to do a task correctly to reduce risk of injury.
- **Personal factors.** Triggers for accidents can include stress, inappropriate behaviour, working long hours, rushing to complete tasks, inexperience, sickness, anxiety, anger, carelessness or deliberate negligence.
- **Medical conditions.** Some medical conditions, including epilepsy, diabetes and asthma, should be disclosed to the relevant people in the organisation so that the correct treatment can be given if there is a medical emergency.
- **Unrealistic timeframes.** These can cause stress. Rushing to complete tasks or working long hours to complete work are common causes of accidents.

accidents unexpected or unintended events that occur without deliberate cause

incidents events that cause, or have the potential to cause, injury or illness and/or damage to equipment. Incidents range from near-miss incidents to serious incidents and emergencies.

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- **Negligence.** Ignoring procedures and safety warnings in the workplace can result in serious accidents for employees and legal prosecution for employers if correct standards are not in place.
- **Fatigue.** Fatigue can be a major contributing factor to workplace accidents. Laws governing the safe number of hours to be worked exist for all industries and must be adhered to.



Important

You need to have knowledge of a manageable first-aid situation and an emergency situation. If in doubt, ring 000 (or, from a mobile, the number is 112).

Case Study 2.4: $5-an-hour job left Rick disfigured

Rick (not his real name) was a month short of his 13th birthday when he finally persuaded his reluctant parents to let him find a part-time job.

They flatly rejected his first idea of a morning newspaper round. Riding his bicycle around the pre-dawn streets was simply too dangerous. Finally his mother saw a scrawled note pinned up at the butcher shop in a nearby market saying: 'Clean-up boys wanted'.

Still worried about potential risks and not sure whether their son was old enough, his father went along with Rick to see the butcher. Yes, Rick was old enough to work, the butcher assured them. His job would be to wash meat trays and sweep out the shop; he would not be allowed near knives or machinery.

So in February 1996, Rick started working three afternoons a week after school and on Saturday mornings for $5 an hour and began saving for the surfboard he dreamed of owning. His mother drove him to and from the shop in Melbourne's south-eastern suburbs. But the butcher who employed him sold the shop and, without Rick's parents knowing, the new owner had the boy doing other tasks, including cleaning the shop's mincer. A few months later, the regular mincing machine with safety guards was swapped for an old, rusty model without guards. On 29 June 1996, Rick and another 14-year-old part-timer were left unsupervised in the shop's back room to flush out the mincer.

'We had been taught to turn it on and pour a bucket of hot water into it while it was running to clean it,' recalled Rick. Somehow his right hand got caught in the mincer. It pulled him in up to the elbow before the other boy could turn off the power.

The injuries were horrific: Rick lost the four fingers on his right hand and his forearm was mangled. The mincer was partly dismantled but part of it was still attached to his arm as he was carried to the ambulance.

Ten hours of delicate microsurgery saved Rick's thumb and part of his hand. In a six-hour follow-up operation, muscle and skin grafts were used to rebuild his forearm. Rick had 10 operations in his first four weeks in hospital and has endured another four since.

In June 1998, the company operating the butcher shop was fined $20 000 in Dandenong Magistrates Court for breaches of WHS laws. The magistrate said the company had obtained a clear financial benefit by employing children.

Rick decided to tell his story as a warning to employers and other children: 'I wouldn't want anyone to go through what I've been through.'

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Case study 2.5

A female employee and her colleague had just started working at a food manufacturing company, and were told by the supervisor to clean an industrial blender as the usual operator was absent.

They were not provided with a safe operating procedure and had been left alone to clean the machine. During the cleaning, another worker accidentally started the blender and one employee's hand became trapped in the blades. In a frantic attempt to free the hand, her colleague again started the blender.

The female employee lost her hand.

Source: SafeWork SA Media Release, 11 October 2007.

Case study 2.6

A **commis chef** working in a hotel kitchen was walking past a fat fryer while carrying a large box of potato peelings. His foot slipped and as he reached out to steady himself, he plunged his arm into hot oil. He sustained full-thickness burns to his hand and arm, with further burns to his face due to splashing oil. As a result, he underwent surgery and was off work for almost five months.

commis chef
a junior or apprentice chef

Activity 2.8

Read Case Studies 2.4, 2.5 and 2.6, and discuss the following questions with your class in relation to each:

1. What factors led to the worker's injury?
2. Would the employer be fined?
3. How could this injury have been prevented?
4. Will this injury affect the employer's life?
5. What compensation do you think would be fair?

Activity 2.9

Many factors contribute to workplace accidents. These factors range from a lack of safety equipment to personal factors.

1. Design a poster to increase awareness of some of these factors in order to prevent workplace accidents.
2. Design a program to promote safe work practices. You might like to think about a rewards program to act as an incentive for employees.

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Prevention of common workplace accidents and injuries

An accident is something that was not intended. At work, there is a duty of care that makes everyone responsible for helping to prevent accidents. Employees must pay attention to possible hazards and work with management to remove risks. Everyone is responsible for the consequences of actions taken. Employees can be fined under the *WHS Act* if they cause a major accident by being careless or not following employer instructions about how to use equipment safely. Employees can also be fined if their carelessness results in another person being injured or killed. Some examples of workplace injuries are burns, scalds, cuts, abrasions, falls, electric shock, chemical burns or inhalation, injuries caused by accidents with machinery, strains, sprains and OOS. Regular breaks from repetitive tasks are important for the prevention of OOS.



Tips for preventing common workplace accidents and injuries

The following are essential tips for preventing workplace accidents and injuries:

- Follow safety procedures accurately.
- Be aware of correct posture and manual handling techniques.
- Take adequate rest breaks.
- Use PPE at all times.
- Be aware of the correct use of chemicals and dangerous substances/equipment.
- Understand and practise stress-management techniques.
- Use of tools, machinery and equipment safely.
- Have good knowledge of procedures to deal with emergencies, fire and accidents.
- Follow all risk-management procedures.

How to react to accidents or injuries in the workplace

Following the correct procedures in the event of an emergency is extremely important. First, it is important to notify the appropriate authorities (Emergency Services and WorkCover NSW) as soon as possible.

It is also important to inform customers, colleagues and supervisors of any danger. Evacuating and securing the building as soon as possible are essential in order to reduce the risks to others within the premises.

Reporting and recording of all events accurately is vital.

Following emergency procedures properly enables all involved to achieve the best possible results and minimise harm to everyone.

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Essential information regarding an accident or injury

Emergency services numbers to call in Australia are:

- 000 – from landline number
- 112 – from mobile phones.

The following information is required by emergency services attending an accident or emergency:

- location
- nearest cross-street
- nature of the incident
- number of casualties
- nature of injuries
- contact name and phone number.

Activity 2.10

Choose a specific business in the hospitality industry – for example, a hotel, restaurant or bar – and use the internet to investigate the role and responsibilities of the following personnel in the monitoring of workplace safety:

- first-aid officers
- safety officers
- security officers
- emergency services
- WorkCover representatives.

2.19 Key bodies involved in WHS

A number of key organisations are involved in WHS. They include the following:

- **WorkCover NSW.** WorkCover promotes safer and healthier workplaces. It enforces the OHS legislation through education, inspections and investigations into incidents and complaints. When necessary, it applies penalties and carries out prosecutions.
- **Safe Work Australia.** Safe Work Australia works to coordinate and develop national policy and strategies; assist with the implementation of model work health and safety legislation and reform the legislative framework; undertake research and collect, analyse and report data.
- **Local councils.** The local government *WHS Manual* has been developed to assist councils in New South Wales in the implementation of their statutory obligations under the *WHS Act.*
- **Unions.** Within the workplace, union representatives work with all managers, supervisors, team leaders or workers to improve workplace safety for all Australian workers. Unions assist with representing all workers when required for workers compensation and legal advice.
- **Professional associations.** Many different professional organisations exist to support and encourage high WHS standards in all workplaces.

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Unit summary

At the completion of this unit, you will have discussed, researched and analysed:

- the costs of workplace injury
- WHS legislation
- the code of practice for WorkCover NSW
- employer and employee responsibilities
- safe work practices and procedures
- recognition and use of WHS signs
- personal protective equipment (PPE)
- health, safety and security breaches
- types of breaches that require attention/ reporting
- causes and prevention of common workplace injuries
- strategies for dealing with suspicious behaviour or unusual occurrences
- methods of maintaining security in the workplace
- types of emergency situations
- procedures for dealing with emergency situations
- organisations' WHS management practices
- understanding of WHS roles and functions
- identification of possible hazards
- risk management.



Unit summary questions

1 'WHS is everyone's business.' What does this mean?
2 Define the term 'ergonomic'. To what does it refer in the hospitality industry?
3 To what do the following abbreviations refer?
   a OOS
   b MSDS
4 How is WHS implemented into the workplace?
5 To what does the phrase 'safe work practices and procedures' refer?
6 Describe the correct manual handling procedure in detail.
7 Define the following terms in a hospitality context:
   a accident
   b suspicious customer
   c bomb threat.
8 How would a fat/oil fire be managed in a commercial kitchen?
9 Why is PPE important in the workplace?
10 What are the differences between a hazard and a risk?

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Multiple-choice questions

1 What costs are incurred when someone is injuries within the workplace?
- a supervisor/team leader/manager
- b manager/trainer/friend
- c trainer/coach/parents
- d cleaner/health and safety officer/ manager

2 WHS means
- a Work Hygiene Systems
- b Work Health Stations
- c Work Health Safety
- d White Hygiene Signs

3 WHS requires consultation when:
- a identifying and assessing risks to health and safety
- b deciding ways to eliminate or minimise those risks
- c deciding on the adequacy of facilities for worker welfare
- d all of the above

4 A code of practice provides practical guidance for people who have WHS duties. This includes:
- a safe goods and substances
- b manual handling
- c roster management
- d consultation on menus

5 WHS tips for safe work areas includes
- a ignore safety issues until someone gets hurt
- b allow faulty equipment to be used
- c allow breaches of safety procedures
- d discuss safety matters with employees

6 The WHS codes of practice available from 1 January 2012 include information on:
- a hazardous manual tasks
- b labelling of workplace hazardous chemicals
- c managing noise and preventing hearing loss at work
- d all of the above

7 Appropriate person(s) to whom to report health, safety and security issues include:
- a supervisor/team leader/manager
- b manager/trainer/friend
- c trainer/coach/parents
- d cleaner/health and safety officer/ manager

8 An accident and Incident Report form must be submitted to Work Cover NSW within:
- a 12 hours of the incident
- b 48 hours of the incident
- c 72 hours of the incident
- d 96 hours of the incident

9 WHS consultation and participation includes opportunities for workers to provide input into WHS consultation and participation processes through:
- a WHS audit/formal and informal discussion/informal discussions
- b emails/formal and informal discussion/ meetings
- c formal and informal discussion/WHS inspection/training
- d WHS inspection/telephone conversation/informal discussions

10 Good manual handling techniques when working individually, in pairs and with a team include:
- a moving, lifting, carrying and placing items down in correct manner
- b working with tools and equipment/ lifting legal weight limits
- c bending and twisting/undertaking repetitious tasks
- d all of the above

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Mandatory units of competency

Unit	Unit code	Unit title
1	SITXFSA101	Use hygienic practices for food safety
2	SITXWHS101	Participate in safe work practices
3	BSBWOR203B	Work effectively with others
4	SITHIND201	Source and use information on the hospitality industry



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Mandatory units of competency

Unit 3
Work effectively with others

Subject code: BSBWOR203B

Prerequisite subjects:
There are no prerequisite subjects required to begin this unit.

Indicative HSC hours:
15 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to work in a group environment, promoting team commitment and cooperation, supporting team members and dealing effectively with issues, problems and conflict.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
feedback
organisational policies
work procedures
teams
anti-discrimination legislation
codes of practice
privacy laws
work, health and safety legislation
environmentally sustainable work practices
cultural diversity
trade unions

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3.1 Working with others

The importance of developing collegial work relationships

communicate
exchange information between individuals

In the tourism and hospitality industries, your ability to **communicate** well will directly affect your success in the workplace. Whether you are seating guests in the restaurant, talking with kitchen staff or diffusing conflict with a customer, your performance will often depend on how well you communicate. Effective workplace communication comes naturally only to a few lucky people – most of us need to learn and practise these skills all the time.

Communication in the workplace with colleagues and customers

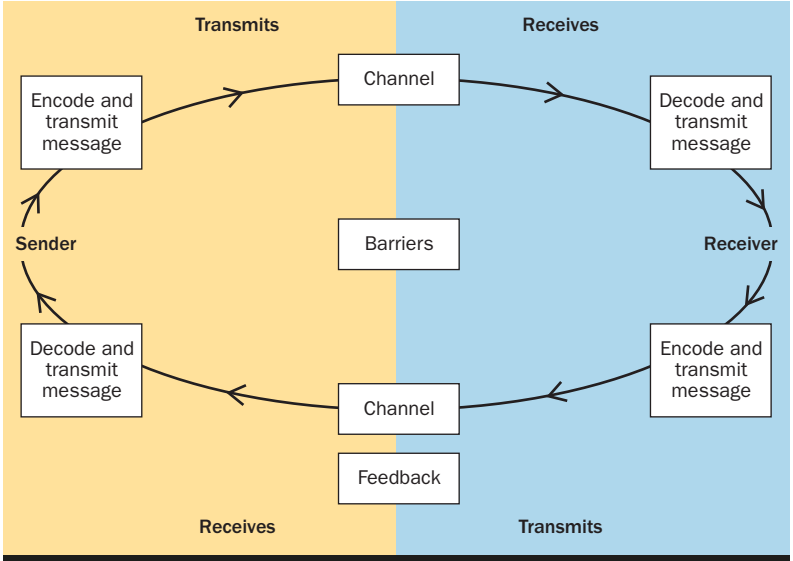


Figure 3.1 Two-way communication model

Communication is a process that involves trying to establish 'commonness' with one or more people – sharing understandings, meanings, ideas and feelings.

Communication is of vital importance in the hospitality industry. It exists in several different forms and takes place between different types of people. The communication process/cycle is made up of four main parts:

- **sender** – the person giving the message
- **receiver** – the person receiving the message
- **message** – the information that needs to be conveyed
- **feedback** – ensuring the message gets to the receiver in the form intended.

Examples of types of workplace communication

Verbal communication

Verbal communication is also known as oral communication or talking. In the hospitality industry, you will have the opportunity to speak to many different types of people. When we speak, three elements of communication are involved:

- **verbal element** – what we actually say: the message and the words
- **vocal element** – how we say it: tone and pitch
- **visual element** – what the receiver sees: posture, facial expressions and gestures.

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If these elements do not convey the same message at the same time, the message will not be clear, and communication will not be effective.

Effective verbal communication includes:

- using appropriate language
- using a clear voice
- ensuring speech is at an audible volume
- having a courteous tone
- using active listening skills, which is actually listening to what is being said
- using appropriate questioning techniques.

Workplace situations where you need to communicate well with others include:

- job interviews
- meetings
- greeting guests
- giving instructions
- using the telephone
- conversations with colleagues.

Non-verbal communication

The actions of a person will either reinforce their verbal messages or, if there appears to be a **conflict**, may provide an indication of their real state of mind. For example, a guest may say that he is happy with what you are doing for him, but he is frowning and his **body language** is negative. If you practise the skill of observing and analysing basic non-verbal communication, you will better understand what your customer is really saying. Elements of non-verbal communication to be aware of include:

- body language
- interpreting gestures and sub-text
- standards of dress
- use of personal space.

Non-verbal communication is a complex area that requires time and experience to master. Understanding its complexities can give you an advantage in the hospitality industry by enhancing communication with colleagues and customers.

Written communication

In the hospitality industry, you will often have to communicate with colleagues and guests using written communication. Some examples of written communication are:

- telephone messages
- emails and faxes
- orders
- guest requests
- restaurant and accommodation reservations.



conflict disagreement, argument or discord

body language non-verbal expression through gestures

It is important in your written communication that the message is:

- clear and concise
- legible
- complete and accurate
- courteous and culturally sensitive
- appropriate in terms of formality and language.

Effective verbal, non-verbal and written communication

Effective communication is necessary in order to work with colleagues and customers. Communication skills can be improved with attention to small details. To help improve your listening skills, ensure you employ the following strategies:

- Actively listen and really take in what the person is saying. Also look at their mannerisms, gestures and body language to understand what is being said and the manner in which it is being said.

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- Remove barriers that will prevent listening from occurring, such as noise, distractions, preconceived ideas and stereotyping.
- Maintain your objectivity and avoid getting involved emotionally.

Effective questioning and listening techniques

The importance of communication cannot be underestimated. Regardless of the method you choose to use, all forms of communication should be:

- clear
- concise
- purposeful
- correct
- courteous
- culturally sensitive.



Barriers to effective communication

Barriers to effective communication can retard or distort the message and intention of the message being conveyed, which may result in failure of the communication process or an effect that is undesirable.

Any factor that prevents us from sending or receiving a message is known as a barrier to communication. It is important that we are aware of these barriers and try to overcome them. Barriers to effective communication include:

- **bias and stereotyping** – having prejudice and preconceived ideas or judging a person based on the way they look, speak, act, their age or their gender
- **lack of empathy** – inability to show compassion
- **negative sub-text** – where something is implied or suggested without the speaker coming out and saying it
- **gender issues** – failing to treat the genders equally
- **individual differences** – not recognising that all people are different and need to be treated as such
- **inconsistency** – not treating everyone the same, or where the same product or service is not delivered to the same standard every time
- **emotions** – letting personal emotions play a role in how we act – emotions should not interfere with your work ethic, so keep any personal issues to yourself
- **physical barriers** – such as loud music and noise can prevent the message from being received and understood.
- **inattention** – not showing consideration or awareness of details
- **pressure of time** – the demand to perform or get a task done, leading to not communicating effectively. Use methods of delegation to complete all jobs within the given timeframe. When this does not occur, frustration and inconsistencies in service are likely to occur.

Remain neutral and give everyone the same level of service regardless of whether or not you share their attitudes.

stereotyping making an assumption about an individual based on their cultural, ethnic, social or religious background

empathy the ability to understand the problems of the person to whom you are talking

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The range of communication methods/ equipment used in the hospitality industry

It is important that the most cost-effective methods of communication are chosen for any organisation. Remember that there is no 'right' method of communication. Different methods are required for different purposes and tasks.

Modern communication can involve face-to-face conversations or an inter-departmental memo or email; information is transmitted from a manager to a subordinate or vice versa. It is important in all forms of the communication process that feedback is supplied between management and employees. Employees inform managers that they have understood the task at hand, while managers provide employees with comments on and directions for employees' work.



The number of communication channels available to a manager today has increased significantly: video conferencing, mobile technology, electronic bulletin boards, email and personal SMS text messages are just some of the possibilities.

As organisations grow in size, managers cannot rely on face-to-face communication alone to get their message across. One challenge faced by managers today is to determine what type of communication channel should be used in order to carry out effective communication. In order to make a manager's task easier, communication channels are grouped into three main groups: formal, informal and unofficial.

Formal communication channels

A formal communication channel transmits information such as the goals, policies and procedures of an organisation. Messages in this type of communication channel follow a chain of command. This means information flows from a manager to their subordinates, and they in turn pass on the information to the next level of staff.

An example of a formal communication channel is the company's newsletter, which gives employees as well as clients a clear idea of a company's goals and vision. It also includes the transfer of information with regard to memoranda, reports, directions and scheduled meetings in the chain of command.

A business plan, customer satisfaction survey, annual reports, employees' manual and review meetings are all formal communication channels.

Informal communication channels

Within a formal working environment, there always exists an informal communication network. While this type of communication channel may disrupt the chain of command, a good manager needs to find the fine balance between the formal and informal communication channels.

An example of an informal communication channel is lunchtime at the organisation's cafeteria/canteen. Here, in a relaxed atmosphere, discussions among employees are encouraged. An example of an informal communication channel is managers walking around, adopting a hands-on approach to handling employee queries.

Quality circles, teamwork and different training programs are outside of the chain of command, so fall under the category of informal communication channels.

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Unofficial communication channels

Good managers will recognise that sometimes the communication that takes place within an organisation is interpersonal. While minutes of a meeting may be a topic of discussion among employees, sports, politics and TV shows also share the floor.

The unofficial communication channel is the organisation's 'grapevine'. It is through the grapevine that rumours circulate. Furthermore, those engaging in 'grapevine' discussions often form groups, which translate into friendships outside of the organisation. While the grapevine may have positive implications, more often than not information circulating on the grapevine is exaggerated and may cause unnecessary alarm to employees. A good manager should be privy to information circulating via this unofficial communication channel, and should take positive measures to prevent the flow of false information.

An example of an unofficial communication channel is social gatherings among employees.

Emails are the most common way of communicating for most hospitality businesses. This means of communication is ideal for sending wide-reaching, content-rich messages to your databases. This



method is ideal for a marketing campaign, a sales message, an update or a newsletter. If you rely on emails and memos to conduct your business, it is very important to portray a professional image. Avoid abbreviations unless they are used commonly in the industry, and always use spell check and read over your email before you send it to make sure it is clear and concise. Emails should be brief and to the point.

SMS messages are short, targeted messages that enable the business to reach a large audience.

Workplace protocols when working with others

Having written protocols in place can serve a number of purposes, such as:

- gaining a greater understanding and appreciation of the other people's roles
- clarifying roles and boundaries in working requirements
- maintaining consistency of work when there is staff turnover
- having an agreed process for resolving differences.

While the process of establishing a written protocol requires a fair amount of commitment and time to organise, the overall outcome will save countless hours of staff negotiations in the future.



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Having written protocols will also greatly assist new staff to familiarise themselves with workplace agreements and subsequent procedures.

Misunderstanding regarding roles

Potential conflict may arise from a misunderstanding of roles between two colleagues, resulting in confusion and the task not being done. For example, a housekeeping attendant may think that it is not their job to remove the rubbish from a guest room, while their supervisor has the expectation that this task will be done by the room attendant. Conflict could arise over this misunderstanding because the room is not cleaned to the standard the customer would normally expect. When roles are clearly discussed and defined, potential conflict will not occur. Prejudice and intolerance can lead to potential conflict with customers and colleagues if each has preconceived ideas about the other. For example, a front office receptionist may display prejudice and intolerance towards a hotel guest with tattoos.

In a restaurant that is very busy and noisy, a waiter may not be able to easily hear and understand a customer's order, and may write it down incorrectly. This may



lead to potential conflict, as the customer may receive a wrong order. Similarly, conflict may arise between the chef and waiter, as the chef has to remake the customer's order.

Workplace protocols in relation to others

It is essential that written workplace protocols are in place when working with other employees. These expectations need to be written in clear and precise language so all involved can clearly understand their intent.

Teams and teamwork

A team is a group of people who work together to achieve a common goal. The success of a team depends on the way members of the group interact with each other and how they communicate. **Teamwork** is working as a group to achieve the common goal or task.

In the hospitality industry, effective teamwork is needed from all people. A good team:

- has a shared vision – it knows what it wants to achieve
- puts the desired team outcome first, with individual interests taking a secondary place
- is clear about targets and priorities, and agrees these together
- can make decisions
- has members with different strengths, who can make different contributions
- includes all members, everybody counts and efforts are made to ensure that nobody feels left out or undervalued
- demonstrates good time management
- has active listening and excellent communication
- exhibits open negotiation and flexibility
- has low levels of stress and conflict.

Good team members:

- respect the time of all members
- are punctual for meetings
- turn up
- complete their own targets to deadline so that other people are not kept waiting

teamwork working together as a group, where the strengths of each individual are put to best use

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- respect the opinions of others in the team
- take turns
- share responsibilities
- keep each other informed about developments.

time management
planning, efficiency and prioritisation, so that the most important jobs are done at the right time

The characteristics of a successful team include:

- good time management
- active participation by all members
- active listening and excellent communication
- open negation and flexibility
- low levels of stress and conflict
- the ability to make decisions
- support for each other and the team's goals.

The benefits of teamwork for the hospitality workplace

Teamwork means cooperation, and if there is cooperation between the manager and the subordinates, then this proves that interaction exists within the work group. Interaction is the key to encouraging teamwork.

- **Every member should feel they are important.** In order for the team members to work well within a workplace, every contribution they make should be appreciated and treasured. If the team members have given the privilege of sharing their thoughts and suggestions, they will be inspired to higher quality work.
- **Be a good example or role model.** A great leader should set a good example for their subordinates, and this will enhance cooperation within the team.
- **Be friendly to colleagues.** Make friends and let your co-workers feel that you are an ideal companion with whom to work.
- **Promote camaraderie among team members.** If there is solidarity in the team, it will be easy to implement new policies and to request team members' support for the new plans. Team-building and other group activities will help to increase interaction and cooperation in the work group.

Once these important viewpoints exist within a workplace, maintaining teamwork in hospitality is not a big deal any more.



Figure 3.2 Teamwork is important

Examples of teams or work groups in a hospitality workplace and their area(s) of responsibility and duties

The team structure in the tourism and hospitality industry is based on the various departments. Each department has its own teams, which are meant to assist in meeting the departmental goals.

Teamwork also helps to foster good working relationships among staff, as they seek to work collaboratively to get a job done. This increases job satisfaction as the whole team is able to celebrate when a task is finished. For example, in a kitchen team, all areas of the food production team work together to ensure meals are prepared and served together with a high standard of quality. Therefore, no one chef prepares the entire meal; rather, everyone works together to achieve the end result.

Supporting others to achieve team/work group goals and tasks

When teams of people with complementary skills mutually cooperate to accomplish goals, the employees complete work faster than otherwise would be possible. Using teams, multiple people can work simultaneously to complete individual tasks, which reduces the time required to complete specific activities and increases the speed at which primary objectives are accomplished.

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Individual team members serve as a resource for other employees in a team environment; therefore, questions may be answered more quickly and tasks more rapidly understood. In addition, the group may avoid certain mistakes, which improves the efficiency and reputation of the team. As employees become more knowledgeable, their confidence and attitude improve, as does their job satisfaction. The employees also may come to focus less on the negatives of work and more on work outcomes.

Delivering quality work outcomes through teamwork and work groups

The hospitality and tourism industries need an efficient and motivated staff to deliver a high-quality service to their customers, as well as having the ability to work as a team. This is because the two sectors deal with giving people service and the people given service need to be retained to return and to become loyal customers. If customers aren't treated in a welcoming way, they won't come back, and if they don't come back, the business will decline as it depends on the daily arrival of customers.

Departments depend on each other and excellent communication to make things happen. For instance, the receptionist needs to know the status of the rooms – which are ready to be occupied and which are not. This information is available from the housekeepers. Working as a team in updating one another on what is going on is very important for effective performance.

The receptionists are the people the guests meet first. If they are not welcoming,



not qualified or unable to provide quality service, it will be detrimental to the business. For example, if a receptionist is checking her personal phone messages while a guest is standing waiting to be served, the customer will be disappointed and might not visit the establishment again.

The first moment of contact between customers and the establishment is the moment when customers can either be disappointed by the staff failing to meet their expectation or satisfied because their expectations have been met.

The food served in the restaurant can be delicious and of outstanding quality, but if the waiter serves it with a negative attitude, lacks friendliness and is not welcoming, the customer will define the service as poor and will not be satisfied.

3.2 Hospitality workers

Personal attributes and work ethics valued by the hospitality industry

Hospitality is a 'people' industry, so excellent interpersonal skills need to be developed, which takes practice, time and effort. Good interpersonal skills are needed in every sector of the hospitality industry.

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The following personal attributes and work ethics are important:

- excellent attendance and punctuality
- appropriate ethical and responsible behaviour
- honesty and loyalty
- the ability to take direction
- being able to accept constructive criticism
- attention to detail/work performance
- appropriate dress and personal presentation standards
- a positive attitude (showing enthusiasm and being willing to learn, courteous, polite and helpful)
- awareness of confidentiality issues
- self-confidence
- a willingness to seek self-improvement
- flexibility
- safe work practices
- integrity/work ethics/ethical behaviour
- consistency of service
- a willingness to work days, nights, weekends and holidays
- effective communication skills
- the capacity to work well as part of a team.

Interpersonal skills for working in a hospitality workplace

body language non-verbal expression through gestures



Interpersonal skills are the skills that help us to communicate with other people. They include:

- positive **body language**, which includes things such as not crossing arms when being spoken to and appropriate listening skills
- a high standard of presentation (dress, poise, deportment and personal grooming)
- being polite, cooperative and courteous
- effective teamwork and being able to get on with co-workers
- effective social interaction, which means being able to communicate and interpret what those around you are saying and how they are feeling.

Importance of personal presentation and standards of personal hygiene

Personal hygiene is very important in hospitality management because in this career you deal with people. It is standard etiquette to make yourself clean and presentable to the people with whom you work. It is a courtesy to be clean and to conduct yourself in such a way that you will gain respect from the people with and for whom you work.

Personal hygiene involves practices of cleanliness performed by an individual to care for their bodily health and well-being. They include bathing regularly, washing hair, wearing underwear, wearing clean clothing, brushing one's teeth, cutting fingernails, wearing deodorants or perfume and shaving (for males), and washing hands regularly – especially before handling food.

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All workplaces should have procedures for personal hygiene that will cover areas such as regular hand-washing, suitable clothing that is required to be worn, hair management (for example, covered or tied back) and the wearing of personal protective equipment and clothing (PPE).

Presentation standards for the hospitality workplace

The appearance of employees reflects the image of the company, and has a significant impact on the way in which the company is viewed by customers, other employees and the general public. The employer should aim to provide its employees with comfortable and professional uniforms that project a good image and comply with WHS guidelines.

Restaurant staff

Some establishments have a formal uniform that employees must wear, while in others it is more informal. Clothing that is worn to work must be clean, comfortable and protect the person. When you look at someone in a restaurant, it should be clear that the person works for the restaurant, and a uniform will confirm this.

Restaurant staff uniforms give customers a feeling of confidence that they are being attended by genuine employees. They also allow the different positions and responsibilities in the restaurant to be indicated by the outfits worn.

The generally accepted standard of dress for working in a restaurant is long black pants or skirt, white long-sleeved shirt, black shoes, socks or stockings. However, a number of establishments require employees to wear a uniform that is provided for them. It is important for employers to have an established uniform policy for employees in order to avoid misinterpretation of the requirements.



Kitchen staff

The classic professional cook's uniform consists of a cook's white hat, a white necktie, an optional nametag, a long-sleeved, double-cuffed, double-breasted white jacket, white or black buttons, a dishcloth, a white knee-length apron, check trousers or slacks, and sturdy slip-resistant shoes.

The chef's hat identifies the level of training a person has in the kitchen. People working in a kitchen without wearing a cook's hat show a lack of professionalism and training. Traditional cook's/chef's hats are tall and indicate that the wearer is fully trained, while white or black caps are worn at school or college – usually indicating that training is not complete – or by cooks working in a kitchen. Genuine qualified chefs wear a traditional chef's hat when in front of the public.



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The necktie is a large, triangular, light cloth that is folded and worn around the neck as one would knot a normal tie. The necktie was originally worn to absorb perspiration and guard the neck from draughts in hot underground kitchens. Modern air-conditioned kitchens mean the necktie is now out of date; however, it is still worn by professional cooks as a symbol and out of respect for the trade. The necktie's use is now more commonly for first aid – if someone cuts their hand or finger, the necktie can be used as an instant tourniquet or bandage.

The coat protects the chest and arms from the heat of stoves and splashes from boiling liquids. To achieve this, the coat must be double-breasted and long-sleeved, and always be buttoned up with the correct number of buttons. This allows for four layers of cloth between the heat source and the front of the body. To protect the arms effectively, the sleeves should not be rolled up.

The chef's uniform requires special attention: the coat, apron and necktie should be changed at least once a day; the hat and trousers changed as soon as they become dirty. The cook should change into the uniform at their place of work, the uniform must not be worn in public areas like buses and trains, the uniform should be washed and ironed before it is worn again, and the uniform should not be worn over white fluorescent light-sensitive underwear.

Behaviour to support a safe and sustainable hospitality work environment

It is expected that all employees and management work to support a safe and sustainable hospitality workplace and refrain from the behaviours that are likely to bring the establishment into disrepute.

Personal values, opinions and ethics can affect every day work

We all have our own values, opinions and attitudes that we have developed throughout the course of our lives. Our family, friends, community and the experiences we have had have all contributed to our sense of who we are and how we view the world.

In the hospitality industry, it is important that you are aware of your own personal values, beliefs and attitudes and do not impose your own ideas on customers.

Activity 3.1

1. Investigate the duties and responsibilities of at least two positions within the hospitality industry.
2. Describe a positive relationship that should develop between an individual worker and the team.
3. List the differences that could occur between individual and workplace goals and plans.

Industry currency

Industry currency refers to keeping up to date with the industry-specific skills relevant to today's hospitality workplace. It focuses on being actively engaged as a member of a profession. It also involves continually improving professional knowledge, capabilities and practice. Employees do this

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by maintaining, updating and broadening their own competency base.

Employees are responsible for maintaining their currency through ongoing training, and they must also collect evidence of this to meet currency requirements. These include having an up-to-date, relevant AQF-level qualification. Employees and employers should work together to continually improve the qualifications of staff as well as maintaining their currency in the skills of the industry, through participation in accredited training courses.

Feedback

The success of your organisation depends on feedback; where and how you get that feedback is vital to maximising its value.

The most important source of feedback for any establishment is its customers. It is important to find out how well you are serving their needs and wants, and where there are opportunities to improve.

Personal reflections from employees enable management to consider input from those frontline workers who serve the customers. If their ability to serve is inhibited and their job satisfaction is reduced, customers will detect it, share their frustration and act accordingly. Feedback from employees permits you to satisfy their needs, and to enhance the customer's experience.

Formal feedback is obtained from customer questionnaires or complaints, where the employee or customer has written down their impression of the establishment. The opportunity to do this is often provided on tables in the restaurant or in rooms in accommodation areas.



Informal feedback, on the other hand, is obtained through talking with customers and employees, and picking up on their impressions of the establishment.

Direct feedback is obtained from people who are regular customers of the establishment and from staff who are working there. Indirect feedback is obtained through another source, such as the feedback given from guest questionnaires.

Strategies for obtaining and interpreting feedback

Questionnaires are an excellent way for management to gauge employee engagement by asking the right questions about the workplace climate, including relationships with colleagues.

Open-ended questions to supervisors and employees of the establishment elicit feelings, providing subtle clues to underlying needs.

It is important to sample enough people to get a true picture without creating an overwhelming amount of data. Statistical techniques can pinpoint the optimal sample size and create confidence in the accuracy of the results.

Make a questionnaire convenient to respond to by selecting times and places where people don't feel burdened. Consider the timing of feedback, as the results are key for decision-makers and the respondents need to reflect accurate thoughts. People who provide feedback want to hear about the results. If the results are delayed for too long, their value and accuracy will be discounted.

Until recently, collecting quantitative responses from guests through surveys was often the sole feedback method used by hotels and travel service providers. Today, many providers are recognising the value of collecting feedback from social media and other online sites, as well as encouraging open-ended comments in their surveys.

In the past, customers who encountered an issue or problem would contact the hotel directly to resolve it. Today, they often turn to social media to express their frustrations

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publicly. These conversations can quickly be picked up and reposted by dozens, hundreds or even thousands of people in social media, turning a single comment into a public relations disaster if the establishment doesn't act quickly enough.

Dealing with positive and negative feedback

Positive *and* negative feedback is needed to identify the establishment's strengths and weaknesses. It enables management to compare the feedback with its own assessment of any situation, and to make sure management is on track and realistic about the establishment's own self-appraisal.

Employers are able to learn from situations where things went wrong. Such experiences should enable management to identify problem areas that need action.



Responsibility of a worker to seek and provide feedback and improve

A positive process of continuous improvement in the establishment requires that employees receive high-quality feedback and use the information provided to continually improve their work practices.

Feedback has no value unless it leads to improvements in both the establishment and the work practices of the employees. Information passed on by guests, either formally or informally in conversations, needs to be passed on to managers/supervisors in the establishment.

3.3 Work practices

Every workplace operates differently because the workplace policies and procedures, and therefore the work practices, are different. This is what attracts certain customers to particular establishments. Employees need to be adaptable and change their work practices to suit the establishment's practices.

Establishing effective performance-management systems, where work practices are clearly communicated to employees, can provide significant benefits to the business, as it can lead to happier, more motivated and better performing employees.





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How work practices are implemented and maintained in accordance with industry standards and workplace policy, guidelines and procedures

We are all creatures of habit, and for some change can mean a range of different emotions, such as fear, and anxiety, enthusiasm and frustration. Sometimes some of the negative fears prevent change from happening.

The method used by the establishment to implement new processes and procedures in work practices is often crucial to the successful adoption of new practices. If staff members have a positive attitude to the changes because they have played a role in their development, then the workplace will accept the changes far more smoothly.

Unions also can have an impact on the implementation of work practices. If the relationship between management and employees is good, then the union can have a positive impact; however, if it is poor then the outcome could be negative.

Effect of poor work practices on colleagues, the workplace, the industry and customers

Poor performance should be dealt with quickly, as it has the potential to become more serious over time. Poor work practices can have a negative effect on the business as a whole, as they can affect the productivity and performance of the entire workplace. Employees who perform well can lose motivation if they have to regularly complete the work of the non-performing employees.



Figure 3.3 Inappropriate behaviour in the workplace can be distracting to employees

Tasks typical to a hospitality workplace

Routine tasks are the types of tasks you would expect to perform while working in the establishment. Routine tasks for a waiter could include:

- cleaning the restaurant
- setting up the restaurant
- welcoming and seating guests
- taking the order
- placing the order
- using trays
- serving alcoholic and non-alcoholic beverages

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- serving the meal
- cleaning up after a guest has dined
- resetting a table after a guest has dined
- presenting the bill
- closing the restaurant.

Activity 3.2

Create a list of routine tasks a chef could be expected to perform.



Rostered tasks
These are tasks that need to be completed less regularly, but that require someone to be allocated the tasks to do them in a shift. Such a task could be managing the coffee machine in the restaurant. Staff would be rostered on to this area only if they had the required skills. There could also be a smaller café outlet in a resort where staff could be rostered from the main restaurant.

Non-routine tasks
Non-routine tasks need to be completed occasionally in addition to routine tasks. Examples of these tasks could include cleaning the drawers in the workstation, or changing the menus on tables.

Access and use a range of sources containing information relating to work responsibilities (work instructions)

Work instructions document the sequence in which tasks should be performed and the work processes involved. They are used to maintain and improve the productivity, quality and safety of the task.

Work instruction sheets can be used to train new employees, as they list the steps of the task, detailing any special instructions that may be required to perform the task safely with utmost quality and efficiency. They can also be useful for experienced workers to suggest where improvements can be made to existing instructions.

Strategies for understanding and clarifying work instructions
Work instructions are not written to replace the employee's skills and knowledge; they are in place so that the skills and knowledge of employees can be applied in a consistent way throughout the establishment. It is important that establishments are able to consistently produce a standard that customers expect every time they return. Work instructions increase the predictability of service by reducing differences between the work methods of different employees.

Employees should have the opportunity to ask questions to clarify work instructions in order to prevent misunderstandings. The opportunity should be given to provide feedback on the work instructions of the establishment.

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Time and task management



Time and task management is the process of planning the amount of time spent on specific tasks to increase effectiveness, efficiency or productivity. Time management may assist the accomplishment of specific tasks within the allocated timeframe.

Constraints

Constraints to the effective use of time and task management activities place restrictions or limits on the performance of the task or stop it from being completed. They could include issues like a staff member calling in sick, which means their duties have to be completed by other workers, or an unexpected meeting being called by management, which could mean less time available for pre-service preparations.

When staff do manage their time well, they can be exceptionally productive at work, and the stress levels of workers tend to drop. Time management allows workers to devote time to the interesting, high-reward projects that can make a real difference to a career.

Principles of time/task management

These days, time seems to be at a premium. Mobile devices keep everyone constantly connected with work, friends and family, and sometimes even with complete strangers. As a result, it can be easy to get distracted.

Begin by making a list of the tasks you need to accomplish, from the mundane to the critical, to help get a feel for what needs to be done. Once the list is completed, attach a priority number to each task – for example:
1 – needs to be completed as soon as possible
2 – will need to be completed by the end of the day
3 – completed tomorrow
4 – completed by the end of the week
5 – completed by the end of next week.
You can further rank these tasks by adding a decimal place – for example, 1.1 needs to be done immediately whereas 1.5 can be completed last thing today. Balance your effort by working on small portions every day of work that will be due by the end of the week, starting with the most important tasks. This allows a balance of work to be achieved – small sections every day rather than a huge amount all at once.

When all the tasks are completed for the day, make a start on tomorrow's tasks. At the end of the day, write a new sheet for the tasks that remain and need to be completed tomorrow.

Remember to factor in additional tasks when you work better. Some people are morning people and are able to complete more tasks then, while in the evening they slow considerably. Other people are evening people so more tasks should be added in there.



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Sustainability in the workplace and environmentally sustainable work practice

Environmental sustainability is the notion of working in a manner that endeavours to reduce the negative impact of work practices on the environment. It aims to safeguard the environment for future generations. Many products used in the hospitality industry have the potential to harm the environment if used carelessly.



Current environmental issues affecting the hospitality industry

Waste management

Waste-management plans should cover all areas where waste can occur, such as collection, transporting, processing, recycling and disposal of materials. It is possible for each sector of the hospitality industry to improve its waste-management techniques. This can be by using and disposing of food responsibly (food and beverage), water waste management (all sectors) or responsible disposal of e-waste (all sectors).

Waste management needs to be a priority in all policies and procedures in every establishment. Waste in food can occur through poor ordering systems and creates landfill when recycled, so a policy of minimal waste production should be encouraged and practised. Food purchases should be from sustainable crops – this should be investigated for foods like fish, and establishments could grow their own herbs.

Activity 3.3

Read the article 'Kylie Kwong on food waste and how we can curb it'. What are the key points of this article? Do you share Kylie's passion on this topic? Share your thoughts with your class.

Source: Foodwise website – see www.cambridge.edu.au/hosp3weblinks.

Energy use and efficiency

Hospitality industries are large consumers of energy because they use vast amounts of products such as electricity, LPG gas and other petroleum products such as oil.

Policies and procedures in hospitality establishments need to be rewritten to include practices for sustainable energy use. This can involve simple things like changing the light bulbs to energy-efficient bulbs to turning lights off at the end of the day and installing motion sensors in guest areas for lighting. It can also include the implementation of work routines that regularly check and maintain equipment.

The use of sustainable energy projects such as solar power helps reduce the amount of coal-fuelled energy that is consumed by the hospitality industry.

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Opportunities should be taken to explore options for alternate power sources to heat the pool, while skylights in public areas will minimise the use of lights. Equipment should be chosen for its energy use rating. The selection of low-energy rating equipment should be encouraged. Equipment and lights should be turned off when they are not in use.

New buildings should be designed to use natural light wherever possible, and to increase the use of ventilation to reduce the need for air conditioning. Guests should be encouraged to re-use their towels when staying in accommodation to save on power and water. Little things can be done to reduce the overall impact individuals have on the hospitality industry and on the environment more generally.

Activity 3.4

Water resource management

Water is a commodity that is often taken for granted by the hospitality industry. Using simple water-saving techniques such as dual-flush toilets and, low-flow fittings in showers and taps can make a real difference. Sydney Water, the main supplier of water in regional and metropolitan NSW, estimates that the hospitality sector uses up to 14 per cent of Sydney's business daily water usage. This is approximately 52 million litres of water per day (Sydney Water 2013).

1. Access the Sydney Water website (see www.cambridge.edu.au/hosp3weblinks) and search for housekeeping tips for the retail food industry.
2. Do you agree with the ideas for saving water that are recommended on the site?
3. Discuss whether it would be possible to use the same tips for kitchens in homes.
4. Try to implement these changes in your home, then discuss which ideas worked and which ones didn't.



Resource use and efficiency

The hospitality industry can apply the principles of reduce, re-use, recycle and treat waste water to improve its environmental sustainability. This will also help reduce the volume of waste produced.

For equipment to remain energy efficient, it needs to be maintained regularly – for example, regular cleaning and maintenance of the espresso machine will keep the amount of energy required when the machine is in use to a minimum.

Recycling and re-use

When policies and procedures on recycling and re-using are implemented in hospitality workplaces, a significant contribution can be made to the preservation of raw materials. Collecting and sorting materials such as paper can see it recycled into new products rather than being sent to landfill, producing methane as it breaks down and thus contributing to global warming. Plastic that is not recycled properly can end up in rivers and then oceans. Many plastics are toxic and not biodegradable, and can create problems in landfills. The hospitality industry can also re-use materials that would otherwise be thrown away, such as bottles, boxes and containers.

Printer cartridges and paper can be recycled by the establishment. Using recycled unbleached paper also helps to reduce landfills. Using professional

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Case Study 3.1

Marriott International has taken this a step further and has launched a limited edition tote bag with an exclusive print by British luxury accessories brand Lily and Lionel. The print is featured on a Sleeping Bags tote bag made in England from 100 per cent recycled bed linen provided by UK Marriott hotels. This first of its kind, the bag is available to purchase for £20 from the Marriott website (see www.cambridge.edu.au/hosp3weblinks), with Marriott donating at least £10 from the sale of every bag to The Prince's Trust.

Marriott is the first major hotel company to partner with pioneering British social enterprise Sleeping Bags to transform retired hotel bed linen into items that can be put back into hotels as guestroom amenities. Marriott hotels across the UK have introduced hairdryer bags, newspaper bags and laundry bags made from retired bed linen into their guestrooms, helping provide a richer guest experience. The exclusively designed tote, printed as a limited edition of 1000 bags, is a collaborative project that aims to highlight Sleeping Bags' goal of reducing landfill and transforming people's relationship with waste.

Questions

1. Why has the UK Marriott hotel group decided to create this product?
2. Can you find of other examples where the hospitality industry has reused some of its waste products?
3. Are there other areas you can think of where items could be reused?

Source: Marriott Hotels

companies to remove products such as oil to recycle and re-use in another way is a sensible use of resources.

Other options of waste minimisation can include using electronic documents rather than paper, and using website links rather than having glossy brochures printed.



Hospitality workplaces can also support environmental sustainability by purchasing biodegradable and non-toxic materials such as eco-friendly cleaning products. Buying in bulk also helps.

In the kitchen, waste in terms of food products can be turned into compost or placed in a worm farm. The trimmings from vegetables can be used to create stock, and almost all food ingredients are reusable in some format. Check with a supervisor or manager before discarding food ingredients, to help to minimise the negative impact on the environment.

Strategies to work in an environmentally sustainable manner include:

- turning off all equipment at the end of the day
- using the 'energy-saving' function of pieces of equipment so they go to sleep after being inactive for a certain period
- reducing the amount of paper used and using recycled paper

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- printing on both sides of paper
- using black and white rather than coloured printing
- using timers on water chillers and urns so they do not heat/cool after hours
- using movement-activated sensory lights
- adjusting air conditioning to 25°C
- using aerators on taps and dual-flush toilets
- encouraging walking, car pooling or cycling to work
- using a worm farm to recycle food waste
- using food trimmings in mirepoix and stock
- considering the energy rating on appliances
- using natural light where possible instead of turning on lights
- using natural heat from the sun where possible.

A quality improvement plan

A quality improvement plan should focus on quality service; retention of existing guests by exceeding their expectations; continuous quality improvement; employment, regular training and empowerment of service-oriented staff; a search for best practices through benchmarking; and pursuit of quality accreditation through the various schemes available from industry associations.

Quality in the tourism and hospitality industries involves consistent delivery of products and guest services according to expected standards. Delivering quality service is one of the major challenges that will be faced by hospitality managers in the coming years, as it is an essential condition for success in the competitive global hospitality market.



Managers should perceive quality service in a hotel as value for money, a comfortable room, friendly staff and tasty food. Surveys conducted throughout the industry reveal that the most important factors for a hotel's future are guest satisfaction, guest retention and word of mouth advertising. However, quality improvement plans should always show the way to further improve hospitality services.

The purpose of a quality improvement plan

A quality improvement plan helps establishments to self-assess their performance in delivering quality service to customers. It also helps in targeting educational needs of management and employees and to plan for future improvements.

A quality improvement plan recognises strengths and documents areas where improvement in the policies, procedures and future planning of the establishment requires further development. In the hospitality industry, new initiatives often require a significant investment of time, money and resources to bring them to fruition, including the coordination of multiple information systems, properties, capital investments and training for staff.

Once the quality of current practice in the establishment is assessed, the next step is to determine where quality improvements can be made and to plan effectively to implement them.

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Recording and reporting in the hospitality industry

It is the responsibility of employees to follow all workplace policies and procedures applying to the record-keeping and reporting of incidents on the premises. Incidents such as work health and safety (WHS) breaches need to be recorded promptly, on the correct forms and using the correct method required by the establishment.

All workplace policies and procedure documents need to be made very specific, so they are easy for employees to follow. They should protect employers, employees and customers from misuse of the personal information retained at the establishment.

Legislative requirements for confidentiality and privacy

The *Privacy and Personal Information Protection Act 1998* outlines the types of personal information that can be recorded by an establishment. The legislation details how collected information is allowed to be used by the establishment and contains the legal requirements for the security of personal information that is retained.

3.4 Employment

Career pathways in the hospitality industry

Hospitality is a dynamic and fast-growing industry that offers many different career opportunities to employees. There are a number of career pathways in the hospitality industry, but many employees start at the bottom and work their way up to the top positions.



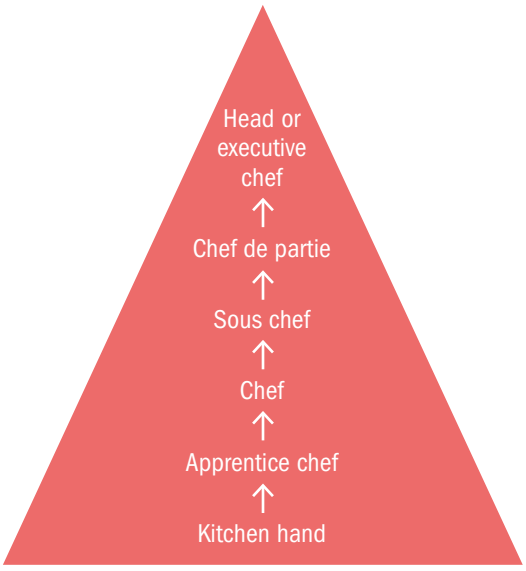


Figure 3.4 A career pathway in the commercial kitchen

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Types of employment in the hospitality industry

- **Full-time employment.** Full-time employees work an average of 38 hours per week, and usually have ongoing employment. Full-time employees are entitled to all of the conditions of the National Employment Standards, including maximum number of hours of work per week, paid annual and personal (sick) leave, public holidays and notice when they lose their job.
- **Part-time employment.** Part-time employees generally work less than 38 hours per week. They are usually hired on an ongoing basis, and work the same set of hours each week. Part-time employees are entitled to the same conditions as full-time employees, but on a pro rata basis, depending on the number of hours they work.
- **Casual employment.** This means there are no regular hours of work; rather, the work is provided on a needs basis by the establishment. Casual employees are paid based on the number of hours they work. They usually aren't guaranteed a certain number of hours of work per week, but can often work regular hours. Casuals are paid a higher rate of pay, which includes a 'casual loading' instead of some of the benefits that full-time and part-time employees get. For example, casuals are not usually paid for sick leave or annual leave.
- **Contract employment.** This is where the establishment offers employment on the basis of a legally binding contract, with specific terms and conditions, that has to be accepted by the employee. The contract needs to be legal and the terms enforceable under Australian law.



The difference between an award, an agreement and a contract

- **Industrial awards** are legal documents that contain the minimum employment entitlements for specific industries. There are 122 modern awards that cover most occupations in Australia. Awards do not cover employees who are employed under an agreement.
- **Australian Workplace Agreements (AWAs)** are formalised individual workplace agreements negotiated by the employer and the employee. The agreements are individually written documents on the terms and conditions of employment between the worker and the employer. An AWA can override employment conditions in state or territory laws except for workplace, health and safety, workers' compensation or training arrangements. Agreements are for a maximum of five years, and are approved, promoted and registered by the Workplace Authority.

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They operate to the exclusion of any award, and prohibit industrial action regarding details in the agreement for the life of the agreement. The introduction of AWAs was a very controversial industrial relations issue in Australia.

- **Employment contracts** can be either written or verbal. Having a contract means you are classified as an employee (casual, part time or full time), rather than as a contractor, and therefore have certain rights available to you. Employment contracts often contain details such as how much you will be paid, your title – for example, Kitchen Attendant – work duties, hours of work and rules of the workplace. Always ask for a copy of any contract you have signed, never sign anything you haven't read or don't understand, and do not agree to any changes without getting independent advice.
- An **award** is an enforceable document containing minimum terms and conditions of employment. An award applies to employees in a particular industry or occupation, and is used as the benchmark for assessing enterprise agreements before approval. The Fair Work Commission has the responsibility for making and varying awards in the national workplace relations system. Modern awards are legal documents that set minimum employment entitlements for specific industries or occupations.

Activity 3.5

Investigate the employment terms and conditions for a specific job role in a hospitality establishment. Access the Fair Work Commission website (go to www.cambridge.edu.au/hosp3weblinks) and look for the Hospitality Industry (General) Award 2010. Choose a job from the list that interests you.

Working knowledge of employer and employee rights and responsibilities in relation to employment and work

Employer responsibilities

Employers have a duty of care to provide for the health and safety of all employees and visitors in the workplace. Employer responsibilities include ensuring the safe handling, storage and transport of machinery, equipment and substances; ensuring that all pieces of equipment and machinery are well maintained and conform to safety standards; and providing and maintaining systems of work and work environments that are safe and pose no health risks to employees or visitors.

The employer must also make information, instructions, training and supervision available, and guarantee the health and safety of employees by providing adequate facilities for the welfare of employees, such as making sure work areas are well lit and ventilated.

The employer must consult with employees about WHS matters to enable employees to contribute to decisions affecting their health, safety and welfare,



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while ensuring that employees do not pay for any changes that need to be made under any *WHS Act* or regulation.

Providing information, instruction, training and supervision necessary to ensure the health and safety of employees, as well as adequate facilities for the welfare of employees, are major responsibilities of all employers.

Employee responsibilities

Employees also have a duty of care. They must take reasonable care of the health and safety of themselves and others, and cooperate with employers in their efforts to comply with WHS legislation. They must also ensure the health and safety of visitors or people working who are not employees, but are present on the premises.

Employees also have certain responsibilities in the workplace. These include not interfering with or misusing equipment provided for the health, safety or welfare of persons at work, and not obstructing attempts to aid or prevent serious risk to the health and safety of a person at work. Employees must not refuse a reasonable request to assist in giving aid or preventing risks to health and safety. Employees are also not permitted to disrupt the workplace by creating false health or safety fears.

Equal employment opportunity

Equal employment opportunity (EEO) is covered by the *Equal Employment Opportunity Act 1987* (Cth). The EEO legislation aims to create a workplace that is free from discrimination and harassment. It is important that employers develop effective policies and best-practice guidelines for employees to follow. The Fair Work Ombudsman provides education and assistance for employees and employers in preventing discrimination in the workplace.



The intent of EEO legislation

The intent of the legislation is to identify and eliminate discriminatory barriers that cause inequality in the employment of any person or group of persons. This could be based on age, marital status, religious beliefs, skin colour, gender, sexual preference, physical or mental disability, family responsibilities, pregnancy, political opinion, membership or non-membership of a union, national extraction or social origin.

Reciprocal rights and responsibilities of employers and employees

Both employees and employers have a responsibility to enforce equal employment opportunities policies and ensure that all differences in the workplace are embraced, not ignored.

This law generally holds the employer responsible for discrimination or harassment that occurs in the workplace by its employees. If, however, the employer can show that it took all reasonable steps to prevent the discrimination or harassment occurring, then the employer may not be responsible.

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Activity 3.6

Make a video up to two minutes long on how you would back up someone who has been cyber-bullied, using one of the BackMeUp messages (find more information on these by researching on the internet):

- If you don't stand up, it could be you.
- You can be the difference: back up someone in need!
- It's your choice to act, tell an adult, tell a friend.
- Be the one to do something about it.

Workplace policy and procedures relating to EEO

All companies have a responsibility to make sure that employees enjoy fundamental labour rights, like a safe workplace, a living wage, non-discriminatory work practices and collective bargaining. In Australia, this might include ensuring an accessible workplace or providing a workplace free from discrimination. To demonstrate compliance with the law, the establishment should have an EEO and workplace diversity policies.

Australian companies also have a responsibility to ensure that they are not sourcing goods or services from international companies that might be breaching human rights – no company can outsource human rights responsibilities or risks. Companies must also take responsibility for the product safety of the goods they sell.

Industry associations for employer groups

Employer groups, such as those listed below, exist to help employers become aware of and manage their industrial relations issues.

- **Restaurant & Catering NSW (R&C NSW).** This is the largest employer group covering the hospitality industry in New South Wales. Its mission is to lead the restaurant and catering industry and help members improve their businesses. It advises on all legal matters for the restaurant and catering sector, as well as providing seminars and training courses specifically designed to improve the quality of service across the state.
- **Australian Hotels Association (AHA).** This is a political lobby group seeking change for the benefit of the hotel industry. The AHA researches and advises members on a range of legal and industrial relations matters concerning hoteliers. It also offers insurance specifically designed for hotels, conducts seminars and training courses, provides a forum where hoteliers are able to meet and discuss issues, circulates industry developments and news through a magazine, and monitors social and community issues such as problem gambling, responsible service of alcohol and workplace matters, among other things.
- **Accommodation Association of Australia.** As the leading authority in the accommodation sector within Australia, this body was formed to represent the interests of registered accommodation operators within the hospitality industry. Membership services are specifically tailored to the needs of accommodation operators, and assistance is available

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to help accommodation providers run their businesses. It represents establishments ranging from five-star hotels to motor inns, motels, resorts, holiday parks, serviced apartments and bed and breakfasts (B&Bs).

- **ClubsNSW.** This body provides members with industrial assistance, direct access to government, administrative advice and assistance, education and training. It hosts regular statewide regional meetings.
- **Ecotourism Australia.** The peak body for the ecotourism industry offers discounts to members, networking opportunities and the ability to contribute to the development of plans and programs related to ecotourism.



Professional associations for employees

- **Australian Culinary Federation.** This is the national organisation representing professional chefs, cooks and apprentices. The federation seeks to participate and advise in the establishment, maintenance and improvement of national and international culinary standards. Membership provides access to a vast network of people through state branches, regional groups, social events, competitions and interest groups. This allows all members to network with colleagues and to participate in the federation's activities.
- **Australian Association of Food Professionals (AAFP).** An association of food professionals who have expertise in a wide range of food-related areas such as journalism, production, marketing, public relations, food science, nutrition, education, recipe development, food styling and catering for restaurants and small businesses. It aims to communicate food issues to members, and encourages excellence and professionalism through the exchange of ideas and information. The AAFP is responsible for the Australian Food Media Awards, a national biannual awards program.
- **Unions and employee groups.** **Trade unions** represent employees in particular industries to collectively negotiate working conditions and/or other individual employment issues. United Voice is the trade union for hospitality members working in casinos, clubs, pubs, hotels, motels, theme parks, catering, cafes, restaurants and other venues.

trade union a labour union, especially one limited in membership to people working in the same trade

Training

There are many established accredited training bodies in New South Wales providing courses from a range of training programs that are recognised under the Australian Qualifications Framework (AQF). AQF programs are nationally recognised, which means your qualifications and skills can be used anywhere in Australia.

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3.5 Anti-discrimination

Bullying and harassment in the workplace

Bullying is repeated, unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety. Bullying can occur wherever people work together. Under certain conditions, most people are capable of bullying. Whether it is intended or not, bullying is a WHS hazard.

A single incident of unreasonable behaviour may have the potential to escalate into bullying, and therefore should not be ignored. Single incidents can still create a risk to health and safety.

A broad range of behaviours can be identified as bullying, and these can be direct or indirect.

Direct bullying acts include:

- acts of physical aggression, such as shoving or poking
- throwing things at the person being bullied
- choking
- punching and kicking
- stabbing
- pulling hair
- pinching
- biting.



Indirect bullying acts are characterised by threatening the victim into social isolation. This is achieved through:

- spreading gossip, lies and rumours
- name-calling
- giving them the silent treatment
- staring
- giggling, laughing at or mocking the victim
- refusing to socialise with the victim
- bullying other people who wish to socialise with the victim
- criticising the victim's manner of dress, race, religion, disability, appearance, height or weight
- unjustified criticism or complaints
- deliberately excluding someone from workplace activities
- deliberately denying access to information or other resources
- withholding information that is vital for effective work performance
- setting tasks that are unreasonably above or below a worker's ability
- deliberately changing work arrangements, such as rosters and leave, to inconvenience a particular worker or workers
- setting timelines that are very difficult to achieve
- excessive scrutiny at work
- verbal abuse
- putting someone down
- spreading rumours or innuendo about someone
- interfering with someone's personal property or work equipment.

Bullying can be carried out verbally, physically or in writing – for example, via email, in internet chat rooms, or via instant messaging and mobile phone technologies such as text messaging, Facebook and Twitter. Bullying can be directed in a range of ways in a workplace – downwards (from supervisors or managers to workers),

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sideways (between workers or co-workers) and upwards (from workers to supervisors or managers). Bullying can be directed at a single worker or at more than one worker. It can be carried out by one or more workers.

Types of bullying or harassment in the workplace include:

- verbal:
  - repeated hurtful remarks or attacks
  - making fun of someone's work or them as a person (including their family, sex, sexuality, gender identity, race or culture, education or economic background)
- physical:
  - excluding someone or stopping them from working with people or taking part in activities that relate to their work
  - giving them pointless tasks to complete that have nothing to do with their job
  - giving them impossible jobs that can't be done in the given time or with the resources provided
  - pushing, shoving, tripping or grabbing them in the workplace
  - attacking or threatening with equipment, knives, guns, clubs or any other type of object that can be turned into a weapon
- psychological:
  - playing mind games, ganging up on them, or other types of psychological harassment
  - intimidation (making someone feel less important and under-valued)
  - deliberately changing a person's work hours or schedule to make it difficult for them
  - deliberately holding back information they need to do their work properly
  - initiation or **hazing**, where a person is made to do humiliating or inappropriate things in order to be accepted as part of the team
- sexual:
  - sexual harassment, such as unwelcome touching
  - sexually explicit comments
  - requests that make someone feel uncomfortable.

hazing to persecute or harass with meaningless, difficult or humiliating tasks

Principles of anti-discrimination

Under Australian federal and state laws, it is illegal for employers to discriminate between employees and job applicants, or allow discrimination and harassment to occur within their organisations. In New South Wales, employers must not treat job applicants and employees unfairly or harass them because of their:

- age
- carer's responsibilities
- disability
- homosexuality
- marital or domestic status
- race
- sex (including pregnancy and breastfeeding)
- transgender status.

This is all covered under the *Anti-Discrimination Act 1977* (NSW).

All job applicants and employees must be treated on the basis of their individual



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merit, and not because of irrelevant personal characteristics. They must also do their best to make sure that their employees are not harassing any other job applicant or employee. In the recruitment process, all jobs (including traineeships and apprenticeships) must generally be open to all people on the basis of merit only.

Intent of anti-discrimination legislation

The *Anti-Discrimination Act 1977* relates to discrimination in employment, the public education system, delivery of goods and services, and other services such as banking, health care, and property and nightclubs. The Act renders unlawful racial, sexual and other types of discrimination in certain circumstances, and promotes equality of opportunity for all people.



The rights and responsibilities of employers and employees in relation to anti-discrimination

Executives, directors, managers and supervisors have the same rights and responsibilities as staff members. Additionally, they have the responsibility to:

- ensure that their work practices and behaviours are fair
- ensure the work environment is free from unlawful discrimination and harassment
- provide employees with information and resources to enable them to carry out their work
- consult employees about decisions that affect them
- provide all employees with equal opportunity to apply for available jobs, higher grade duties, job-rotation schemes and flexible working arrangements
- ensure selection processes are transparent and the methods used are consistent
- provide all employees with equal access to fair, prompt and confidential processes to deal with complaints and grievances
- give employees equal access to relevant training and development opportunities
- participate in learning opportunities and seek feedback to help manage staff effectively.

Activity 3.7

1. Use your research techniques on the internet to find a case study about bullying.
2. As a class, discuss the events in the case study in terms of the anti-discrimination legislation.
3. How could these events have been prevented?

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All staff have rights and responsibilities to:

- a competitive merit-based selection process for recruitment or promotion
- a workplace that is free from unlawful discrimination and harassment
- fair practices and behaviour in the workplace
- training and development that enables staff to be productive at work and to pursue a career path
- equal access to benefits and conditions, including flexible working arrangements
- fair processes to deal with work-related complaints and grievances
- work to the best of their ability, contribute to the collective wisdom and provide quality service to customers
- recognise the skills and talents of other staff members
- act to prevent harassment and discrimination against others in the workplace
- respect differences among colleagues and customers, such as cultural and social diversity
- treat people fairly (not discriminating against or harassing them).

Workplace policy relating to anti-discrimination

The Anti-Discrimination Board of New South Wales produces a number of sample policy documents that can be adapted for individual company use. Using these sample policies means that the business can be confident that it is following industry best practice.



Strategies to eliminate bias and harassment in the workplace

Any strategy to eliminate workplace harassment should aim to:

- promote awareness of workplace bullying throughout the community and within the organisation
- **facilitate** discussion of workplace bullying and related issues
- **disseminate** resources and information on workplace bullying
- contribute to the improvement of organisational policies and procedures with respect to workplace bullying and related unacceptable behaviours.

facilitate to make easier or assist the progress of something

disseminate to scatter or spread widely

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Consequences of inappropriate workplace behaviour

grievance a feeling of resentment or injustice at having been unfairly treated; a complaint

tribunal a committee or board appointed to adjudicate in a particular matter

There are many consequences of inappropriate behaviour in the workplace, including:

- reduced productivity
- negative publicity
- a high cost in time and staff morale associated with sorting out a discrimination incident or a harassment **grievance** within an organisation
- the cost of employees taking stress leave and possible workers' compensation claims
- the cost of replacing staff who have resigned because of discrimination or harassment, and the lowered productivity while new staff get up to speed
- the legal costs involved in a **tribunal** or court case
- compensation payable for discrimination or harassment complaints. The upper limit is $100 000 in New South Wales, and there is no limit federally.

Recourse available in the event of inappropriate workplace behaviour

The Anti-Discrimination Board also accepts complaints regarding discrimination from individuals and their lawyers. Complaints are required to be in writing, and must be posted or sent via facsimile to the board.

The board investigates and conciliates complaints. Any issues that require a legally binding decision can be referred to the Equal Employment Opportunities Division of the New South Wales Administrative Decisions Tribunal (which does have the authority to make a decision) or to a court.



3.6 Cultural diversity

Cultural diversity is the term used to describe the variety of human societies or cultures in a specific region or in the world as a whole. It refers to the language, dress and traditions of specific groups of people. What may be moral and acceptable practice to one group of people may be unusual or unacceptable in another culture.

When travelling or around people from other cultures, it is important to be aware of their beliefs and customs, and to respect these. Inclusiveness is creating a welcoming environment, interacting with all members of the community without regard to individual characteristics.

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Ways to accommodate **cultural differences** within a team include:

- educating staff
- employing staff with an understanding of different cultures and languages
- using a range of communication media
- promoting and celebrating cultural difference
- developing tolerance and awareness
- actively seeking to break down barriers
- encouraging and maintaining professionalism.

cultural differences differences in manner, behaviour or attitude arising from diverse cultural backgrounds

Workplace diversity

Building on the principles of EEO, recognising workplace diversity means recognising the importance and value in differences of gender, age, ethnicity, race, cultural/linguistic background, sexual orientation and/or gender identity, intellectual and/or physical ability.

Diversity can arise in many other ways, such as differences in life experience, socio-economic or educational background, personality, marital status, religious beliefs and family responsibilities.

Managing workplace diversity involves recognising the value of difference in the workplace to realise the full potential of all employees and help the company achieve its business goals.

Australia is a multicultural nation, made up of people from a range of cultural backgrounds. This diversity brings with it a variety of cultural experiences that may be different from your own. Being aware of cultural diversity will assist in developing a better rapport and relationship with customers and colleagues.

Elements of cultural diversity include the following:

- **Interpersonal relations.** The ways in which people interact can be influenced by the customs and practices of the cultural group to which a person belongs. For some cultural groups, it is inappropriate to touch, greet or even look a guest directly in the eye.
- **Festivals/celebrations.** Depending on the cultural group, certain festivals and celebrations are marked with rituals and customs. For example, Ramadan is marked by a period of fasting followed by an evening celebration.
- **Family structure/obligations.** Different cultures can have different familial expectations. Often, the expectations of male and females can differ significantly between cultures. Similarly, in many cultures, older members of the family will continue to live with the younger generation, and are considered the governing members of the family, and therefore make important decisions.
- **Language.** Language barriers may exist when trying to communicate with people from different cultural groups, especially if English is not their native language. Non-verbal communication techniques such as gestures will need to be used instead.
- **Religion.** Religious beliefs influence the basic values and social behaviours of individuals. For example, some cultures have religious beliefs that determine what foods should be eaten or avoided, and what kind of clothes should be worn.



Figure 3.5 Recognising individual differences is the key to managing workplace diversity

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- **Customs.** Customs are the way in which a group behaves or what its members believe. Customs evolve over time, and are integral to personal identity. They differ according to cultural groups.
- **Food preferences and dietary needs.** Many differences exist between cultural groups in the ways food is prepared, cooked and eaten. Certain foods may be seen as taboo and not eaten. For example, many Hindus are vegetarian, whereas others eat some meats but not beef, as they believe cows are sacred animals.
- **Social values.** Social values are an accepted way of behaving and acting within a particular social setting. They are passed from generation to generation.
- **Work ethic.** Work ethics differ between cultural groups. Some cultures have a more laid-back approach to work hours, whereas others take a very strict approach.
- **Communication.** In some cultural groups, certain mechanisms of communication are not used due to the morals and ethics of the group. Body language and gestures can have different meanings in different cultures. Some gestures that are acceptable in Australian culture can cause great offence to other cultures. For example, it is impolite to use a lot of eye contact in many cultures.
- **Product/service preferences.** Some cultures have certain expectations in relation to services and products.

Having an awareness of how these elements of cultural diversity contribute to differing values, beliefs, attitudes and customs will affect how you interact with your guests and colleagues. An awareness of these elements will ensure that you do not offend people of various cultural backgrounds, and will also help to ensure that their service expectations are met.

Benefits of cultural diversity

Workplace diversity can be beneficial to both the establishment and the employees. It can contribute to better decision-making, improved problem-solving, and greater creativity and innovation. This can lead to increased success in marketing the business so it attracts different types of customers.

Workplace diversity strategies help establishments to enhance the contribution of their employees and improve the quality of their programs, products and services. Workplace diversity also creates a more inclusive and supportive work environment, better teamwork and more effective customer service delivery.

Recognising diversity in an establishment helps enhance the variety of talents in the workplace. Acknowledging employees with cultural diversity increases their sense of being needed and belonging to the company, which will often increase the employees' commitment to the company and allow each employee to contribute in a unique way.



Need for tolerance in the workplace

Tolerance encourages open and honest communication, promotes creativity and innovation, fosters respect and trust, improves teamwork and cooperation, and encourages good work relationships. It also enhances cooperation, loyalty and productivity – all of which are highly important in the workplace.

Tolerance helps employees build bridges and capitalise on the differences present in the workplace, such as those related to diverse cultural backgrounds. A lack of tolerance hinders the progress of the team and the establishment, and develops a breeding ground for misunderstandings and unethical behaviour. For a small

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business, tolerance is an essential part of working towards goals and developing creative solutions to a wide range of workplace issues and difficulties. Demonstrating tolerance in the workplace requires a concerted effort to develop an understanding of others' backgrounds, experiences and beliefs.

Tolerance is keeping an open mind when dealing with other people who are different from you. It means that you treat everyone with the same respect and compassion that you would expect from them, even though you may not share their opinions or values.

The differences among people can include race, ethnicity, religion, gender, sexual orientation, philosophy, values, physical abilities and age. There might also be differences in viewpoints, family obligations, background, dress, work practices, political beliefs, attitude, education and class.

Importance of respect and sensitivity

The best way to be a tolerant, open-minded person is to always remember that everyone has different ways of doing things, and that most of the time there is not just one right way.

People almost always like explaining their own culture and beliefs, so start by asking them to tell you about their life. People usually don't take offence if asked about themselves in a respectful way, and when they can see you are honestly trying to learn about them.

Another way is to learn about different cultures by reading or by visiting different areas. This may mean that you become familiar with the different ways in which people act, and you will feel more comfortable with people of other cultures. Some interesting examples: if you are handing something to a Japanese person, it is more polite in their culture for you to use both hands, instead of just one. In Arab cultures, it is considered very rude to sit so that the bottoms of your feet point toward someone else.

The fact that you are interested in the first place means that you are probably already a tolerant person. Most people are uncomfortable about other cultures because they are unfamiliar with them, and are made nervous by what they do not know.

Proactive strategies promoting workplace diversity

A number of strategies can be used to promote workplace diversity. Staff training to promote workplace diversity can take a number of forms. For example, the enterprise could use internal or external sources of training to raise awareness of cultural customs and courtesies. Providing an on-the-job mentor for a new employee, who can provide additional information and answer questions, can assist in ensuring the new employee is effective in their job.

A range of communication media and techniques can be used to circulate policies and related information widely in the enterprise. A number of appropriate languages could be used on all documents.

Promote cultural celebrations with the local community – for example, the Blessing of the Fishing Fleet at Easter by the Italian community or the Chinese New Year Celebrations.

Use an individual's differences to recognise and appreciate staff by using their skills and talents – for example, using their native language skills to assist other staff or customers.

Actively seek to break down barriers by implementing positive work environment policies, such as flexible work practices, job sharing and leave for carers of family members who are sick, older or have disabilities.

Modern workplaces are often filled with people from different backgrounds, ages, races, sexual orientations, viewpoints and religions. To work well together, team members need to embrace these differences with respect and compassion.



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3.7 Misunderstandings and conflict

The difference between being passive, aggressive and assertive

Passive people do not to want to face up to difficult problems and situations because they are anxious about upsetting others. They give in to unrealistic and impossible demands. They keep problems to themselves and play it safe to avoid any risks.

Aggressive people are confronting: they are ready to attack or meet head-on. They pursue their own interests and aims by forcefully and aggressively intimidating others. They act with an intention to cause harm or increase their relative social dominance. Aggression can be physical, or it can be communicated verbally or non-verbally.

Assertive people have a confident and forceful personality. They are able to act in their own best interests, to stand up for themselves without feeling anxious and to exercise their own rights without denying the rights of others.

Case study 3.2



Sally has worked for the same establishment for over 20 years. She has lots of invaluable, practical experience, and she has a very specific, preferred way of doing her work. Her new manager, Jackson, is straight out of training in a well-recognised hospitality training school. He has an advanced degree and a fast-paced style, and is keen to improve the way things are done.

Although Sally and Jackson try to get along, they are becoming increasingly intolerant of one another as time goes by. Sally resents Jackson's desire to change everything about the way she works. It frustrates Jackson that Sally won't change her work practices as quickly as he wants her to. He wants her to use new technologies, such as the organisation's instant messaging program, to speed up her work. Because of this frustration, they avoid each other as much as possible.

If Sally and Jackson tried to find some common ground, instead of being intolerant of one another's working styles, they could build a relationship of trust and mutual respect, instead of their current, strained one.

Questions

1 How could Jackson improve his handling of the situation with Sally?
2 Should Sally change her work practices? After all, she has been there a very long time and everything was working well before Jackson arrived.

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Causes of misunderstandings and conflict when working with others and in the delivery of service

There can be many reasons for misunderstandings and conflict to arise in workplaces, as they are very complex environments with a number of people from different backgrounds working together, all trying to deliver quality service to customers.

Some of the reasons for misunderstandings and conflict in the workplace are listed below.

- **Change**, by its very nature, can mean long-established methods of work are no longer the current way of doing things. Some people find this very confronting and challenging. Change needs to be managed very carefully, with the involvement of all parties at every stage of the process to prevent conflict and misunderstandings.
- The **implementation of new technologies** into the workplace can be very confronting for workers who do not adapt well to change. They can become over-stressed, and this often leads to an increased likelihood of conflict in the workplace.
- **Interpersonal relationships between workers**, such as cultural misunderstandings and the prejudices and intolerances of some people, can lead to conflict in the workplace.
- Workplaces are places where a number of **different personalities** come together, and there will always be the possibility that there will be animosity and they won't mesh. Gossip and rumours can also serve as a catalyst for the deterioration of relationships between co-workers and also with management.
- Where there are **perceived power differences**, such as between the supervisor and the employee, there is always the possibility that the two may not mesh. A supervisor who is seen as being overbearing or unfair can make a working relationship very difficult, or there may be misunderstandings regarding the roles and responsibilities each staff member has in the organisation.
- **External changes** can also result in conflict in the work environment. The economy slipping into recession or a new competitor opening and the market share decreasing can create tension in the company. Unless managed carefully, this can lead to conflict in upper management and also between employees.
- **Poor communication lines** between the company and employees, or the supervisor and employees, can create conflict. If instructions are unclear, this can lead to confusion about what is to happen, and this can result in conflict. Examples of poor communication include speaking too quickly or quietly, no visual clues, inadequate language skills, not clarifying or asking questions, and inappropriate body language.



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- **Poor performance** caused by a worker not pulling their weight can lead to conflict within an area that may even escalate to a confrontational situation. Supervisors who are unable to see this developing, or are not able to address the situation, may not be able to improve it.
- **Harassment in the workplace** often leads to conflict. Companies that do not have strong policies in place regarding harassment are often effectively encouraging these behaviours, which can result in conflict.
- **Limited resources**, or cut-backs on resources such as equipment, may lead employees to feel they are competing against each other for resources, which can create conflict in the workplace.

Common causes of misunderstandings and conflict when delivering service to customers can include:

- prices for goods and services that are unrealistic in the eyes of the consumer
- over-charging for goods and services by an employee
- the customer perceiving that they are not receiving value for money
- perceived poor or inconsistent service by employees of the company
- the product itself.

The extent to which conflict can be a positive or negative experience

Supervisors can spend a lot of their time on conflict management, which is something that needs to be dealt with quickly, as conflict significantly affects employee morale and turnover. It can also lead to litigation, which in turn affects the prosperity of a company – either constructively or destructively.

Conflict management

Conflict management involves finding a resolution that satisfies all parties. When conflict does occur, it is important that it is resolved quickly and professionally.

Steps in the process include:

- **identifying the problem** – establishing what caused the problem, who is involved, and when and where it took place
- **considering possible solutions** – there may be a number of different solutions to consider, and it is important to consider the advantages and disadvantages of each
- **taking action** – implementing the solution
- **following up** – to ensure the problem has been resolved and customers and colleagues are satisfied with the outcome.

Different approaches to conflict management, including problem-solving, negotiations and mediation

Conflict occurs when two or more people do not agree on an issue or situation. Conflict can progress from the early stages of disagreement to a disruptive stand-off and even physical violence. It is important to ensure potential problems are dealt with quickly and not allowed to escalate. Recognising signs of early conflict may assist in the conflict being avoided. This can be done through active listening, observing body language and reading sub-text.

Conflict is often a result of one or more of the following:

- poor customer service
- variation in colleagues' work practices or methods
- cultural misunderstanding
- poor communication, including speaking too quickly or quietly, no visual clues,

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inadequate language skills, not clarifying or asking questions and inappropriate body language
- aggressive behaviour
- personal animosity
- prejudice and intolerance
- misunderstandings regarding roles and responsibilities.

Sometimes conflict can be avoided when you give the customer the opportunity to offer feedback on their experience. Types of feedback received from customers can include:

- formal and informal
- direct and indirect
- positive and negative.

Complaints and feedback from customers can be used by the workplace or organisation to improve business relationships, identify and overcome existing problems, improve productivity, enhance output quality and allow for future developments to occur.

Workplace policies and procedures regarding management of conflict

The sections on management of conflict in any workplace policy and procedure document should provide an effective guideline for employees to be able to quickly present their concerns to management. These policies and procedures should provide a consistent, easily applied method for employees' concerns to be resolved internally.

The workplace policy and procedures document should be readily available for all staff to access should the need arise. Outlined in the document should be a step-by-step guide to how the processes will be applied to all conflict situations within the workplace. Some key points to include in any procedure written for employees to use in the management of conflict are:

- Listen without interrupting and record vital information. Ask questions to help clarify but don't argue or deny, just listen.
- Acknowledge the **customer complaint** or concern.
- Identify the nature of the problem and try to confirm all areas of concern.
- Identify and agree on an acceptable solution.
- Take action to resolve the complaint to the customer's satisfaction. This can only be done within the range of your authority.
- Record the complaint by notifying your supervisor or a higher authority.

customer complaint negative feedback on service provided

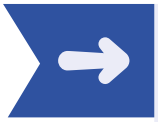


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- Follow up by completing all necessary documentation and ensuring that the customer is satisfied with the outcome.

When dealing with customer complaints, it is important that you act within your level of authority in terms of taking the initiative, problem-solving and decision-making. Don't make promises that are out of your control or on which you can't follow through. Failure to deliver on a promise can cause even more reason for complaint. Some of the important skills you must have when dealing with complaints include:

- problem-solving – the ability to listen and acknowledge, identify the problem, consider solutions, action, record and follow up
- decision-making
- negotiating.



Activity 3.8

1 Describe a situation in which you were dissatisfied with the service you received. Discuss the situation and work out a satisfactory resolution.
2 Describe a situation in which you were completely satisfied with the service you received. Give reasons why.
3 Survey a range of people and identify common areas of complaint.
4 Discuss how you would handle the following complaints:
   a Kai has booked into a luxury hotel spa suite for the weekend. However, on arriving at the hotel, he finds that the spa suite is not available and is offered a standard room.
   b Addison feels that she has not been treated fairly because of her skin colour and race. She argues that she had been waiting for a table in a restaurant and other customers who had arrived after her had been seated and offered service. She threatens to report the restaurant to the anti-discrimination authority and bring the local newspaper's attention to her ordeal.

Seek assistance when conflicts arise

Occasionally, you may have to deal with an abusive or difficult customer. Customers may be annoyed or distressed about a situation, and be seeking assistance to resolve the issue. If you are faced with this scenario, use the following techniques to help resolve or at least assist the situation:

- Try to calm the customer by active listening and acknowledging the problem.
- Take them away from the public arena to an area in which they are able to vent about their problem without causing a scene.
- Do not become agitated – remain controlled and positive.
- Seek assistance from colleagues, such as a manager, when you feel the issue is not being resolved or the customer is becoming more abusive and/or difficult.

It is important to document and report all complaints to a supervisor or manager. It is a good idea to document the incident as soon as possible so that critical details are not forgotten.

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Unit summary

At the completion of this unit, you will have discussed, researched and analysed:

- career pathways in the hospitality industry
- types of employment, terms and conditions
- rights and responsibilities of employer and employee
- equal employment opportunities
- roles of cross industry and sector specific industry bodies
- workplace policy and procedures for anti-discrimination
- bullying and harassment in the workplace
- rights and responsibilities of employer and employee in relation to anti-discrimination
- consequences of inappropriate workplace behaviours
- duties and responsibilities of the hospitality worker
- industry currency
- the importance of feedback
- workplace practices and experiences differ between workplaces
- collegial work relationships
- teamwork
- delivering quality work outcomes
- sustainability in the workplace.



Unit summary questions

1 List four personal attributes that are valued by the hospitality industry.
2 Define bullying, giving examples of both direct and indirect forms of bullying.
3 'Cultural diversity must be recognised, as indifference to it may lead to problems within the workplace.' Discuss this statement. In your answer, outline how management and also how other organisations could assist you.
4 Why is it important for a person to maintain industry currency in the hospitality industry?
5 What are the benefits of teamwork for:
   – an organisation
   – a team member
   – a customer.
6 Give three examples of situations where a hospitality worker should display tenacity or leadership.
7 Explain where a chef de partie sits in the hierarchy of the commercial kitchen.
8 List the advantages and disadvantages of both casual and contract employment.
9 Suggest the aims of EEO legislation. How does the Fair Work Ombudsman function to give effect to this legislation?
10 Discuss the consequences of inappropriate workplace behaviour.

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Multiple-choice questions

1 Open questions:
- a invite a limited response, such as a yes or no
- b are good for obtaining a quick confirmation of fact
- c encourage people to start a conversation and express opinions, attitudes and feelings on a topic
- d are always the best questioning method

2 What is acceptable to constructively criticise about a colleague?
- a their religious beliefs
- b their cultural beliefs
- c their age
- d their ideas

3 You experience an unpleasant confrontation with a customer. Your first reaction should be to:
- a call in a colleague for moral support
- b listen to what the customer has to say
- c stand up for yourself and tell the customer that they are wrong
- d take immediate action

4 Which of the following is an example of a sensible time-management practice?
- a not having an agenda at a staff meeting
- b making a list of the tasks that need to be accomplished and attaching a priority number to those tasks
- c expecting that you will perform at the same speed throughout the day
- d keeping connected at all times with friends and family

5 What is the modern use of the necktie in the kitchen?
- a as a symbol of respect and professionalism in the hospitality industry
- b to absorb perspiration and to guard the neck from draughts
- c as a fashion accessory
- d to help carry hot and heavy kitchen utensils

6 Which of the following is not a strategy for working in an environmentally sustainable manner?
- a always using coloured printing
- b turning off all equipment at the end of the day
- c using movement-activated sensory light
- d encouraging walking, car pooling or cycling to work

7 Communication methods used in the hospitality industry may include:
- a non-verbal methods
- b verbal methods
- c written methods
- d all of the above

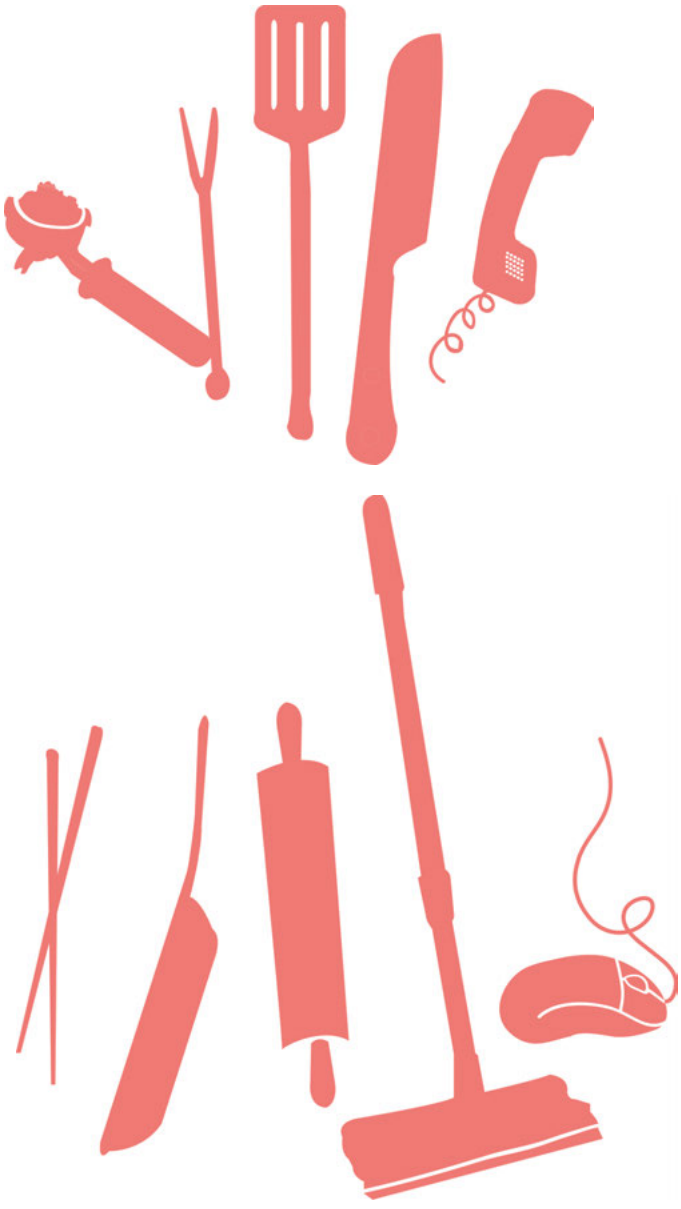
8 Appropriate personal presentation standards required in the hospitality industry include:
- a dirty hands, minimal jewellery and maximum use of perfume
- b suitable uniform, minimal make-up and minimal jewellery
- c dirty hair, body odour and a clean uniform
- d clean hair, heavy make-up and minimal use of perfume



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9 Which of the following is not an example of a routine task?
   a setting up the restaurant
   b serving alcoholic and non-alcoholic beverages
   c giving a VIP special treatment
   d welcoming and seating guests

10 Trade unions are groups of people working in the same industry who come together to:
   a have a coffee
   b represent employers and negotiate working conditions
   c represent employees and negotiate working conditions
   d represent the government on issues relating to working conditions



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Mandatory units of competency

Unit	Unit code	Unit title
1	SITXFSA101	Use hygienic practices for food safety
2	SITXWHS101	Participate in safe work practices
3	BSBWOR203B	Work effectively with others
4	SITHIND201	Source and use information on the hospitality industry



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Mandatory units of competency

Unit 4
Source and use information on the hospitality industry

Subject code: SITHIND201

Prerequisite subjects:
There are no prerequisites required to begin this unit.

Indicative HSC hours:
20 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to source and use current and emerging information on the hospitality industry. This includes industry structure, technology, laws and ethical issues specifically relevant to the hospitality industry. Hospitality personnel integrate this essential knowledge on a daily basis to work effectively in the industry.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
sources of information
industry accreditation schemes
occupational licensing
food safety laws
responsible service of alcohol
responsible conduct of gaming/ gambling
equal employment opportunities
emerging technologies
quality assurance

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4.1 Nature of the industry

General features of the hospitality industry

The tourism industry is extremely important to the Australian economy. In 2011, Australia was ranked 42nd in the world as a tourist destination, with 5.9 million arrivals of international tourists. Overseas tourists spent US$31.4 billion in Australia in 2011.

Tourism was worth A$34.6 billion to Australia's Gross Domestic Product (GDP) in 2010–11 – around 2.5 per cent of GDP. There were 513 700 people directly employed in the tourism industry in the same period. As tourism is a labour-intensive industry, tourism's share of jobs in Australia is 4.5 per cent. Along with education, tourism is Australia's leading services industry.

Sydney, Melbourne, Brisbane, the Gold Coast and Perth are the main destination cities for tourists; however, 45 per cent of all tourism expenditure occurs in areas outside the capital cities. Tropical North Queensland is the leading example of a non-capital area where tourists spend their money.



Figure 4.1 A beach in Cairns

Activity 4.1

1. Access the Tourism Australia website (see www.cambridge.edu.au/hosp3weblinks) to update the statistics in this section from the Quarterly Market Updates.
2. China and India are the countries from which visitor numbers have increased substantially. What might be the reasons for this?

International events have slowed the growth of the industry considerably. The 2001 terrorist attacks in America, the SARS outbreak, the global financial crisis (GFC), the volcanic eruptions in Iceland, the H1N1 influenza pandemic and a strong Australian dollar have all had a considerable effect on the tourism industry over recent years.

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Table 4.1 Tourism statistics in Australia, November 2013

Tourism GDP $41.0 billion	↑ 5.3%	Gross Domestic Product. Tourism's contribution to the Australian economy.	Total international visitor expenditure $28.2 billion	↑ 5.9%	Total Inbound Tourism Expenditure (TITE). All expenditure made by international visitors when travelling to Australia. Includes international pre-paid airfares and packages expenditure.
Tourism GVA $37.6 billion	↑ 5.3%	Gross Value Added. The value of tourism at basic prices, before taxes are added and subsidies deducted.	International visitor expenditure in Australia $19.3 billion	↑ 5.8%	Amount that international visitors spend while in Australia. Excludes international pre-paid airfares and packages expenditure.
Tourism consumption $106.6 billion	↑ 6.8%	Adjusted expenditure based on domestic and international consumption in Australia. Consumption should not be used as a 'contribution' statistic.	Domestic overnight visitor expenditure $51.4 billion	↑ 3.2%	Expenditure by Australian residents who travel away from home for at least one night. Excludes the purchase of motor vehicles.
Domestic consumption in Australia $81.0 billion	↑ 8.3%	Adjusted expenditure by Australian residents in Australia (for domestic tourism in Australia and spending by Australians before/after an overseas trip).	Domestic day trip visitor expenditure $18.1 billion	↑ 3.0%	Expenditure by Australian residents travelling on a day trip. Excludes the purchase of motor vehicles.
International consumption in Australia $25.5 billion	↑ 2.1%	Consumption by international visitors in Australia. Also known as tourism exports or tourism credits.	Total domestic visitor expenditure $69.5 billion	↑ 3.2%	Combined value of domestic overnight visitor and domestic day trip visitor expenditure.
Domestic consumption outbound trips $32.3 billion	↑ 5.1%	Adjusted expenditure occurring overseas by Australian residents. Also known as tourism imports or tourism debits.	Total visitor expenditure $97.7 billion	↑ 3.2%	Combined value of total international visitor and total domestic visitor expenditure.
Balance of trade –$6.7 billion	↑ 17.9	Tourism exports minus the value of tourism imports. Negative estimate refers to a deficit.	Tourism industry potential $79.6 billion	↑ 3.9%	Combined value of total international visitor and domestic overnight visitor expenditure.
Tourism employment 531 000 persons	↑ 0.3%	Persons employed in tourism-related industries.			

Source: Statistics from Tourism Australia.

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General nature of allied and related industries

- The **entertainment industry** provides fun, enjoyment and laughter to people in their leisure time. People can actively participate in entertainment activities when they play a sport or they can passively participate when they attend performances or view art. The entertainment industry includes cinema, television, radio, theatre and music.
- **Food and beverage manufacture/ production** together form one of Australia's largest manufacturing industries. The total value of farm and fisheries food production was $42.6 billion in 2011–12. Companies involved in the industry are diverse in size, from the multinationals producing large volumes through to smaller players with the flexibility to provide niche gourmet items. The food industry employed around 1.64 million people in 2011–12 – around 15 per cent of total employment in Australia.
- The **MICE (meetings, incentives, conferences and events)** industry has grown over the last few years, and is now one of the fastest growing sectors of the tourism industry. It combines a number of sectors, including travel, transport, accommodation, food and beverages, venues, information technology, finance and trade. It includes meetings such as conventions, conferences, trade shows and exhibitions, incentive events, corporate and business meetings, wedding receptions, holiday parties, purely recreational activities (such as concerts and shows of any kind), political campaign rallies, and gatherings of consumers or would-be customers by a company for the purpose of presenting specific goods or services for sale, to name a few.
- The **recreation** industry, including sport, fitness, community and outdoor recreation, can involve the thrill of

Table 4.2 Overview of the Australian food industry

		2006–07	2007–08	2008–09	2009–10	2010–11	2011–12[p]
Value of farm and fisheries food production[a]	$b	32.5	38.7	38.4	35.7	41.2	42.6
Value added, food, beverage and tobacco processing[b]	$b	23.3	23.3	22.6	24.2	24.1	22.9
– share of total GDP	%	1.8	1.8	1.7	1.8	1.7	1.6
Food and liquor retailing turnover	$b	104.4	111.7	118.8	125.7	130.4	135.8
– share of total retailing	%	50.6	50.7	51.5	52.6	53.2	53.7
Value of food exports	$b	23.4	23.4	28.1	24.5	27.1	30.5
– share of total merchandise trade	%	13.8	12.8	12.1	12.1	11.0	11.5
– minimally transformed share	%	23.7	28.1	33.7	30.7	36.5	40.8
Value of food imports	$b	8.2	9.0	10.3	9.9	10.4	11.3

[a] ABARES has revised the calculation method for the gross value of food production for the 2011–12 edition of Australian food statistics back to 1995–96. [b] Industry value added represents the value added by an industry to the intermediate inputs used by the industry. [p] Preliminary.

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skiing down a steep run, the challenge of rock climbing or kayaking down a section of river or a restful day in a beautiful place, bushwalking, having a picnic, fishing, meditating or cycling.

- **Retail** is the selling of goods and services to customers. It may be carried out through a store, market, door to door, by mail order, over the telephone or via the internet.
- **Tourism and travel** for recreational, leisure or business purposes is a popular global activity, but it is also affected by global recessions and consumer fears such as Avian Influenza and global terrorism. Such issues can lead to a dramatic decrease in international travel, as consumers are concerned about travelling to countries where their individual safety may be compromised. However, tourism does bring large amounts of income into a country and creates employment opportunities in all the sectors linked to it.
- **Wine production** in Australia is able to produce all of the major types of wine from red wines to white wines, as well as the fortified wines such as port and sweet wines through to sparkling wines. Australia has world-leading education and research facilities available for students who, once qualified, are in high demand throughout the world. Some of the oldest vines in the world are found in Australia, as many of Europe's grape vines were destroyed by disease in the 1800s.



Figure 4.2 A Victorian winery



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Sectors within the hospitality industry

Accommodation sector

This sector provides people with suitable places to stay when they are away from their homes. Each establishment provides a different level of service, from very basic to luxurious. Examples of businesses include the following:

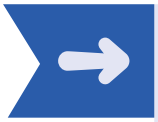
- **Motels and motor lodges** are designed for motorists who are travelling. They are located along major highways and their rooms are often located behind the car-parking space.
- **Hotels** provide accommodation for travellers and sometimes permanent residents. They often have restaurants and meeting rooms that are also able to be accessed by the general public.
- **Resorts** attract travellers by supplying a complete package of recreational relaxation. They provide all a vacationer's needs, such as food, drinks, lodging, sport, entertainment and shopping, in one location.
- **Bed and breakfast (B&B)** establishments provide accommodation in new or renovated private homes, mansions or small hotels. There are usually a number of rooms set aside for overnight guests, and breakfast is included in the cost.
- **Caravan parks** provide a place where people with caravans and recreational vehicles are able to stay for short or long periods in allocated spaces called sites. Tent facilities and cabins may also be available.
- **Hostels** are establishments that provide budget accommodation and cooking facilities for a specific group of people, such as students, workers or travellers (including backpackers). Often the rooms are dormitory style, with a number of single or bunk beds in a room occupied by fellow travellers. There are common areas available for cooking, eating and watching television as well as communal bathrooms.
- **Serviced apartments** are furnished apartments available for both short- and long-term guests. They have more space and privacy than motel rooms, and are convenient when travelling with a family as they often contain separate bedrooms, living areas, a larger bathroom and a kitchen.



Figure 4.3 Crown Casino resort, which houses many aspects of the hospitality industry

Clubs

Clubs are places for social gatherings of people with a common interest. Some clubs are closely associated with organisations, such as RSL, Bowling, Leagues and Golf Clubs. The larger facilities provide food and beverages, entertainment such as live shows and bands, televised sporting events, gaming facilities (Keno, poker machines and TAB), private function areas and meeting rooms. Larger clubs often have accommodation attached.



Activity 4.2

Use information from your local tourist information centre (printed or online) to list all the accommodation sector establishments in your local area.

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Entertainment and recreation

This sector provides entertainment and recreational facilities and services for tourists.

- **Entertainment facilities** conduct activities that hold the interest and attention of an audience or give them pleasure and/or delight. Examples include theatres for live shows, movies, museums, art galleries, performances, circus, storytelling, drama, dance, video games and comedy. Parades, festivals (music, film, fireworks), fairs, sport, sightseeing and cultural events are also examples from the entertainment sector.
- **Recreation activities** are undertaken for enjoyment, when people are not working. These can be sporting events, craft activities and personal pampering, such as health spas and massages.

Food and beverages

The food and beverage sector provides a range of meals and beverages to customers:

- **Restaurants** are where meals and beverages are served to the public. Diners are served food at tables, and different styles of cuisine, price brackets and religious requirements are catered for. Restaurants range from local modest dining places with simple food served in simple settings at low prices to luxurious establishments serving sophisticated food and wine in a formal setting.
- **Cafés** provide morning tea, lunch and afternoon snacks. A recent trend is to provide breakfast for early weekday workers and at weekends.
- **Fast-food outlets** are characterised by fast-food cuisine and minimal table service. There is a very limited menu, partially or wholly cooked in advance and kept hot, with the finishing touches and packaging completed to order. Often, they are part of a restaurant chain or franchise operating with standardised ingredients and supplies. Some fast food chains are multinational corporations with standardised global outlets around the world.
- **Bars** serve alcoholic beverages for consumption on the premises. Some bars have live entertainment or a disc jockey playing music for entertainment. In major cities, there are many different types of bars, which often provide food for their customers.
- **Outside caterers** provide food supplies to outside locations that may be in temporary premises such as a marquee in the park or a private party in a family home. The services provided by outside caterers can include cooking of food, decorating the event site, serving food and the clean-up afterwards.



Activity 4.3

Use as many sources of information available to you as possible to write a list of the various establishments in your local area that serve food and beverages. List them under the type of service they provide – for example, restaurant: fast food.

Gaming

This sector allows paying visitors to play games of chance in the hope of winning money. Online gambling is a recent trend in this sector.

- **Hotels** often have a very limited gaming section with a number of licensed poker machines.

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- **Clubs** are licensed sites for large numbers of poker machines. Keno and the TAB are also catered for.
- **Casinos** are highly regulated facilities that house gaming activities such as baccarat, blackjack and video poker. Most games played have mathematically determined odds that ensure the house has an overall advantage over the players. They are located in major cities and are often combined with international standard hotels, restaurants, retail shopping, cruise ships or other tourist activities.

Meetings and events

This sector brings together large groups of people, providing the facilities and services required for meetings, conferences, conventions and exhibitions – usually for the corporate world. The organisers may often require accommodation packages as well as food and beverages for their clientele.

- **Meetings** are assemblies of people for discussions or entertainment. They can include annual general meetings for business and corporations, as well as committee meetings for local organisations.
- **Conventions** are assemblies of like-minded people to discuss matters of common concern. They are usually held for a short period of time, such as the annual Supanova event held in several Australian cities.
- **Events** are planned public or social occasions, which may be one-off gatherings or occur annually, such as F.O.O.D. (Food of Orange District) Week, celebrating local food and coffee outlets.



Tourism and travel services

- **Tourism** involves people travelling to and staying in places outside their normal environment for less than a year. People might travel for business, leisure or recreational purposes. These services may include organising travel and transportation for tourists.
- **Travel services** include airlines, cruise ships, taxis, trains and ferries. The introduction of the internet has seen many people organising their own travel arrangements, as they are able to easily access discounted fares, accommodation and package tours.

Visitor information services

Traditionally, visitor information services were used as information providers in a local region, generating business through bookings of accommodation, tours and cruises. Due to the internet, they now have an essential role to play in how tourists spend their dollars in the region by channelling them to the appropriate businesses. Visitor information centres promote their local area and help familiarise visitors with local attractions and businesses.

Tourism is very big business around the world. Australia spent US$27.6 billion on international travel in 2012, while international tourists spent US$31.5 billion in Australia. Some 6.3 million international visitors arrived in Australia in the year ending June 2013, an increase of 4.9 per cent over the previous year. The hospitality industry provides food and accommodation services. In August 2011, the industry employed approximately 788 800 people (6.9 per cent of the Australian workforce).

Relationships between the sectors

The sectors of the hospitality industry rely on each other to provide quality service to tourists. Without cooperation between all sectors of the industry, the quality service customers expect would not be provided and the industry as a whole would lose customers and profits. As the hospitality industry is so valuable to Australia, it is necessary for government and industry to provide quality training for all employees to ensure that high standards are consistently maintained across the entire industry.

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Table 4.3 Visitors to Australia

Total visitors	During the year ended 30 June 2013, there were 5 817 261 visitors to Australia aged 15 years and over. This was an increase of 5 per cent from the year ended 30 June 2012.
Reason	The main reasons for visitors coming to Australia were: Holidays 2 595 177 45% Visiting friends and relatives 1 473 834 25% Business 915 698 15% Education 359 481 6% Employment 216 828 6% Other 256 243 6%
Source	New Zealand was the largest source of visitors during the period (1 086 974), followed by China (646 779), the United Kingdom (573 978) and the United States (464 634).
Expenditure	The average trip expenditure in Australia per international visitor was $3321, while the average nightly expenditure was $91. Total expenditure in Australia for the year ended 30 June 2013 ($19.3 billion) increased 6 per cent from the year ended 30 June 2012.
Nights	A total of 213 million visitor nights were spent in Australia, an increase of 8 per cent compared with the year ended 30 June 2012.
Return visits	Of all visitors to Australia, 63 per cent had visited before.
Tours	Inclusive package travellers accounted for 15 per cent of all visitors to Australia, while those arriving on group tours accounted for 9 per cent of all visitor arrivals.
States	Of all visitors to Australia during the period, 51 per cent visited New South Wales, 36 per cent visited Queensland and 32 per cent visited Victoria. New South Wales recorded the largest share of visitor nights (33 per cent), followed by Victoria (22 per cent) and Queensland (22 per cent).

Activity 4.4

Visit the Tourism Australia website (see www.cambridge.edu.au/hosp3weblinks) and update the statistical information on arrivals in Table 4.3.

Work areas in a hospitality establishment

Accounts and finance

This department is responsible for monitoring the income and expenditure of the establishment. It monitors the accounts, pays the bills from suppliers, prepares the wages and salaries of employees and looks after their superannuation contributions. Accounts and finance prepares company financial reports and the documents required to complete yearly taxation returns for the company, as well as preparing budgets for the entire establishment and the various areas within it. Occupations include accounts clerk, assistant accountant, audit accountant, bookkeeper, small practice accountant, management accountant, payroll officer and taxation accountant.

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Food and beverage

Food and beverage is a front-of-house operation that is responsible for the supply of food and drinks to customers. In large establishments, this is often divided into smaller sections, such as beverages (for example, at bars), restaurants, room service, and banquet and function catering. This department is responsible for tasks such as preparing for service, greeting and seating customers, promoting food and beverage sales, taking orders, serving food and beverages, collecting payments from guests and the maintenance of service areas. Occupations in this area include bar attendant, barista, restaurant cashier, host/hostess waiter, caterer, maitre d', cocktail bar attendant, sommelier, restaurant supervisor, fast food sales assistant, ship's catering attendant, bar manager and general manager.

Food production/kitchen

This department is a back-of-house operation that is responsible for the preparation of meals ordered through the restaurants and cafes in the establishment, as well as room service. It is the responsibility of this department to produce menus, budget resources, operate and maintain commercial cooking equipment, and watch for marketplace trends that will change customers' expectations. Occupational areas include cook, chef, caterer, supervisor of catering, kitchen attendant, ship's catering attendant, chef de partie, sous chef, baker, pastry cook, executive chef and general manager.

Front office

The front office is a front-of-house department that includes reception, reservations, answering telephone calls, taking messages for customers and staff, and preparing and processing guest accounts. Occupations in this area include hotel or motel front office attendant, receptionist, porter, valet, concierge, chauffeur, airline passenger officer, cashier, and hotel or motel manager.



Housekeeping

This back-of-house department is responsible for the standards of hygiene and cleanliness in the entire establishment. Housekeeping is responsible for the cleaning and servicing of guest rooms, maintaining public areas (foyer, public restrooms), the laundry and providing linen to all sections of the establishment (such as tablecloths to the restaurant). Occupations include porter, valet, reservation sales manager, guest services attendant and duty manager.

Human resources

This department is a back-of-house department responsible for attracting, training and keeping employees in the establishment. Human resources is responsible for staff rosters, keeping staff records and on-site management of industrial disputes, as well as keeping management and staff advised of the current laws and regulations covering the hospitality industry. Occupations include workforce planning and recruitment, WHS officers, risk management, performance management, industrial relations and international human resources management.

Gaming

Gaming is a front-of-house department that is responsible for legal forms of gambling, including lotteries, gaming machines, casino tables and Keno. Gaming areas usually cater for electronic gaming machines that are based on random number generation,

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where wins are generally represented by matched icons. The gaming department is responsible for the establishment conforming to the responsible conduct of gambling legislation. Occupations in this industry include gaming worker, croupier and club manager, but could also include bookmaker, lottery employee, bingo staff and casino attendant.

Maintenance
Maintenance is a back-of-house department responsible for maintaining all the establishment's equipment. Small establishments often hire contractors, while larger establishments may have employees on site. Occupational areas could include plumbing, electrical, painting and decorating, carpentry, gardening, mechanical fitting of machinery and general handiwork.

Sales and marketing
The sales and marketing department is required to actively sell the services of the establishment to local, interstate, national and international tourist markets. Sales and marketing is a back-of-house department that participates in trade shows and provides the advertising material for all events. In small establishments, this may be the responsibility of the owner/manager. Occupations in this sector include trainee sales manager, sales representative, sales consultant, sales manager and business development manager.

Security
Security maintains the health and safety of both customers and staff. Outside contractors are often employed by smaller establishments for special events. Occupations in this industry include security guard and security officer. Any person working in security requires a security licence.

Relationships between work areas
Every department within an establishment is reliant on working with many other departments to ensure the smooth running of the establishment. This is what a customer judges to be quality service. If there are issues between departments, then the quality of the service will not be there for the guest.



Primary role(s) and duties performed by hospitality personnel

Chef
The primary role of a chef is to oversee staff, place orders for culinary items and direct the overall preparation of the food served in the dining establishment.

The chef must ensure that safety standards and sanitary requirements are met every day, and is also responsible for:

- overseeing the preparation of meals and ingredients, final presentation, sanitary issues and timeliness on the part of employees
- planning with regard to the menu items and any specials the dining establishment offers to its patrons
- the creation of the recipes, with or without input from the assistant chefs
- administrative duties, including items such as ensuring employees show up to work, performing payroll calculations, calculating purchase order costs, placing food orders from merchants and addressing workers' complaints

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Activity 4.5

Investigate the role of two other career opportunities in a hospitality establishment. These careers should be ones in which you are interested.

- training the kitchen staff – the chef will provide details of what each worker's duties are and how they should be carried out.

Customer service

Good customer service is seen by many customers as the most important differentiator between a particular business and its competition. Good customer service builds a strong reputation for the organisation in the marketplace. It explains why people want to work for you and why they stay with the business for a long period of time. It will lead to customer loyalty and customer advocacy.

Good customer service means employees of the establishment will:

- have a positive attitude, always wearing a smile and performing duties in an upbeat manner, while demonstrating friendliness towards fellow workers and customers
- demonstrate professionalism by presenting themselves as well-mannered, warm and helpful
- take prompt action to fulfil the needs and requests of fellow workers and customers
- act before problems arise, addressing them early and seeing them through to resolution
- ensure that tasks are completed above and beyond expectations for customers and fellow workers
- always be team players, help others in the team and work towards achieving success for the team
- be responsible for their actions and follow through whatever they do to make sure the customer and the team complete all tasks
- treat all customers and team members the way they would want to be treated themselves, with dignity, sensitivity and tactfulness
- be an ambassador for the enterprise on the job and when in public
- be a mentor to fellow team members and new employees
- be caring towards customers and other members of the team, about their feelings, thoughts and experiences
- strive for excellence in everything they do in the establishment.



Figure 4.4 Good customer service is invaluable to a business

Industry approaches to the delivery of customer service

Industry bodies recommend that all workplaces have policies and procedures clearly setting out the expectations of management for all employees to provide excellent customer service. This document should be very specific and available for reference to all employees. Quality customer service should be established by practice and regular discussions with all levels of employees and management to monitor and continually improve the customer service provided.

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Principles of quality customer service

The principles for quality customer service delivery include the following:

- The establishment should recruit and train people who exhibit the right attitude. Once employed, there should be a planned training program that improves the skills of employees on the job.
- It is important to retain staff. Research shows that when staff are happy and respect the establishment in which they work, then the customer service will be excellent.
- Management needs to recognise the importance of the loyalty of customers, as they will be very good ambassadors for you and the establishment. They often provide feedback on the products and services supplied that can be very useful.
- Management needs to show a long-term commitment to continual improvement in employee skills. Leadership should be provided from the top in the form of offering one-on-one performance reviews and appraisals, and encouraging a personal and professional growth plan for each individual.
- Management needs to listen to what customers and staff are saying by collecting and analysing feedback, and acting on these responses. Develop forums where staff can be involved.
- Complaints are free market research on how the establishment is doing. However, systems need to be in place so that you hear them all.



- Processes in the establishment need to be examined from a customer's point of view, with input from staff to work out whether change is really needed.

Strategies for establishing quality service

All guests are entitled to quality service, which includes making them feel important and welcomed, assisting them promptly and efficiently, and ensuring that they are satisfied. Excellence in service is achieved when customer expectations are exceeded.

Establishing quality service practices is important in all businesses, but particularly when your business regularly deals with people from different cultural backgrounds.

When establishing strategies for quality service, don't ignore the existing customers of the business, don't stop training even though times may be tough and don't pretend that you're good if you're not.

Current issues affecting the hospitality industry

- There is a current shortage of skilled labour in the hospitality industry, and hospitality establishments traditionally have high staff turnover rates. There is a continual burden placed on experienced staff to train new staff, which can be draining for them.
- There is an expectation that workers have to work unsociable hours and during holiday periods, such as Christmas Day and long weekends.
- The state of the Australian and international economy is creating uncertainty for all businesses, but especially hospitality establishments.

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- Australia has experienced a series of extreme weather conditions, such as floods, bushfires and droughts, which has made money less available to spend on luxuries such as eating out and travel in general. Publicity about these events has also deterred international tourists from visiting.
- Technological developments have resulted in many businesses needing to develop a web presence to advertise, take bookings and even allow for direct online bookings by customers.
- Legislative changes have occurred that have affected the industry, such as mandatory training in responsible service of alcohol, responsible conduct of gaming and WHS. Temporary residence visas allowing employers to sponsor overseas workers when there is low employment have seen major legislative changes.
- Terrorism and political unrest in many countries around the world have resulted in concern by tourists about travelling as a whole, but especially into affected areas. This has resulted in a general decline in overseas travel.

Activity 4.6

Create a list of current and in-trend products and services relevant to two hospitality roles you are interested in pursuing.

Current trends affecting the hospitality industry

- Ecotourism is opening new markets in the pristine areas of wilderness in Australia, where the footprint left by tourists is reduced to decrease the impact on the environment.
- The demand for adventure holidays has increased significantly. White-water rafting, remote challenges in Kakadu in the Northern Territory, 4WD tours of pristine areas, taking the Ghan train from Darwin to Adelaide and Opal Fever in Coober Pedy are all unique tourist opportunities only available in Australia.
- Well-being centres with pampering activities for the body, mind and spirit, such as spas, dining rooms with organic food and beverages – for example, Olivia Newton-John's Gaia Retreat near Byron Bay – are becoming increasingly popular.
- Changing social concerns of the population often affect the hospitality industry. These include:
  - increasing respect for Indigenous lands and culture, such as Uluru
  - making venues more responsible for problems related to gambling and alcohol
  - stricter planning requirements to reduce the impact of buildings on the landscape
  - specialised buildings that meet renewable resource or heritage requirements.



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Figure 4.5 White-water rafting, a popular adventure holiday activity

Activity 4.7

1 Investigate further the following terms as they apply in Australia. Describe what each of the following trends is about:
   - ecotourism resorts
   - adventure holidays
   - well-being centres.

2 Name specific examples for each category, and outline the services they provide.

4.2 Working in the industry

Legislative requirements for the hospitality industry

***Food Act 2003* (NSW) (as amended)**

The Food Service Code is a piece of federal government **legislation** that is maintained by Food Standards Australia New Zealand. This legislation is covered in New South Wales by two pieces of legislation: the *Food Act 2003* (NSW) (amended) and the Food Regulations 2010 (NSW). Every state has different sets of legislation to cover food safety.

The NSW Food Authority is responsible for food safety and food labelling practices in New South Wales. This authority enforces the *Food Act 2003* (NSW) amended and the associated regulations on all food for sale in the state of New South Wales.

The NSW Food Authority develops and monitors food safety programs for the industry, licenses food businesses, investigates complaints about the businesses that are monitored, coordinates the recall of food products in the state and has input into changes to the National Food Standards Policy.

The NSW Food Authority is also responsible for food safety and handling, from the point of harvest or manufacture

legislation law that has been promulgated (or 'enacted') by a legislature or other governing body

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through processing, transport, storage and wholesale point-of-sale to consumption. It provides one point of contact for both the food industry and the public on all issues about food in New South Wales.

Local councils are given the power to enforce the food standards under the *Food Act*, mostly in local retail food outlets. The NSW Food Authority works with the local councils to oversee the implementation of consistency in the enforcement of the *Food Act*.

breach a violation or infraction of something such as a law

Environmental health officers are attached to local councils to assess the risk of contamination of the food on commercial premises and to develop, regulate, enforce and monitor laws and regulations governing public health in both the built and natural environment, in order to promote good human health and environmental practices in their local government area. Local governments can also advise and direct food business regarding the development of food premises and building, to ensure they meet food standard codes in the local area.

The roles and responsibilities of environmental health officers include:

- the right of entry to premises
- the power to inspect premises
- right to collect food and beverage samples from establishments for testing
- the right to close down a restaurant
- the power to issue warnings with set time limits for improvements to be made
- the power to fine the owner for breaches of the legislation.

In 2008, the New South Wales government passed laws that allow the NSW Food Authority to publish details of food businesses that it has prosecuted successfully for **breaches** of the law on its website (called the 'Name and Shame Initiative').



Activity 4.8

Access the NSW Food Authority's website (go to www.cambridge.edu.au/hosp3weblinks) to investigate local food establishments that have made it on to the Authority's Name and Shame Register.

Food Regulation 2010 (NSW) (as amended)

The Food Regulation 2010 supports the regulatory work of the NSW Food Authority and local councils, and works to minimise the occurrence of food-borne illness in New South Wales.

This regulation is vital for the food industry, as it ensures that minimum standards are being met in areas of the industry that are particularly high risk in terms of transfer of potentially harmful bacteria and other **pathogens**. At high risk are those working in areas involving meat, dairy, seafood, shellfish and plant products, and egg businesses preparing food for vulnerable people like the elderly and the very young in New South Wales.

pathogen any agent that causes disease, especially living micro-organisms such as a bacteria or fungi

These businesses are subject to Food Safety Schemes (FSS) because of their propriety classification. Under each scheme, there are licence categories that specify the types of activities each business is licensed to perform – for example, opening oysters or raw transport of milk.

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The Australia New Zealand Food Standards Code

The Australia New Zealand Food Standards Code makes sure food in Australia and New Zealand is safe and suitable for all to eat. It includes standards for food additives, food safety, labelling and foods that need pre-approval, such as genetically modified (GM) foods. This legislation is covered in New South Wales by two pieces of legislation – the *Food Act 2003* (NSW) (amended) and the Food Regulations 2010 (NSW). Each state has a different set of legislation.

Enforcement and interpretation of the code is the responsibility of state and territory government departments. In addition, the Department of Agriculture, Fisheries and Forestry (DAFF) has operational responsibility for the inspection and sampling of imported food.



The code has four parts:

1 **General Food Standards.** This includes individual regulations that apply to almost all foods, such as labelling requirements, substances and the quantities that can be added to food, and safety of materials that are in contact with food. Also included are the permissions for new foods, limits for chemical and microbiological contaminants and maximum residue limits of **veterinary** and chemical residues in foods.

2 **Food Product Standards.** These are the compositional requirements for specific foods, such as meat, eggs, fish and alcoholic beverages.

3 **Food Safety Standards.** These are about the requirements for food handlers wherever food is sold, and apply only in Australia – they relate, for example, to good food safety practices such as training staff, maintaining food at the correct temperature, washing hands and keeping equipment clean.

4 **Primary Production Standards.** These apply only in Australia, and include primary production and processing standards for agricultural commodities such as seafood, poultry, meat, specific cheeses, wine and dairy products.

Responsible service of alcohol

The law in New South Wales requires all staff who serve or work in areas where alcohol is served to have completed the Responsible Service of Alcohol (RSA) course. This training ensures that licensees and staff understand their responsibilities when serving alcohol. Any person required to serve alcohol in their employment must have training in RSA and be over the age of 18.

Responsible conduct of gaming/ gambling

Gaming-related staff, secretary managers and hoteliers who are responsible for or work in areas where gaming machines are located are required to have completed the mandatory training on responsible gambling, the New South Wales Responsible Conduct of Gambling (RCG) course. This course takes approximately six hours to complete, and there are no exemptions from the course. Training undertaken in other states is not recognised in New South Wales.

Local council regulations for local community protection

All businesses in local council areas are regulated by the council and the NSW Food Authority. They provide advice and approve new businesses, monitor food hygiene practices, check for contamination, follow up on complaints and make sure business owners and their staff comply with the laws and regulations. Their supervision includes the registration and approval of stall-holders selling food at shows, fairs, festivals and other public events.

veterinary relating to veterinary medicine; concerned or connected with the medical or surgical treatment of animals, especially domestic animals

Australian consumer law

The Fair Trading Amendment (Australian Consumer Law) Act 2010 amends the previous *Fair Trading Act 1987*.

The Australian Consumer Law is a single, national law. The Australian Consumer Law includes general protections that create standards for entities providing goods and services to consumers. The Act is administered by the Australian Competition

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and Consumer Commission (ACCC) and each state and territory's consumer law agencies – in New South Wales, that body is NSW Fair Trading, which provides information on:

- buying goods and services
- online shopping guides
- resolving complaints with traders or service providers
- starting a business in New South Wales
- helping businesses to keep up to date with legislative requirements
- ensuring safe products.

***Privacy Act 1988* (Cth) (as amended)**

Privacy in Australian law means that every person has a right to protect their own personal life from invasion, and control the flow of their personal information to others. The *Privacy Act 1988* contains rules governing the collection and handling of information collected by agencies, such as government, medical and credit records. It also protects Australians against invasive procedures to their bodies – for example, genetic and drug testing – and covers the security and privacy of personal mail, telephones, emails and other forms of communication. The law also covers the amount of intrusion that can take place in the home environment, as well as in your workplace or another public space, by activities like personal searches, video surveillance and ID checks.



Activity 4.9

The chef of an establishment would need to have a working knowledge of which legislation?

Quality assurance

Quality assurance means that you can expect the same standard of quality in the hospitality establishment every time you use it. Customers look for a standard of quality and consistency in both product and service that is demonstrated in successful establishments.

If an establishment is not providing a product, or is providing a service that fails to meet the quality expectations of its main clients, then patronage will fall and the revenue base of the establishment will be lost. People will complain and the product may need to be re-made or the service re-evaluated and improved. This could also possibly lead to damage in terms of a business's reputation.

Successful establishments have numerous checks and controls in place to ensure quality. They train staff to provide service above the minimum standards that are set in policies and procedures. These establishments are continually trying to improve their performance.

The star rating system used by the NRMA and the Gold Plate awards from the Catering Institute of Australia recognise those establishments that are providing quality service. Critical guidebooks such as the *Restaurant Guide to Sydney* and articles in local newspapers and magazines, as well as online guides and reviews, are important quality measurements. Consistent criteria and expert judges are necessary to ensure

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the standardised measurements of quality for making judgements are followed.

Quality assurance systems

Establishments develop policies and procedures that contain clear statements about the specific roles and responsibilities of staff. These policies describe how to measure the quality of each service and the quantity of each product – for example, an entree of garlic prawns must contain 10 king prawns. They may even have photographs attached to demonstrate.

There should be regular checks written into the procedures to ensure that the quality standards are met. It is the responsibility of all employees to ensure that required standards are being met, from the foods served to customers to the service provided.

If standards are not up to expectations, customers may choose to take their business and money elsewhere. The loss of business, customers, money and time can lead to a loss of profits, resulting in fewer jobs and perhaps even the closure of the premises.

The aim of quality assurance is to control the quality of the products and services provided to customers. Quality assurance does not always aim to deliver the highest possible quality; rather, it aims to work out what level of quality suits the establishment and then make sure that this standard is always achieved. This gives customers confidence in the business: they know they will receive the same quality of product or service every time they come to the establishment.



Quality assurance systems:

- have clearly stated aims and obligations that the establishment wants to achieve
- involve informed decision-making
- are free from individual personal bias
- involve all staff, from management to trainees
- include the specification of standards and acceptable evidence
- prompt continuous improvement.

Industry accreditation schemes

There are many accreditation schemes that reward excellence in the hospitality industry. These include:

- the star rating system used by the NRMA, which awards accommodation properties with a star rating to indicate the quality of the accommodation available – an indicator of the types/quality of goods and services available at different hotels, motels and clubs
- the Savour Australia Restaurant & Catering HOSTPLUS Awards for Excellence, very well-respected industry awards specifically designed to promote best practice in the restaurant and catering industry
- the *Australian Good Food and Travel Guide*'s crossed fork and spoon symbol, used to represent the style and the facilities that are offered by establishments, including a rating for service
- the *Australian Good Food and Travel Guide*'s Chef Hats, which have been awarded to chefs around Australia since 1982 (see Figure 4.6). Inspectors dine anonymously in the restaurants and then write a review. These comments, along with the opinions of the public who send in reviews throughout the year, determine the results.

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- the *Australian Gourmet Traveller* magazine's Restaurant Awards, which acknowledge achievement and celebrate commitment to excellence and attention to detail.



Superlative Food & Wine: Internationally acclaimed

Worth a special journey



Exceptional Quality of Cuisine

Worth a detour



Food Quite Out of the Ordinary

Worth a stop on the way



A Good Restaurant in its category

Commended

Figure 4.6 *Australian Good Food and Travel Guide*'s Chef Hats

Source: *Australian Good Food and Travel Guide*.

Activity 4.10

Use the internet to research the Crossed Spoons Rating Guide used by the *Australian Good Food and Travel Guide* (go to www.cambridge.edu.au/hosp3weblinks). Are there any restaurants in your area that exhibit the rating symbol of crossed fork and spoon?

Activity 4.11

Who won the *Australian Gourmet Traveller* 2013 Restaurant Award? Research on the internet to find out. Make comments on the restaurant's menu.

What is a code of conduct?

A code of conduct for hospitality workers sets out the expectations of the business management for every worker on site. It also provides a clear guide to the ethical standards expected by management from its workers.

What is occupational licensing?

An occupational licence is a form of regulation that restricts entry to an occupation or profession to people who do not meet requirements stipulated by a regulatory authority.

Occupational licensing reflects Australia's strong commitment to ensuring that public risk from industries conducting their business operations is limited. Occupational licensing is one of the most effective and easily recognisable legislative and regulatory controls that governments have at their disposal to control public risk.

The restrictions enforced by occupational licensing ensure that people who work in occupations or professions deemed as having a public risk meet the pre-determined competency requirements, which reduce the public risk of injury factors for that particular industry or

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occupation. Currently, industry regulators in each state and territory oversee compliance with industry occupational licensing requirements.

The Australian Qualifications Framework (AQF) ensures national recognition and consistency, ensuring quality in the qualifications across Australia.

Activity 4.12

The Travel, Tourism and Hospitality Training Package is the national framework for skills development for the tourism, hospitality and events industries. Access the site for the AQF training packages (see the link at www.cambridge.edu.au/hosp3weblinks). Use this website to find the requirements for Certificate II Hospitality SIT20212 or Certificate II Hospitality (Kitchen Operations) SIT20312. Take care to access the correct qualification, as the Training Package for hospitality has changed recently.

The connection between quality assurance, work practices and customer service

There is a strong connection between quality assurance, quality work practices and the delivery of quality customer service.

Workers rely on a rigorous set of standards from the establishment to ensure that the products and systems they use are safe and reliable. Standards give businesses and consumers confidence that the goods and services they are developing or using are safe and reliable, and will do the job they were intended for.

The consequences of failing to observe the legislative requirements (non-compliance), the quality assurance processes/systems and workplace policy, guidelines and procedures provided for employees can result in dismissal from the establishment after written warnings are given.

Legal and ethical issues

The difference between legal and ethical issues

Legal issues in the workplace relate to the protection that Australian laws and regulations provide to both the worker and customer. In Australia, legislation exists to protect consumers, employees and employers relating to hygiene, gaming, work health and safety, and environmental legislation that must be adhered to by establishments and employees.

An ethical issue is directly related to moral values and judgements of employees and management on issues. Ethical behaviours are the standards that you hold for yourself: the attributes of honesty, responsibility and how you treat others in all facets of your life. Ethical behaviour often goes beyond the laws, and relates to knowing what is right and wrong in a particular situation, and doing what is right.

Legal and ethical issues affecting the hospitality industry

Legal issues affecting the hospitality workplace relate to following all the requirements of the law. Ethical issues are where the practices are legally correct but are morally wrong.

What are key ethical issues faced by this industry?

The hospitality industry faces numerous ethical issues. Often, when people are

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spending less money, employees in the hospitality industry do not make as much as they do in better economic times. When businesses struggle, it is often the employees who are hurt by being overworked and underpaid. Businesses often struggle to find a balance between paying workers and making a profit, especially in the early years of the business.

The hiring of illegal immigrants is another ethical issue within the hospitality industry. Labour from illegal immigrants can be less expensive. Workers can be displaced because of the cheaper labour, and there is constant debate about the ethics of legal/illegal immigrant labour. Cleaning industries and large hotel chains often exploit illegal immigrants, and use cheap labour to maintain their profitability.

Legal and ethical obligations of the hospitality worker

- **Honesty**. Answers and promises you make to guests (and other team members) must be accurate and the truth. Never make promises that can't be kept, and be sure to do what you say when making plans so you do not mislead or deceive others.
- **Integrity**. Never be dishonest, rude, offensive or ignorant to either guests or fellow workers. Never break the promises you make. All decisions should be followed through; however, options should be evaluated after listening carefully to what others have to say.
- **Trustworthiness**. Don't let other people down, and always finish the tasks assigned to you. Follow up to ensure satisfaction with your work. Managers need to be confident that you are able to complete assigned tasks.



- **Loyalty**. In dealing with customers and fellow workers, be true to yourself and the establishment by providing the expected level of service. However, it would be even better if you always attempted to exceed the expectations of others. Avoid conflict and do not use or disclose confidential information.
- **Fairness**. This is particularly important when dealing with conflict situations in the workplace or with customers. Always listen to all points of view, and treat all individuals with equality and tolerance and with an open mind.
- **Respect**. Show respect for other people, as it is critical to understand the needs of customers and to be able to satisfy them. Respect in the workplace is manifested as working together to lessen the workload for the team wherever possible.
- **Excellence**. Practise excellence in the service and standard of product supplied to customers. Have pride in

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the work you do, and always attempt to achieve the same standard or better every time you do the task.

- **Leadership**. The most effective way to instil ethical principles in other team workers is by example.
- **Kindness**. Working in the hospitality industry requires you to go out of your way to make customers feel special, even if you are inconvenienced.
- **Sincerity**. Actions and words should match at all times. Always seek to find the correct answer or method for people, as this will avoid conflict with customers.
- **Tenacity**. All the demands of guests, fellow workers and management, along with the pressure of working long hours and deadlines that need to be met, mean that you have to do your best to meet all the competing employment demands.
- **Generosity**. Establishments could look at the possibility of reducing the amount of profit generated in order to build respect of customers, who will appreciate the efforts made to ensure they have a good time. This can easily be done by providing regular clients with free coffee, but should only be done with the approval of a manager or someone in a leadership position.
- **Eagerness and enthusiasm**. An appreciation of the customer's needs and a clear willingness to please customers are vital. At the very least, you should be aiming to complete your duties without complaint.

4.3 Information on the hospitality industry

Basic research skills

The people who show initiative in furthering their knowledge and understanding of their workplaces tend to be those who are successful in their chosen careers. In the hospitality industry, this quest for information can be on any aspect of the workplace that is of interest. Staying up to date with emerging trends and technologies is important for delivering **quality service** to customers, and shows that the individual has a commitment to maintaining and delivering this level of service.

The key is to be able to identify the relevant information, as research will often reveal a lot of data. The hospitality industry is changing rapidly, so information from sources more than four years old will often be out of date, and must be used with caution. Care also needs to be taken when sourcing information from other countries, as this information may not apply to the hospitality industry in Australia. Scanning sources of information for any of the key words or phrases that you are using may help in the selection of relevant information.

Questioning people who work in the industry is one method used to obtain



Figure 4.7 People working in the industry are a good source of information

quality service service that fully satisfies the needs of both the customer and the business

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current relevant information. Asking open questions of these people provides an avenue for unlimited responses. Open questions such as 'Where did you do your training in Food and Beverage?' encourage people to start conversations and express opinions, attitudes and their feelings on the topic. Closed questions, on the other hand, invite a very limited response, such as a simple 'yes' or 'no'. They are good to use when you want a quick confirmation of a fact – such as 'Do you place the teapots there?' Both methods of questioning are useful, depending on the information you require.

Sorting and organising information from a variety of sources is the key to being able to use it. Discarding information that is not relevant and summarising or keeping the information that is to be used is a skill that needs to be learnt. The information needs to be sorted into a format that can be used to make a presentation to an audience. The method chosen to present the information should be relevant to the particular audience and to the venue: a written presentation method may be better for a few people, whereas an audio-visual or PowerPoint presentation would be better for a larger group. Headings will often help the audience work their way through a presentation.



Figure 4.8 Computers are useful for both researching and sharing information

Sources of information

There are many sources of information that can be used to gather current and emerging information on the industry. These include the following:

colleagues individuals who work with you

- **Colleagues, managers, supervisors and team leaders** are an excellent source of knowledge about current industry practices. They are currently working in the industry, and often have progressed and are able to share experiences and information with you. Check that the information is accurate by using a number of sources.
- **Experienced industry personnel** from a number of other establishments are an invaluable resource. As you develop your level of experience, you will be in a position to meet a number of colleagues from many establishments and industries. They are able to provide advice on career pathways, and perhaps mentor you as your skills develop.
- **Networks of co-workers in the hospitality industry** who are willing to share ideas and experiences need to be established. Once you show interest in the work you are doing, people may be willing to share their knowledge.
- **Industry bodies and professional associations** compile current hospitality data and make their findings available to the industry and workers. Industry bodies such as Restaurant and Catering NSW, the Australian Hotels Associations and Clubs NSW provide networking opportunities and training to members. They are a constant source of up-to-date information on the industry.
- **Unions** are a good source of current industry information on industrial and workplace issues. They provide information on WHS issues in the industry. Their journals also keep people abreast of other issues that are relevant to working conditions in the industry.
- **Workplace manuals** are provided to inform employees of the work practices that they are expected to follow when working in the establishment.

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- **Journals** contain industry-specific articles, written by reputable writers who provide articles on current issues in the industry as well as featuring leaders in the industry and what they are doing in their establishments.
- **Libraries** provide a variety of books, journals, media clippings and internet access for members. They can be found in most towns, and are also housed with industry associations and unions.
- **The internet** is a readily available source of current research on the industry. Most companies have a web presence and many journals are available online. When using the internet, be very clear about the terms of your search to avoid large amounts of irrelevant information that will need to be sorted through.
- **Training courses** are many and varied, and cover all aspects of work in the hospitality industry. Often courses are run by Registered Training Organisations, and offer credentials at the successful completion of the course. Training can also be offered by suppliers of equipment to upgrade skills on the use of the new equipment. Always collect and keep the certificates that may be given out at the end of training to add to your references.

Current and emerging information on the hospitality industry

Employers and employees are able to access online information systems and other information and communications technologies. It is important to remember to correctly validate and interpret the information found on these systems.

Once the data has been validated, it can be integrated carefully into the daily work patterns and operational duties of employees. It is also improtant to share information with colleagues to establish their points of view.

4.3 Technology

Current and emerging technologies in the hospitality industry

As technology developments continue at a relentless pace, it can be difficult for hotels, leisure providers and those in the hospitality industry to keep up with recent changes, let alone look to the future. However, the savings and improvements that technology can deliver mean that managers and directors really need to keep one eye on trends. All the trends listed below have brought about a huge change in the hospitality industry. From the back office to front of house, from the hotel to the corporate office, the technology that underpins these changes will deliver a sharp competitive edge at all levels.

Cloud/software as a service (SaaS)

Software delivered as a service, rather than held on the premises, is already a mainstream technology topic and, despite being a new concept in the hospitality sector, it is already big news.

Up-front investment is lower with the cloud, as there are no initial hardware costs or associated expenses such as full-time, in-house IT staff to maintain the system.

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Hotels like the idea of taking the headache and distractions of IT off-site, which leaves them free to focus on the day-to-day business of looking after their guests.

Mobile payment systems such as Google Wallet on smartphones

This service allows customers to make payments on their smartphones, which frees up the traditional point-of-sale (POS) system and enables the customer to use alternative payment systems not currently available to them, such as Pay Pal.

Mobility of devices

Mobility is the new face of computing, as devices such as tablets and smartphones revolutionise the way we interact with technology. Hospitality is no exception to this revolution – in some cases leading the way.



Tablets, mobile phones, smartphones and laptops have become critical tools on both sides of the check-in desk. Some establishments already have their management systems on mobile devices such as tablets and iPads, which allows them to 'meet and greet' their guests at any location rather than the old-fashioned registration desk. This reduces the costs of static desks and having all the technology located there.

The costs of mobile hardware and software are considerably lower when mobile devices such as tablets and iPads are used, making them a viable option for small independent operations where customer service gives them a competitive edge.

Tablets and iPads are being demanded by management, as they are highly portable devices that provide easy access to emails, various forms and other documents while being linked by software to the business computers.

Social media

Social media are having a huge impact on the hospitality industry. Programs like Trip Advisor are great sources of information for people who are looking for accommodation, flights and activities. Facebook and Twitter are becoming influential in the hospitality industry. These social media tools provide an online reputation for a business; they need to be monitored, and swift, appropriate action taken when negative comments are expressed.

Personalised systems

Customers expect their experience in the hospitality industry to be personalised to them. This can be from the welcome message on the TV screen in the room to food preferences and additional services, such as a gym available for personal training.

Very quickly, a large amount of information is available on customer preference data that needs to be held in the hotel management system in order to deliver a personalised, high-quality service each return visit. This is using guest preference information proactively.

Integration of management systems

Hospitality establishments often have many areas they cater for, from accommodation to events and golf courses. Each of these areas has traditionally operated its own separate software system. Integrating these systems can provide more comprehensive management of the guest. Reports can bring together comprehensive views of revenue per guest or event. This information could also personalise advertising campaigns to the sort of services that have been used in the establishment.

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Globalisation

When international trade and business expand into international markets, international links become very important. The technology system in use must be able to support these links. This may be as simple as international language assistance programs added to computers or tablets, or accounting for the different regulations and work practices in different countries.

Voice over IP (VoIP)

VoIP is worth considering for the hospitality industry, as it means expensive phone lines can be removed yet the existing infrastructure can be used. It would also mean that all phones and users would be monitored on site rather than having to use a third party and wait for cost information to become available.

The impact of current technology on operational duties and service delivery

The hospitality industry is currently using numerous types of technology is its day-to-day operations. This has provided savings, with the improvements that technology can make to the business. Not only has the introduction of new technologies been fast, but the emphasis on 'time-saving' and 'labour-saving' technologies means that the pace of work is faster too.

The rapid pace of technological change often means that workers are struggling to keep up, while their unions find themselves unable to critically assess what the impact of these changes might be.



The role of technology in development of new and improved work practices

Management will need to review all workplace policies and practices, and revise practices in line with the new equipment. The use of the new technology may require employees to upgrade their skills to be able to get the best outcomes from the use of the technology. This will need to be managed by the establishment.

Technology can streamline practices and improve the work practices of establishments if its introduction is well managed and has the support of employees.

Selection and use of technology appropriate to day-to-day work activities and work tasks in the hospitality industry

Management has a responsibility to select appropriate technology for the establishment and to provide upgraded skills training for employees to be able to use the equipment. The work practices policy will need to be developed for employees to be able to utilise the new technology successfully in their day-to-day tasks.

Range of technological skills required for working in the hospitality industry

The employability skills framework attached to the Australian Qualifications Frameworks (AQF) indicates that employees require skills to use technology that contributes to the effective carrying out of tasks in the hospitality industry. This includes:

- having a range of basic IT skills
- applying IT as a management tool
- using IT to organise data
- being willing to learn new IT skills
- having the WHS knowledge to apply technology
- having the appropriate physical capacity to use the technology.

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Unit summary

At the completion of this unit, you will have discussed, researched and analysed:

- basic research skills to obtain and use information
- the nature of the hospitality industry and its general features
- the nature of allied and related industries, such as tourism and travel to the hospitality industry
- sectors within the hospitality industry, such as accommodation, entertainment and recreation, food and beverages, and gaming, and how these sectors interrelate
- work areas within a hospitality establishment, including accounts and finance, customer service and food production/kitchen roles, and how these areas interrelate
- principles of quality customer service
- current and in-trend products relevant to job roles
- current issues and trends affecting the hospitality industry
- legislative requirements of the hospitality industry
- definition of quality assurance
- industry accreditation schemes
- code of conduct
- occupational licensing
- legal and ethical issues.



Unit summary questions

1 In a paragraph, explain what you believe to be the nature of hospitality and its allied and related industries.
2 Write a paragraph explaining what the acronym MICE stands for, and how this relates to the hospitality industry.
3 List at least five work areas you might find in an establishment in the hospitality industry.
4 Identify some of the current issues and trends affecting the hospitality industry. Speculate about how these issues and trends could affect the industry in the future.
5 Explain what is meant by the term ‘code of conduct’.
6 Explain the roles and responsibilities of the environmental health officer.
7 Explain the term ‘occupational licensing’. Consider how it protects Australian consumers in the hospitality industry.
8 Write a short report on the effect of the following legislation:
   a Food Act 2003 (NSW) (as amended)
   b Food Regulation 2010 (NSW) (as amended)
   c Australian New Zealand Food Standards Code
9 Why is it necessary to have legislation to protect consumers?
10 The privacy of Australian citizens is protected under the Privacy Act 1988 (Cth) (as amended). How are they protected?

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Multiple-choice questions

1 The Food Standards Code makes sure food in Australia is:
   a of a minimum size
   b safe and suitable for all to eat
   c sourced from Australian ingredients
   d healthy

2 Which of the following areas is not regulated by the local council and the NSW Food Authority?
   a approval of new businesses
   b food contamination
   c menu options
   d hygiene practices

3 Confidentiality is covered under privacy legislation, which protects the personal details of:
   a individuals
   b pets
   c establishments
   d management

4 When using the internet to gather information, what should you make sure you do?
   a keep the certificates of the sites you visit
   b make sure you visit every page listed in the search results
   c be clear about the terms of your search to avoid large amounts of irrelevant information
   d take down everything

5 Which of the following are Australia's largest manufacturing industries?
   a food and beverage manufacture/ production
   b meetings, incentives, conferences and events
   c entertainment industry
   d tourism and travel

6 Quality assurance is the practice of managing the way the services and products of an organisation are produced, in order to meet:
   a a certain service level
   b a non-certain standard
   c a certain standard
   d pay conditions

7 The accounts and finance department is responsible for:
   a the supply of food and drinks to customers
   b answering telephone calls, taking messages for customers and staff
   c attracting, training and keeping employees in the establishment
   d monitoring the income and expenditure of the establishment

8 Keeping up to date with industry knowledge and trends allows staff to provide current information to guests about:
   a specific activities and tourist attractions not available overseas
   b specific activities and tourist attractions not available in the local area
   c specific activities and tourist attractions available in the local area
   d specific activities and non-tourist attractions available in the local area

9 A benefit of a mobile payment system is it:
   a provides an online reputation for a business
   b allows customers to make payments on their smartphones
   c allows businesses to meet and greet their guests at any location
   d lowers up-front investment in technology for businesses

10 Which of the following are legal and ethical obligations of the hospitality worker?
   a honesty and integrity
   b loyalty and fairness
   c respect and excellence
   d all of the above

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Food and beverage stream

Unit	Unit code	Unit title
5	SITHFAB203	Prepare and serve non-alcoholic beverages
6	SITHFAB204	Prepare and serve espresso coffee
7	SITHFAB206	Serve food and beverage
8	SITXCCS202	Interact with customers
9	SITHIND202	Use hospitality skills effectively (holistic)



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Unit 5
Prepare and serve non-alcoholic beverages

Subject code: SITHFAB203

Prerequisite subjects:
SITXFSA101 – Use hygienic practices for food safety

Indicative HSC hours:
15 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to prepare and serve a range of teas, non-espresso coffees and other non-alcoholic beverages. It requires the ability to select ingredients and equipment and to use a range of methods to make and present drinks. It does not include making espresso coffee beverages, which is covered in SITHFAB204 – Prepare and serve espresso coffee.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
cleaning and maintenance of equipment
drink-preparation methods
non-alcoholic drinks presentation
safe and hygienic work practices
strength, taste, temperature and appearance of non-alcoholic drinks
tamper
tea and coffee

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5.1 Non-alcoholic beverages

Range of non-alcoholic beverages typically found in commercial beverage menus

Drinks that do not contain alcohol are called non-alcoholic drinks; they may be hot or cold. They are high-profit items and play an important role in any hospitality establishment. Customers who are health conscious will tend to order them.

The range of non-alcoholic beverages includes water, smoothies, mocktails, coffee, tea, milkshakes, fresh fruit juices, cordials and syrups.

Major types/styles of non-alcoholic beverages and their characteristics

Carbonated beverages dispensed from the bar include soda water (colourless and tasteless), tonic water (colourless with a slightly bitter quinine flavour), dry ginger ale (golden straw colour with ginger flavour) and bitter lemon (a pale cloudy colour with a sharp lemon flavour). Soft drinks available depend on the establishment, but usually include lemonade, lemon squash, Coca-Cola, orange squash and perhaps ginger beer.



Coffees (non-espresso) include the following:

- **Instant coffee** (granules or powder) is still used (though less commonly than it once was) in homes around Australia. It is made quickly by pouring boiling water over freeze-dried, vacuum-packed coffee.
- **Plunger coffee** is made by adding just under boiling water to coarse, freshly ground coffee in a heatproof glass container. The plunger unit and the lid are positioned and the customer completes the process by pushing the tightly fitting plunger to the base of the container after the coffee has had time to brew. The coffee grounds are collected under the strainer and pushed to the bottom, which leaves the coffee free of grinds.
- **Percolator coffee** was very popular in Australia in the 1970s. The percolator forces almost boiling water up into a basket that contains coarsely ground coffee. The brewed coffee collects in the bottom of the percolator. The process is repeated several times.
- **Filtered coffee** uses hot water dripped through ground roasted coffee in a paper or mesh filter. The coffee is collected in a pot underneath, which is kept warm on a warming element.

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It should be served as quickly as possible, as it loses its aroma if allowed to sit.

- **Pods** are a modern alternative, allowing espresso-style coffee to be produced economically by the cup. Each pod contains sufficient ground coffee for one cup, sealed to retain freshness. Numerous styles of coffee can be made by purchasing different pods.
- **Greek/Turkish coffee** is made in the traditional *ibrik*, a tall, long-handled copper or brass-plated pot with a narrow neck. A total of 85 ml of water is used for each demitasse cup. It is made by bringing the mixture to the boil over medium heat, then pouring half the coffee into the demitasse cup, returning the remaining coffee to the boil, then removing it from the heat. Some of the creamy foam is then spooned over the coffee in the cups. It is important to not mix the coffee once it is in the cups. The coffee is boiled with sugar for happy occasions like weddings and without sugar for sad occasions like funerals. It is usually served with a small glass of water and often a small piece of Turkish delight. It is never served with milk or cream. Crushed cardamom and orange blossom water can be used to spice the coffee.

Fruit- and milk-based non-alcoholic beverages

Freshly squeezed juices such as orange, pineapple, grapefruit and carrot are very popular, and are commonly enjoyed for breakfast. There is a trend in five-star establishments for customers to squeeze their own concoctions of fruit and vegetable juices. In this case, the juicer would be located in a convenient position with a display of fruit for guests to use.

Mocktails are non-alcoholic cocktails that are prepared from a variety of non-alcoholic ingredients – usually a mixture of fruit juices – and presented to resemble cocktails.

Milk-based non-alcoholic beverages include the following:

- **Milkshakes and flavoured milks** are prepared and made according to the establishment's recipes. The ingredients include chilled milk, syrups for flavouring and ice cream. Milkshakes are mixed using a commercial milkshake mixer or a blender, which is usually located in the bar or still area.
- **Flavoured milks** are produced by adding flavouring to milk. Any flavoured syrup or powder (cocoa) can be used.
- **Hot chocolate** is made by blending chocolate powder or liquid chocolate with cold milk, then heating or mixing with hot, frothy milk. Rich hot chocolate can be made by using block chocolate.
- **Iced coffee and chocolate** are cool, refreshing drinks that are popular in summer. The coffee- or chocolate-flavoured toppings are mixed with chilled milk. They are often served with ice cream and/or cream, and sprinkled with drinking chocolate.
- **Smoothies** are thick, blended drinks made from fresh fruit and vegetables, fruit juice or puree. Dairy smoothies also contain milk, ice cream, yoghurt and honey. Popular smoothies often contain banana, mango or strawberry.



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Teas

Teas include the following types:

- **Black tea** is fermented and then dried to stop the fermentation process. The flavours and aromas of the tea vary. The strength of the tea is determined by the amount of tea used and the amount of boiling water added.
- **Semi-black, semi-fermented or oolong teas** have the qualities of both black and green teas. They are usually served without milk, lemon or sugar.
- **Darjeeling tea** is delicate, with a light grape flavour. It is usually served as an afternoon or evening beverage with either lemon or a little milk.
- **Ceylon tea** is grown in Sri Lanka. The tea may be made either in a china or a metal teapot. It is usually offered with milk and sugar.
- **Green tea** is a light-green, non-fermented tea. Green teas vary in aroma and taste. They are not usually served with milk or sugar.
- **Earl Grey tea** is a blend of Darjeeling and China tea, flavoured with oil of bergamot. It is usually served with lemon or milk.

Speciality teas include herbal and fruit teas. For centuries, herbs have been used to make tea. They are currently very popular as they don't contain caffeine.

- **Herbal teas** include camomile, peppermint, rosehip and mint. They can be served hot or cold, and they are improved by the addition of a little lemon juice. Honey makes a very good sweetener for herbal teas.
- **Fruit teas** are also very popular, and include varieties such as cherry, lemon, blackcurrant, mandarin and orange.
- **Floral teas** are made from edible flowers such as camomile and jasmine, and have recently become popular. They are usually consumed without milk or sugar.

Water can be dispensed from the bar or still area. Chilled water is often served at the start of a meal, especially if the weather is hot. Bottled spring water or carbonated sparkling water may also be requested. Water will often be accompanied by a slice of lemon to make the water taste refreshing.

5.2 Equipment – non-alcoholic beverages

Industry-standard equipment used to prepare different types/styles of non-alcoholic beverages

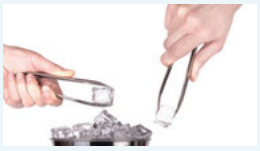
Table 5.1 shows the equipment needed to prepare non-alcoholic beverages.

Glasses

Glasses need to be washed in a glass dishwasher, which will remove any residue, smears, smudges and lipstick marks. A glass brush may need to be used before dishwashing to remove any pulp stuck to the inside of the glass. Once washed, glasses need to be air dried and polished before being stored for use. Use a clean lint-free polishing cloth. The glasses should also be checked for chips and cracks (if sighted, they should be removed from service). Polished glasses should be stored in an area close to where they will be used.

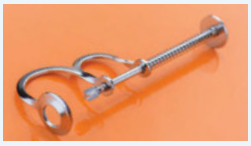
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Table 5.1 Equipment for non-alcoholic beverages

Name	Purpose	Safe use	Cleaning	Photo
Cocktail shaker	Stainless steel. Used to mix ice and ingredients.	Used to mix beverages by shaking vigorously. When ice is put into the shaker, this allows for a quicker cooling of the drink before serving.	Wash after every use in dishwasher.	
Strainer	Designed to fit over the rim of glasses.	Used to make a smooth drink by removing the solids from the ice.	Wash after every use in dishwasher or hot soapy water.	
Trays	Used to hold multiple drinks.	Serving customers.	Washed and wiped at end of every service period.	
Chopping boards	Provide a surface to cut fruit and vegetables.	Use green and white boards to cut garnishes.	Wash in hot soapy water or dishwasher after every use.	
Ice tongs	Used to pick up ice.	Picks up one piece of ice at a time to add to beverage.	Wash at end of service period.	
Kettle	Used to heat water.	Hot water is required to brew tea or infuse other ingredients.	Empty, rinse and refill at end of service period.	
Teapot	Container for holding tea and boiling water.	Used to brew tea.	Empty and rinse then wipe over after use.	
Garnish tray	Stores prepared garnishes.	Garnishes such as lemon slices and wedges are prepared and stored.	Wash in dishwasher at end of service period.	
Scoops	Available in different sizes.	To scoop out the correct amount of ice cream for milkshakes.	Wash in hot soapy water after use. Store in hot water to help in use.	

(continued)

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Name	Purpose	Safe use	Cleaning	Photo
Pip remover	To remove pips	Used to remove pips from cherries and olives.	Wash in dishwasher at end of service period.	
Cups	Stainless steel. Used to hold drinks before straining.	Used to stir drinks before straining and putting into the serving glasses. Milkshakes are mixed in metal cups.	Wash in dishwasher at end of service period and in hot soapy water after use.	
Peeler	Removing skin	Removes skin from fruits and vegetables, used as garnish.	Wash in dishwasher at end of service period and in hot soapy water after use.	
Zester	Removes the top layer of skin from citrus fruit.	Used as a garnish.	Wash in dishwasher at end of service period and in hot soapy water after use.	
Melon baller	Used to scoop out flesh of fruit.	Insert into the fruit and then twist to form a ball of the flesh.	Wash in dishwasher at end of service period and in hot soapy water after use.	
Mesh shaker	Gives a thin dusting of ingredients.	Give a thin dusting of chocolate powder, etc. on drinks.	Wash in dishwasher at end of service period and in hot soapy water after use.	
Knives	Used for cutting	Cut garnishes, or fruits and vegetables to be placed in blender.	Wash in dishwasher at end of service period and in hot soapy water after use.	
Pourer	Attached to syrup bottles once the lid has been removed.	Allows the pouring of syrups to be done quickly and accurately.	Wash after each bottle is empty.	
Jigger	Used for measuring.	Used to measure ingredients like syrups. It may have two metal cups on either end, one measuring 15 ml and the other measuring 30 ml.	Wash in dishwasher at end of service period and in hot soapy water after use.	

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Name	Purpose	Safe use	Cleaning	Photo
Ice scoop	Can be plastic or metal.	Used to scoop ice from the ice machine.	Wash in dishwasher at end of service period and in hot soapy water after use.	
Ice bucket	Usually stainless steel. Holds a larger amount of ice. Keeps bottles cold.	Place on a plate covered with a serviette to collect moisture.	Wash in dishwasher at end of service period and in hot soapy water after use.	
Stirrers and bar spoons; swizzle sticks	Used to stir drinks before they are strained or served to customers.	Carefully place in the glass just before serving.	Wash in dishwasher at end of service period and in hot soapy water after use.	
Waiter's friend	Used to remove the caps from bottles that do not screw off.	Follow manufacturer's instructions on safe use.	Wash in dishwasher at end of service period and in hot soapy water after use.	
Milkshake and drink mixer	Used for mixing drinks	Mixes milk, ice cream and syrups to make milkshakes and other thick drinks.	Clean according to the enterprise's and manufacturer's instructions.	
Blender	Used to liquidise fruit and vegetables.	Blends ingredients for drinks.	Clean according to the enterprise's and manufacturer's instructions.	
Juicer	Used to extract juice from fruit and vegetables	Used to separate juice from skins, seeds and pith. Used to create fresh fruit and vegetable juices.	Clean according to the enterprise's and manufacturer's instructions.	
Fridge	Used to keep ingredients below 5°C.	Store perishable ingredients out of the danger zone. Enable drinks to be served at the desired temperature.	Clean according to the enterprise's and manufacturer's instructions.	

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Name	Purpose	Safe use	Cleaning	Photo
Post-mix system	Connected to syrups and carbonated water to quickly dispense soft drinks.	Buttons are pressed on the handle to pour cold soft drinks.	Clean according to the enterprise's and manufacturer's instructions.	
Ice machine	Provides a constant and large supply of ice.	Provides a constant supply of ice for drinks and ice buckets.	Clean according to the enterprise's and manufacturer's instructions.	
Glass dishwasher	Washes glasses only.	Washes and removes smears, residues and dirt from glasses.	Clean according to the enterprise's and manufacturer's instructions.	
Dishwasher	Used to wash equipment.	Washes all equipment except glasses.	Clean according to the enterprise's and manufacturer's instructions.	



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Table 5.2 Glasses for the service of beverages

Name	Use	Size	Photo
Water goblet	Predominantly used to serve water.	450 ml	
Champagne flute	Used to serve champagne or sparkling wine	230 ml	
Cocktail glass	Martini glass; may be used to serve cocktails.	220 ml	
Smoothie glass	Large glass used to serve smoothies and iced tea.	450 ml	
Juice glass	Used for breakfast juices.	300 ml	
White wine glass	Used to serve white wine.	250 ml	
Red wine glass	Used to serve red wine; large to allow the wine to breathe.	350 ml	
Margarita glass	Used to serve mocktails and other mixed drinks.	260 ml	
Tumbler	Referred to as an old-fashioned glass; used to serve a variety of drinks.	300 ml	
Highball glass	Commonly used to serve soft drinks, cordials and water.	300 ml	

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Working with post-mix dispensing systems

Post-mix systems are used by large establishments that have many non-alcoholic beverage sales. They are used in almost all fast-food outlets. Various different post-mix systems are available, and the establishment should purchase the kind that can complete the tasks required. Post-mix systems are for the service of soft drinks. Filtered water is carbonated, making soda water. The soda water is then blended at the dispensing point with soft drink syrup.

The dispenser nozzles and drip-tray should be cleaned daily to ensure a consistent and quality product. Dispensed drinks should be checked for sufficient concentrate levels and gas before every service period. All beverages should be checked for freshness. Check the enterprise's procedures for cleaning the post-mix system.

Dangers associated with inert gases

It is essential that all hospitality workers understand the dangers and safety requirements of working with the inert gases used in beverage dispensing systems, and the hazards associated with compressed and refrigerated gases.

Inert gasses can cause suffocation, as they are capable of removing oxygen in confined spaces. Follow all safety signage exactly. It is possible that the post-mix system and equipment connections may develop leaks, causing a build-up of inert gases in cellars and low-level areas that could pose hazards for personnel working in these areas.

Appropriate measures to ensure the safety of hospitality workers and customers

Systems need to be labelled and appropriately signed with warning notices, operating instructions, inert gas warning signs, safe operating procedures, isolation valves, safety valves and pipeline contents.

Other safety precautions include avoiding knocking cylinders to prevent damage to them from the impact. Never use cylinders as rollers to move other objects. When moving the cylinders, do not roll them; instead, use a cylinder trolley with a restraining strap. Eye protection, safety shoes and gloves must be worn in gas cylinder storage and handling areas.

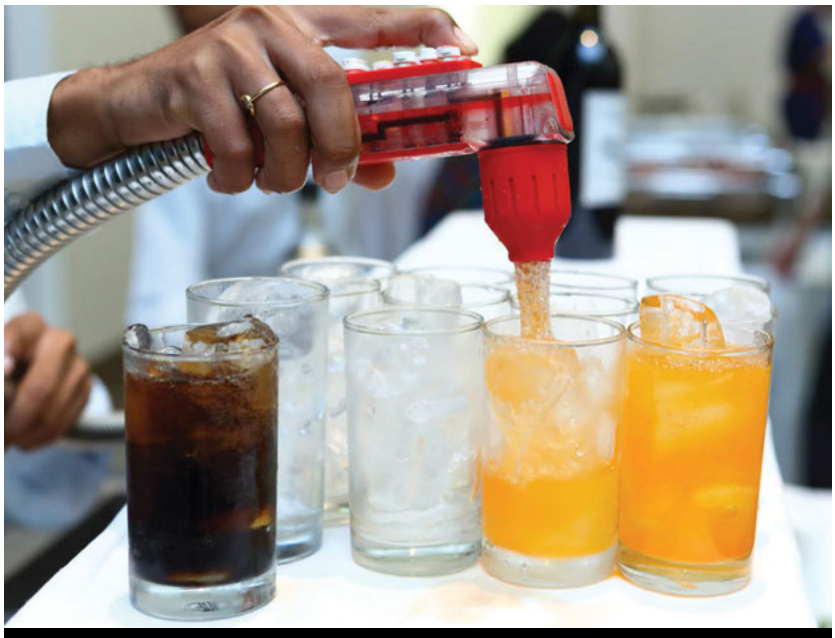


Figure 5.1 A post-mix dispensing system for non-alcoholic beverages

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5.3 Preparation specific to non-alcoholic beverages

Mise en place for non-alcoholic beverages

A sound knowledge of the range of non-alcoholic beverages being offered at cafés and restaurants is essential before service begins.

Identification and selection of glassware

The glasses in which non-alcoholic beverages are served are as important as the ingredients being placed in them. Always use glass, not plastic, as the taste of the beverage will be affected by the plastic container. Wash glasses in hot water, then rinse carefully to remove any trace of the detergent or odour of its previous use. Dry glasses with one cloth and polish them with another. If possible, store glasses for cold drinks in the refrigerator or freezer to chill them thoroughly; this will keep the drinks chilled a little longer.

Identification and selection of crockery

The crockery used for serving tea and coffee includes tea cups, coffee cups, demitasse cups and stackable cups. Saucers to suit should be available so that the cup is secure while serving. Teapots, hot water pots and sometimes coffee pots will be required for service.

Sugar bowls and (depending on the type of sugar used) a teaspoon or tongs are provided for serving sugar. Sugar may often be served in individual sachets for health reasons. Milk and cream jugs should be checked for cleanliness, chips and cracks before being used. A small bowl is provided to hold the used tea bags (if teabags are being used). In formal restaurants, a tea strainer may be served with a stand, to keep tea leaves out of the poured tea (especially needed if the teapot does not have a built-in strainer).

Garnishes for tea and coffee could include mints, petit fours, chocolates, biscuits or glacé fruit. The establishment's recipe cards will indicate which garnish is to be used and the quantity required for each beverage.

The decorative service of the coffee can be part of the establishment's procedures. Different decorations on the top of the beverage are often used to indicate different beverages that may look similar. Often cappuccino has powdered chocolate sprinkled on top of the beverage while a half-strength beverage will have only half the top sprinkled. The top of coffee can also be decorated with hearts, stars and other shapes.

Serve the person on the right of the host first, then serve in an anti-clockwise direction in an unbroken chain. Serve the drink to the right-hand side of the customer.

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Preparation of beverages

The beverage should be prepared using the enterprise's recipe card. Quantities on the card should be followed accurately so that every drink will taste exactly the same. It is also important to follow the standard operating procedures for the serving of the drink, which will demonstrate the size and shape of glass to be used as well as the garnishes to be added.

Non-alcoholic beverages should be served chilled with garnishes to complement the flavours of ingredients in the drink and size of glass. Garnishes decided upon by the establishment can be edible, such as fruit or vegetables, or non-edible, such as decorative umbrellas or toothpicks. Garnishes may sit on edge of the glass or float on top of the liquid.



The tea-making process

Tea should be stored in a dry, clean, covered container in a well-ventilated area, away from excess moisture and strong-smelling foods, as the tea will absorb strong odours.

1. Pre-heat the pot before putting in the dry tea.
2. Measure the tea into the pot according to establishment requirements. The general rule is one teaspoon or bag per person and one for the pot.
3. Use freshly boiled water, taking the pot to the kettle not the kettle to the pot.
4. Make sure the water is boiling as it enters the pot.
5. Allow the tea to brew for three to six minutes to obtain maximum strength, and then stir the pot with a spoon before serving.
6. Remove tea bags after this period or the tea will keep brewing and become bitter. If tea leaves are used, provide a strainer with the service.

Activity 5.1

Define the following culinary terms as applied to beverage making – for example: 'Blending involves placing the ingredients into a blender with or without ice and blending until all the ingredients are mixed and smooth. Using the standard operating instructions for the amount of ice is important as too much ice will make the beverage watery.'

- brewing
- juicing
- mixing
- plunging
- shaking

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Measuring ingredients and calculating quantities

Recipes should all be written on standard recipe cards. They should be located in a folder and in the standard operation procedures for the establishment. Each beverage should have a standard recipe for making one serving of the beverage.

It is helpful if the standard recipe card has a picture to illustrate the glass to use and the serving the establishment requires for the beverage. This makes the calculations for multiple beverages easier and prevents the wastage of ingredients.

Deficiencies in beverage quality

Deficiencies in beverage quality are usually associated with the standard recipe card for the beverage not being followed, or not using fresh, high-quality ingredients.

Making beverages requires practice, and inexperienced staff may encounter problems. Here is a guide to solving some of the common issues.

Table 5.3 Guide to solving problems when making beverages

Problem	Check
Drinks curdling	Milk may be sour. Milk may have been over-heated. Combination of ingredients (e.g. pineapple and milk) will curdle.
Coffee too strong	The grind of the coffee may be incorrect. Add hot water or milk.
Milk not texturising (e.g. frothing, whipping or foaming)	Milk has not been chilled. Milk left out of refrigerator. Container for milk is hot.
The cold drink was warm	The beverage was left sitting on the counter for a long time before being moved to the customer. Ice may need to be added. The glass may have just been taken out of the dishwasher and not cooled before use.
The drink tastes very acidic	The ratio of ingredients used was not correct, as the recipe card had not been followed.
The drink is watery	Ice may have melted into the drink because it was held too long before it was delivered to the customer.
The flavour of the drink is not correct	May indicate equipment had not been washed correctly or the ingredients were stale.

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Non-alcoholic beverages should be served in the appropriate glassware, garnished according to the standard recipe card. A customer will not be satisfied if the beverage looks as though it has already been half-drunk.

Most non-alcoholic beverages are served chilled. Fingers and hands should never touch the rim of the glass when serving. Glasses should be handled by the base of the glass only.

Teapots, hot water pots and sometimes coffee pots required for service should be heated before use.

Garnishes and accompaniments for non-alcoholic beverages

Garnishes for non-alcoholic beverages can be made from the following:

- Fruit and vegetables:
  - Small slits are cut into the fruit to allow it to sit on the rim of glasses.
  - Strawberries can be rested on the side of the glass by cutting a small slit in their side.
  - The zest of fruit could be placed in the drink or knotted and used to decorate the rim.
  - Small balls of fruit cut with a parisienne scoop can be made and placed on toothpicks.
  - Blueberries can be floated on top of drinks.
  - Carrots and cucumber can be cut and used to stir drinks.
- The rims of glasses can be coated with sugar.
- The inside of glasses can be decorated with flavoured syrups.
- Chocolate powder, cinnamon or nutmeg can be dusted over the surface of beverages.
- Ice can be processed in a number of ways and used in drinks – for example, crushed.
- Other items can also be used, such as umbrellas, straws and toothpicks.



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5.4 Customer service of non-alcoholic beverages

Establishing customer needs, preferences and expectations through probe questioning and active listening

Customer preferences, needs and expectations are established through active listening. This includes listening to the full message the customer is conveying without interruption. Concentrate on what is being said and avoid distractions so you are able to take down the full order. Question the customer with care and at an appropriate time, as every order has the opportunity to suggestive-sell an additional item. Use open, closed and reflective questioning to clarify the message being received from the customer. Customers should be observed for non-verbal signs to indicate that they may require assistance.

Matching needs, preferences and expectations with the most suitable non-alcoholic beverage and espresso coffee

The ability to match preferences, needs and expectations with the most suitable product or service will provide an exceptional experience for the consumer. Remembering regular customers' preferences ensures repeat business.

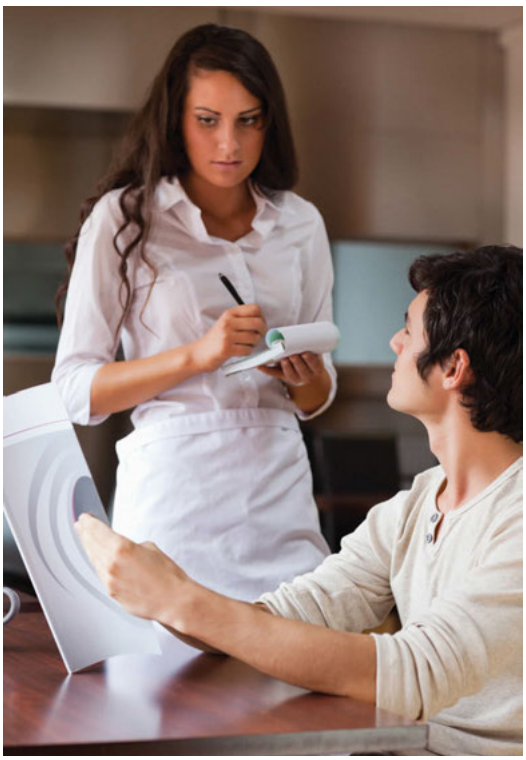
Workplace procedures for non-alcoholic beverage service

Taking order (manual and electronic)

Manual ordering

It is most impressive, from the customer's point of view, when large orders are able to be memorised and everyone gets what they have ordered. However, this is a real skill that needs to be mastered. Start by trying with small orders. If you have difficulty remembering, and when you are first starting off, it is better to write orders down to avoid confusion.

Remembering lots of special requests is a difficult task. When baristas and waiters are working as a team, orders are best written down. This prevents any breakdowns in communication, as orders will not be lost or confused, or prepared out of order.



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Written orders have the following advantages:

- Communication between the barista and the waiter is clear and concise.
- There is less likelihood of mistakes than when verbally ordering.
- They provide a reminder of each person's order when delivering.
- They help the person doing the invoicing or collecting payment.
- They are useful to management for decision-making about purchasing and menus.

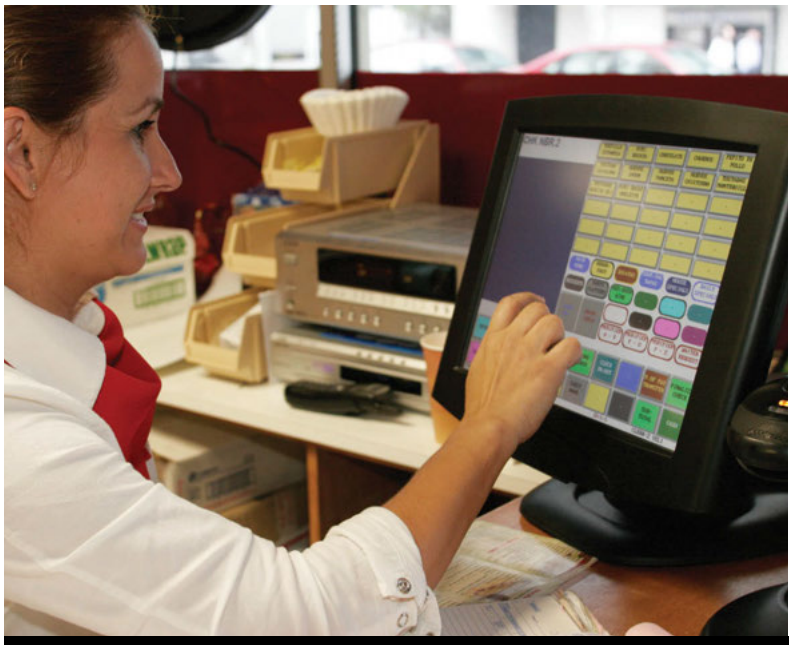


Figure 5.2 The computer screen for electronic ordering in restaurants

Electronic ordering

This method saves time in taking customers' orders.

In some establishments, it is now possible to order coffee online using your phone or computer. Payment can also be organised to be made online. This means that the customer can text their order to the establishment and it will be ready for them when they arrive. The order can be tracked online, as can the loyalty points given and the payment.

Service of beverage

Serving non-alcoholic beverages to customers needs to follow the standard working procedures for the establishment, and should include how to call in the order, as well as the standard recipe to use.

Calling of order

When a waiter delivers an order to the barista, it is customary for the waiter to call the order or let the barista know that a new order has been placed. Depending on the standard operating procedures of the establishment, the waiter may need to call the whole order to the barista or simply call 'order up' to indicate that a new order has been placed.

If the beverage or coffee spills, then it should be taken away and presented again. A serviette on top of the saucer, under the cup or glass, will help prevent spillages.

Delivery to table

A good waiter will keep an eye on the counter to check on the progress of the order placed. Many signals can be given to indicate that the order is complete, such as ringing a bell. Once a waiter receives the cue that the order is complete, they need to get it to the customer as soon as possible; orders should not be left sitting on the counter.

Tray service to table is the most efficient way to deliver large orders to tables. It is a professional method of delivering beverages to the table. It is also less physically tiring than delivering beverages one by one to the customer.

The docket and the change for the table can be placed on the tray, and it can also be used to pick up serviceware from vacated tables on the way back to the counter. Sugar sachets and serviettes

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should be placed on the saucer if they are not available on the table.

A non-slip mat or a few drops of water on the tray before putting down the paper tray mat will stop the drinks from slipping on the tray. Load the tray with the drinks on a flat surface. Then slide the tray into the palm of your left hand (if right-handed), with your fingers comfortably spread open. Steady the tray with your right hand, holding it at a comfortable height and not touching your body. Handle glassware by the bottom of the glass or by the stem, to keep fingerprints off the glass.

Presentation to customer

The delivery of the beverage to the customer depends on the style of service.

Service of individual beverages involves using the saucer, or the base of the cup or glass, to lift the beverage. Fingers should never touch the rim of the cup/glass, as this is unhygienic. Using two hands to carry an individual glass/cup gives you less control.



Figure 5.3 Serving the customer on their right side

Serve beverages on the right-hand side of the customer.

Standard turnaround times for non-alcoholic beverage and espresso coffee service

Guests will order drinks as soon as they arrive at the establishment, and expect them to be delivered quite quickly. Customers are then occupied, giving the kitchen time to prepare their food order. In very hot weather, a bottle of very cold water as soon as customers are seated is always welcome.

Dealing with numerous service and operational tasks simultaneously during preparation of non-alcoholic beverages and espresso coffee

Tasks should be organised and **mise en place** completed before the service period begins. It is best practice for staff to clean as they go during the service period, as the equipment will always be ready to use when needed.

mise en place in professional cooking and service, the proper planning of ingredients and equipment for food preparation and service

The food and beverage team needs to work together in order to complete the required tasks in the allocated time. It is necessary for the team to be cooperative and flexible, and able to deal with the unforeseen situations that often arise during a service period. It helps if members of the team have problem-solving skills to be able to solve some of the issues that may arise.



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5.5 Safe and hygienic work practices for preparation and service of non-alcoholic beverages

The enterprise's safe working practices manual should be followed when working with equipment, including knives. Heated surfaces such as those on urns, kettles and coffee machines can cause serious burns and need to be treated with care.

When using machinery and equipment, check the safe operation procedures for the establishment and always follow the manufacturer's instructions. The machinery should be used only for the purpose for which it was designed. Regular cleaning of all machinery and equipment should be undertaken after making each beverage and at the beginning and end of each shift. Correct posture when sitting, standing, bending and lifting will prevent fatigue. When lifting and transferring equipment and machinery that is heavy, remember to use correct manual handling procedures for heavy equipment.

Prepare and serve within commercially realistic timeframes

When the order is larger and a combination of espressos and milk-based beverages, it is best to prepare the milk-based beverages first and then the espresso list.

Environmentally friendly work practices

Recyclables from the espresso machine include the used coffee grounds. These can be reused as compost on the garden.

Restaurant and Catering has developed the Savour Green Table certification for environmental sustainability in the hospitality industry in Australia. The program recognises Australian restaurants, cafes and catering businesses that are committed to utilising environmentally sustainable products and practices. The program is particularly interested in looking at the conservation of water and energy, waste management and the reduction of carbon dioxide emissions.

Activity 5.2

1 Margan Family Wines in the Hunter Valley has recently received the Green Table certification. Access the website of Margan Wines (go to www.cambridge.edu.au/hosp3weblinks) and list the practices that have been put in place, which have resulted in the Green Table certification.

2 Access the Restaurant and Catering website (go to www.cambridge.edu.au/hosp3weblinks) and investigate the Green Table Certification further. Are there any restaurants close to you that have received this award?

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Unit summary

At the completion of this unit, you will have discussed, researched and analysed:

- preparation of ingredients and equipment for non-alcoholic drinks prior to service
- identification of the name and style of drink in response to a customer request
- selection and assembly of the correct ingredients, equipment and relevant serviceware according to enterprise practices
- the correct preparation of drinks, using appropriate methods, according to standard recipes, customer requests and required timeframes
- ensuring correct strength, taste, temperature and appearance for each drink prepared
- attractive presentation of drinks in appropriate crockery or glassware and garnished attractively, according to enterprise standards
- the safe use of machinery and equipment, according to the manufacturer's specifications, and hygiene and safety requirements
- cleaning machinery and equipment regularly and maintaining them according to the manufacturer's specifications, and enterprise cleaning and maintenance schedules
- prompt identification of problems and how to report them to the appropriate person.



Unit summary questions

1. Define non-alcoholic beverages.
2. Describe seven of the major styles of non-alcoholic beverages.
3. Non-espresso coffees are popular in homes as they do not require expensive equipment. Explain the making of four different types of non-espresso coffee.
4. Explain how to make two popular modern milk-based non-alcoholic beverages.
5. Tea is a very popular beverage. Describe six different varieties of tea that can be purchased today.
6. Name six pieces of equipment you may need to prepare different styles of non-alcoholic beverages. Describe the safe use and cleaning of each piece.
7. Glasses require special care when cleaning to maintain their cleanliness. How do you clean and care for glasses?
8. What is a post-mix system?
9. Describe the safety precautions that must be followed rigidly when working with inert gasses.
10. Recipes are written on standard recipe cards for non-alcoholic beverages. What are the advantages of using recipe cards in establishments?

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Food and beverage stream

Unit	Unit code	Unit title
5	SITHFAB203	Prepare and serve non-alcoholic beverages
6	SITHFAB204	Prepare and serve espresso coffee
7	SITHFAB206	Serve food and beverage
8	SITXCCS202	Interact with customers
9	SITHIND202	Use hospitality skills effectively (holistic)



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Food and beverage stream

Unit 6
Prepare and serve espresso coffee

Subject code: SITHFAB204

Prerequisite subjects:
SITXFSA101 – Use hygienic practices for food safety.
Supersedes and is equivalent to SITHFAB012B – Prepare and serve espresso coffee

Indicative HSC hours:
15 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to extract and serve espresso coffee beverages using commercial espresso machines.
It requires the ability to advise customers on coffee beverages, select and grind coffee beans, prepare and assess espresso coffee beverages and use, maintain and clean espresso machines.
Complex repairs of equipment would be referred to specialist service technicians.

Preparation of coffee beverages using other methods is covered in SITHFAB203 – Prepare and serve non-alcoholic beverages.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
barista
caffé latte
cappuccino
commodities
espresso
flat white
flatware
group handle
group head
long black
macchiato
mise en place
mocha
ristretto
short black
tampers

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6.1 Espresso coffee

Culinary terms associated with espresso coffee

barista a trained espresso maker

espresso a concentrated black coffee

A **barista** is the person who has had specific training to be able to make and serve **espresso** and espresso-based coffee drinks. Professional training is now available. The term barista may also be used to describe anyone with a high level of skill in making espresso and espresso-based drinks.

Espresso is a concentrated form of coffee that is served in shots. It is made by forcing pressurised hot water through very finely ground coffee beans. Espresso is also used to describe a beverage and a method of preparing a coffee beverage.

Extraction is the term used to describe the process of removing the total dissolved solids from the roasted coffee bean and depositing them into the water that is passing. Experienced baristas say that to understand extraction is to understand espresso.



Table 6.1 Different types of coffee beans, blends and roasts, and their characteristics

Arabica	Robusta
Greatest aroma and flavour	Astringent flavour
Less caffeine (0.8 to 1.4%)	More caffeine (1.7 to 4.0%)
More oils and sugars	Fewer oils and sugars
Smaller yields	Higher yields
Higher priced	Lower priced
Less disease-resistant	More disease-resistant
Particular about climate and soil	More extreme climate and soil
High altitude	Lower altitude
Prefers temperatures 15–24°C	Prefers temperatures 24—30°C
Oval bean with shaped slit	Rounder bean with straight slit
Wider taste range from sweet-soft to sharp-tangy	Harsher or sharper taste.

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The **group head** is the device into which the group handle is fitted on the espresso machine. Hot pressurised water passes through the metal shower of the group head to be evenly distributed over the filter basket during extraction.

Tamping is the compacting of the ground coffee beans. The device (a 'tamp') is used to apply pressure to the coffee grounds in the group handle.

tamping pressing the ground coffee beans into the filter holder with sufficient pressure to control the water flow through the grounds

Table 6.2 Major styles of espresso coffee typically found in commercial beverage menus and their characteristics

Style of coffee	Formulae	Description	Serving	Photo
Caffé latte (pronounced caf-ay-la-tay)	30 ml shot of espresso mixed with dense warm milk and a 10 mm foam on top	Café latte is a creamy drink that is served in a glass. Its temperature should allow it to be consumed within minutes of presentation.	Traditionally served in a glass with a serviette wrapped around the outside.	
Cappuccino (pronounced cap-ah-chee-no)	30 ml shot espresso two-thirds aerated milk (velvet in texture)	An espresso topped with milk that has been steamed and then textured to form a dense, creamy foam	Served in a cappuccino cup and saucer. The crema should circle the dome of the foam. Serve with chocolate powder.	
Espresso (pronounced ess-press-o); also known as a short black.	This forms the basis of most coffee beverages – 30 ml espresso	Should have a superb aroma; a full, dark body that is capped with a honey-brown crown known as the crema.	Served in a demitasse cup.	
Flat white	One-shot espresso 30 ml two-thirds hot milk topped with 5 mm dense textured stretched milk.	The crema should ring the surface of the drink.	Served in 150 ml cup with saucer.	
Long black	Fill cappuccino bowl with two-thirds hot water and float one-shot 30 ml espresso on top of the water from a double group handle.	The extraction is poured on top of the water so the crema is not disturbed.	Served in 150 ml cup.	

(continued)

café latte espresso coffee topped with steamed milk and foam; often served in a glass

cappuccino espresso topped with both steamed and textured milk

flat white espresso topped with steamed milk

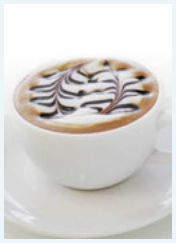
long black espresso served with hot water in a cappuccino cup

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macchiato espresso stained with a small amount of milk or foam

mocha espresso with steamed milk and chocolate powder

ristretto a restricted espresso (15 ml of espresso rather than 30 ml)

Style of coffee	Formulae	Description	Serving	Photo
Macchiato (pronounced ma-key-ah-toe)	Short – 30 ml of espresso Long – 60 ml of espresso	An espresso that is stained with a dash of either hot or cold milk or foam.	Served in a demitasse cup.	
Mocha (pronounced mock-ar)	One-shot espresso 30 ml with two teaspoons of quality sweet drinking chocolate mixed with warm textured milk.	Top with chocolate powder or syrup	Served in a mug or glass.	
Piccolo latte	One-shot espresso 30 ml lightly textured hot milk.	A small, intense caffé latte	Served in a 100 ml glass. Milk should not be too frothy.	
Ristretto (pronounced ri-strett-o)	15 ml espresso	An extremely short espresso (15 ml in 15–20 seconds). It has an intense, sweet flavour and a long after-taste.	The most concentrated of espresso beverages. Served in a pre-warmed espresso cup.	

Different types of milk and their characteristics

- **Whole milk** is a thick, creamy liquid that produces the best texture for espresso beverages.
- **Light milk** is a light, creamy liquid that produces satisfactory foam. It is favoured by customers who are conscious of fat levels.
- **Skim milk** is a creamy, watery, sweet liquid, which produces very light, airy foams that dissipate easily.
- **Organic milk** is produced under certified conditions that limit the use of chemicals and pesticides. This type of milk is becoming more popular.
- **Soy milk** is a non-dairy product made from soy beans. It is offered by most cafes as an alternative for lactose-intolerant customers.
- **Café milk** has been developed with a greater proportion of protein, which makes it easier to produce good, dense foams.
- **UHT milk** has undergone processes that result in an improved milk-foaming capacity over fresh milk.
- Other sources of milk, from animals such as goats, sheep, camels and buffalo, can be used, but the taste of the coffee may be a little different from that expected.

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Milk in different coffee styles

Steamed milk

Steamed milk is produced by the following process:

1. Pour milk into an appropriate-sized jug until it is two-thirds full.
2. Purge the steam wand on the espresso machine.
3. Place the tip of the steam wand just below the surface of the milk, checking that the steam nozzle is covered with milk.
4. Turn the steam on. You should hear a soft hissing sound of air bubbles being incorporated into the milk.
5. Continue adding more air, keeping the nozzle of the steam wand just below the surface of the milk. Watch the volume increase to approximately double the starting volume.

Foamed/frothed (textured) milk

This is produced by the following process:

1. Repeat the above process (or continue).
2. When double the volume of milk is achieved, raise the jug so the hissing sound is no longer heard from the steam wand.
3. Continue heating the milk, watching the whirlpool movement of the milk.
4. Watch the thermometer, turning the steam off when the temperature reaches 60–65°C.
5. The surface of the milk should be shiny as you swirl the jug.
6. If there are any large bubbles on the surface of the milk, tap the bottom of the jug on a surface to help them disappear.
7. Keep swirling the milk until needed, as the textured milk and the foam will separate if you stop. Skim milk must be textured after the espresso has been made, as it separates quickly.

Cold milk must be used as hot/warm milk will not foam. Whenever milk is used, care must be taken, with hygiene procedures followed. Keep all milk refrigerated. Equipment must be kept clean.

Criteria used to evaluate the quality of coffee

Coffee experts agree that the perfect coffee should be a good balance of all these criteria:

- **Aroma** is linked to the sense of smell, so that when you sip an espresso, the aroma molecules trapped in the crema are released, to be breathed in. Customers with an 'espresso nose' can immediately identify the 'notes' of a perfect espresso, usually rich and pleasing. Other qualities of the coffee are determined by the blend of beans used.
- **Body** is the way the coffee feels in your mouth – its viscosity or heaviness. For example, whole milk has body in your mouth, whereas water does not.



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- **Flavour** is perceived through the taste buds on the surface of the tongue. For many people, the tip of the tongue is sensitive to sweetness, the sides are sensitive to acidity and the back of the tongue is sensitive to bitterness. An excellent espresso should have a balance of all these qualities of flavour.
- **Acidity** creates the lively bright taste in the espresso. Without it, the beverage will taste flat and lifeless, like flat mineral water.
- **Bitterness** usually indicates that the coffee beans are stale, or that the extraction time was too long, or that the temperature of the water was too high.
- **Sweetness** – the tip of the tongue is very sensitive to this flavour.
- **Quality of crema** – the crema is the golden foam that floats on top of an espresso. The crema should be very dense and cover the whole surface. The crema gives the coffee its sweetness. An espresso is 30 ml of coffee; 10 per cent of this volume should be the crema.
- **Volume of the espresso** – the perfect espresso should be 25–30 mm deep.

To produce quality coffee, it is important to ensure the following aspects are correct:

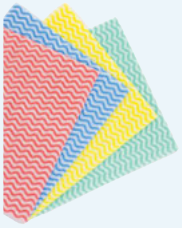
- **Grind** – the barista needs to be mindful of the amount of moisture in the air. When the humidity is high, a coarser grind is required; when the humidity is low, a finer grind is required. The size of the grind determines how fast the water moves through the coffee grinds in the filter basket. The correct speed for the extraction time is 25–30 seconds.
- **Dose** – the amount of ground coffee beans that are added to the filter basket. Industry standards are 7 g for a single serve and 14 g for a double.
- **Tamp** – this is the amount of pressure applied to the dose of coffee grounds in the filter basket. There should be 9 bars of pressure (equivalent to 9 atmospheres of pressure) required to drive the hot water through the coffee grounds.
- **Extraction** – the extraction of the espresso from the coffee beans should take 25 to 30 seconds.

6.2 Equipment – espresso coffee

Table 6.3 Industry-standard equipment used to prepare different styles of espresso coffee

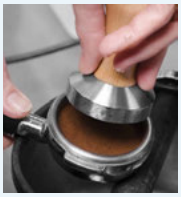
Commodities	Photo	Features	Safe and hygienic use	Cleaning and storage
Blind or blank filter basket		No holes in filter basket.	Use when cleaning (backflushing) the espresso machine.	Keep in the storage area for cleaning equipment.
Filter basket		Very fine holes in filter basket.	Use to make espresso coffee.	Keep free of coffee grounds.
Brushes		Soft bristles. Shaped head to get into difficult spaces.	Used to clean group head, steam wand and the dosing chamber of the grinder.	Keep with cleaning equipment. Storage area allocated to cleaning equipment.

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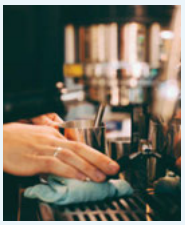
Commodities	Photo	Features	Safe and hygienic use	Cleaning and storage
Chocolate shaker		Fine mesh in the lid.	Essential for dusting chocolate powder on the top of some espresso beverages.	Keep in a set position near the espresso machine, but not on it (chocolate melts). Keep out of refrigerator, as the condensation can spoil the chocolate.
Cleaning chemicals		Chemical powders. Brushes. Cloths.	Read and follow instructions for use carefully. Needed for cleaning of the espresso machine and grinder. Keep chemicals away from preparation area. Always label clearly.	Keep in the storage area for cleaning equipment. Label clearly and accurately. Keep material safety data sheets for chemicals in an appropriate place.
Colour-coded cleaning cloths		Four, easy-to-see, different-coloured cloths.	Use the same colour for the same task all the time. Never change the colour – it is confusing. Never use the cloth for another task. Should be placed near the espresso machine, grinder, steam wand and sink.	Always machine wash after every service period. Replace all cloths at the end of every service period.
Glass-cleaning cloths		Micro-fibre cloths that do not leave residue on glasses.	These are specifically used to polish glasses, cups and cutlery as they leave the dishwasher.	Clean regularly. Store near dishwasher.
Containers		Airtight. Clearly labelled.	Store excess coffee beans, chocolate, marshmallows, etc.	Store in dry storage area.
Cups and saucers		Stackable. Strong. Durable. Can be advertised on.	Check they are not cracked or chipped. Do not stack high on espresso machine.	Store on the espresso machine to warm for hot beverages. Store near equipment to make cold beverages.
Group handle		Holds the freshly ground coffee and allows the hot water to filter through.	Inserted left to right. Use all the group heads evenly. Leave coffee in filter basket during service to prevent a metallic taste in the next coffee produced.	Wash in the chemicals used to clean the machine at the end of service.

(continued)

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Commodities	Photo	Features	Safe and hygienic use	Cleaning and storage
Knock-box		Used coffee grounds (puck) are knocked out of the filter basket into the knock-box. Durable. Easy to use. Stand-alone.	Where you empty the used coffee grounds. Holds used ground coffee beans.	Place next to the espresso machine on the same side as the grinder. Regularly clean and wash, especially after every service period.
Milk-foaming jugs		Stainless steel Different-sized jugs for different quantities of milk. Have jugs labelled to distinguish the different types of milk (colour code with tape).	Choose the correct-sized jug for the amount of milk required. The jug should be one-third full of milk before stretching and texturising. Position near espresso machine when empty. Refrigerate if they contain milk.	Wash regularly in dishwasher or hot soapy water, then refrigerate before using.
Refrigerator		Small, easy-closing door. Located close to espresso machine.	Allows milk to be kept at below 5°C. Door seals should be well maintained.	Clean on a regular routine maintenance schedule.
Saucers, spoons		Saucers fit cups. Spoons need to be correct for the beverage being served.	Need to match the cups and be free of chips and cracks.	Store near the espresso machine where the beverages are assembled.
Sink		A double-bowl sink is essential if there is no dishwasher. Locate near dishwasher.	Needed to dispose of leftover beverages. Rinse cups, glasses; wipe jugs.	Regularly wipe clean. Clean with sanitiser at end of service period.
Tamp		Can be hand held or attached to the grinder. Can be purchased in a range of styles, materials and colours.	Come in a variety of sizes. Keep near the grinder.	Return the tamp to its position near the grinder after every use.

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Commodities	Photo	Features	Safe and hygienic use	Cleaning and storage
Tamping mat/tamping dock		A convenient dock for the tamp. Easy to use.	Keeps the group handle stable and horizontal. Stops damage to the benchtop. Provides a place to return the tamp after use.	Wipe and rinse regularly during service period. Wash in hot soapy water at the end of the service period.
Thermometer			Useful when learning to foam and steam milk. Clips to the side of the jug.	Keep clean and in a safe place. Do not put in dishwasher. Test accuracy every three months, using both boiling and frozen water.
Timer		Can be hand held, watch or mobile phone.	Needed to check the time the production takes for espresso.	Keep clean and in a safe place.
Trays with non-slip mats		Used to carry beverages to tables. Non-slip mats help prevent beverages from slipping on trays.	Check non-slip mat is flat on the surface of the tray.	Wipe regularly to remove spilt beverages. Clean in hot, soapy water at the end of each service period.
Wipes		Thicker cloths used for cleaning and general washing up. Usually a different colour from the coffee cloths.	Wipe all spilt materials in the espresso/beverage area. Used for general washing up in the sink.	Rinse regularly during service. Wash in a machine at the end of the service period. Have a store of clean cloths to hand, ready for use.

Features of different commercial espresso machines and grinders

Espresso machine

Pre-operational and safety checks

Espresso machines vary in their design and technical features.

Pre-operational and safety checks should be carried out according to the manufacturer's instructions or the establishment's manual for safe operating procedures.

Proper cleaning and maintenance of the espresso machine will ensure that excellent quality coffee is always produced, and will also extend the life of the machine.

Cleaning the espresso machine

1. Follow the manufacturer's instructions and the establishment's safe operating procedures when cleaning and sanitising the espresso machine.
2. Use only the recommended chemical cleaning powders for cleaning the group heads, the filters and the machine. The establishment must have a register for

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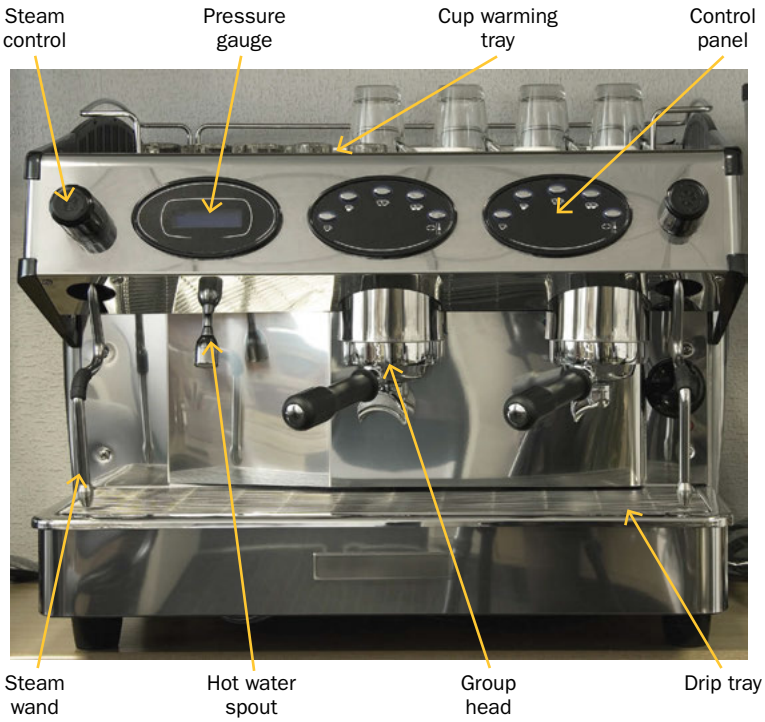


Figure 6.1 The espresso machine

all the material safety data sheets used on the premises.

3 Place the blind/blank screen in the group head. Place the recommended amount of cleaning powder in and secure on to the first group head.

4 Manually run the coffee machine for 20 seconds. Remove the group handle and examine the solution in the group handle. Keep repeating this process until there is no evidence of coffee staining in the cleaning solution.

5 Back-flush the espresso machine until the machine is clear from cleaning solution (five to six times).

6 Repeat this process for every group head on the machine.

Cleaning the group handle

1 Remove filter baskets from group handles.

2 Soak the group handles and filter baskets in a container with the cleaning solution. Do not soak the plastic handles of the group handle in the solution, as they will permanently discolour.

3 Scrub any coffee residues with a fine brush.

4 Wash in hot, soapy water and rinse very carefully to remove all traces of the chemicals.

Cleaning the steam wand

The steam wand has the potential to be a biological hazard. Milk left on the steam wand after steaming or stretching is at a temperature where bacteria will readily grow.

1 Immediately after every use, pick up the wipe for cleaning the steam wand. Holding it tightly around the wand, drag the wipe down the wand to the end, wriggling your hand around the steam wand as you go.

2 Check it is clean. If not, wipe again.

3 Push the steam wand back into position over the drip tray and turn the steam control on for two or three seconds to flush out milk on the inside of the wand.

4 If the milk dries on the steam wand, do not use harsh scourers to scrub it off, as this will wear away the metal. The correct method is to soak the milk off.

- **a** Wrap a wet clean wipe around and over the end of the steam wand.
- **b** Push the wand back over the drip tray.
- **c** Turn on the steam wand. Leave on for a few minutes to soak and soften the milk.
- **d** Turn off steam, remove the wipe.
- **e** Clean wand using standard procedure.

Grinders

Pre-operational and safety checks

Grinders vary in their design and technical features. Freshly ground coffee beans are essential for the perfect cup of coffee, so it is essential for the size of the coffee grind to be easy to adjust.

Pre-operational and safety checks should be carried out according to the manufacturer's instructions or the establishment's manual for safe operating procedures.

Cleaning the grinder during service

1 Remove all spills, splashes and drips of coffee immediately, to prevent bacteria growing in the coffee-production area.

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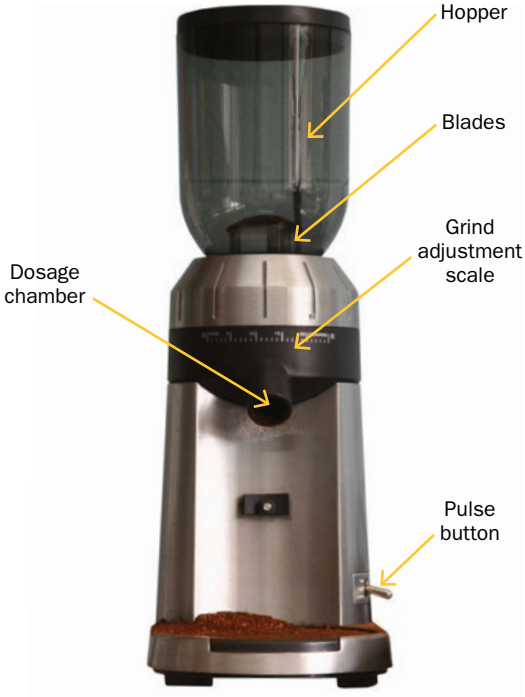


Figure 6.2 The coffee grinder

2 Clean surfaces around the machine regularly, then follow up by sanitising. The use of paper towels to apply and remove excess sanitiser is helpful, as they are disposable.

Cleaning the grinder post-service

1 Close the hopper gate to prevent the beans entering the grinding areas.
2 Turn the grinder on. When the sound changes, there are no longer unground beans in the area.
3 Turn off power to the grinder.
4 Keeping the hopper gate closed, take the hopper with beans off the grinder. Tip any leftover beans remaining in the hopper into an airtight container for storage.
5 Brush any remaining beans from this area.
6 Wash the bean hopper in hot soapy water, rinse under hot water and dry.
7 Empty the coffee grounds from the doser chamber using the doser lever to empty the chamber. Store coffee grounds in an airtight container.
8 Brush down the doser chamber, taking care to get into all the nooks and crannies with your brush to remove all coffee grounds. Keep cleaning until all coffee grounds have been removed.
9 Wipe the doser chamber with a clean cloth.
10 Wipe the outside of the chamber with a wet cloth to clean, then wipe the counter area around the grinder.

Function of filter baskets and tampers, including size and types

The filter basket is a perforated, stainless steel 'cup' designed to hold measured portions (called doses) of ground coffee beans. There are two main sizes – one for preparing single espressos and another for preparing two espressos at the same time.

Potential dangers when working with steam

Espresso machines boil water to generate steam in order to froth milk, and also to make espresso. Improper handling of the machine's components, like the filter and steam wand, can result in mild to severe skin burns.

The espresso machine's components are generally made from stainless steel or other metals, which can heat up rapidly during operation. Burns can occur during the espresso pulling process or a few minutes after it, since components will remain hot.

Exercise care at all times to minimise the risk of injury.



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Safe operational practices

Water and electricity do not mix, and precautions must be taken to separate the two. The potential problem areas include the following:

- **Electrical cords** from the grinder and the espresso machine should be kept away from potential contact with water and spills.
- **Spills** – water, coffee, milk are all capable of conducting electricity, and if spilt should be cleaned up immediately.
- **Wet hands** – you should never turn electrical switches on or off, or operate machines, with wet hands.

6.3 Customer service of espresso coffee

Establishing customer needs, preferences, and expectations through probe questioning and active listening

As with serving non-alcoholic beverages, active listening – listening to the full message without interruption – is important to establish customer preferences, needs and expectations. Avoiding distractions, using careful and appropriate questioning and concentration is the key to understanding when customers need assistance, and when there is opportunity to suggestive sell an additional item. Paying close attention to non-verbal cues is another key skill in understanding customer needs.

Matching needs, preferences and expectations with the most suitable espresso coffee

For many customers, the reason why they would come back to a particular café comes down almost entirely to the level of service offered – if the service level is exceptional, if the customers get the espresso coffee that they wanted with friendly and attentive service, they are likely to come back for repeat business.

Workplace procedures for espresso coffee service

Taking order (manual)

Manual ordering

From the customer's point of view, it is can be impressive when large orders are memorised and everyone gets what they have ordered. We have all been impressed when a waiter has managed to memorise our order without even looking at their notepad. However, this is a real skill that needs to be mastered. It is better to build up to this skill by starting with small orders and conscientiously writing orders down to avoid mistakes. Remembering lots of special requests (different types of milk, different strengths and different accompaniments) is a difficult task. It becomes especially difficult when baristas and waiters are working together – having written documents provides a record of

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what's happened, and helps to avoid any mistakes being made.

Written orders have the following advantages:

- Communication between the barista and the waiter is clear and concise.
- There is less likelihood of mistakes than when verbally ordering.
- They provide a reminder of each person's order when delivering.
- They help the person doing the invoicing or collecting payment.
- They are useful to management for decision-making about purchasing and menus.

Electronic ordering

Compared with manual pen and paper ordering systems, electronic ordering can save significant amounts of time. This is particularly the case where, as in some establishments, it is possible to order and pay online using a smartphone or computer – the customer can have their order ready waiting for them when they arrive at the establishment. Electronic ordering can also be an excellent way to manage loyalty schemes.

Service of beverage

Serving espresso coffee to customers needs to follow the standard working procedures for the establishment, and should include how to call in the order, as well as the standard recipe to use.

Calling of order

When a waiter delivers an order to the barista, it is customary for the waiter to call the order or let the barista know that a new order has been placed. Depending on the standard operating procedures of the establishment, the waiter may need to call the whole order to the barista or simply call 'order up' to indicate that a new order has been placed.

If the coffee spills, then it should be taken away and presented again. A serviette on top of the saucer, under the cup or glass, will help prevent spillages.

Delivery to table

In order to get the order to the customer as soon as possible, it is very important to keep on eye on what coffee has been placed on the counter by the barista. A good barista will make signals to the waiting staff to let them know that an order is ready, such as ringing a bell. This prevents orders from sitting on the counter for too long.

Presentation to customer

In every establishment, the goal should always be to present a perfect espresso coffee. This is fundamental to making sure



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customer expectations are satisfied. For large orders, it is often best to use tray service as the method for delivering orders to the table. It enables the waiter to carry a large amount of crockery. Tray service also has the advantage of offering a means of delivering dockets and change to tables, and a means of easily and efficiently picking up service from the vacated tables.

Standard turnaround times for espresso coffee service

An integral part of satisfying customer expectations when serving espresso coffee is to make sure that their orders are delivered quickly. As well as meeting customer expectations, this gives the establishment time to prepare any ordered food for a guest.

Dealing with numerous service and operational tasks simultaneously during preparation of espresso coffee

Everything that is needed for the service of espresso coffee should always be organised before the service period begins. Cleaning should always be done as needed throughout the service period, to ensure that clean cups, saucers and other crockery are always on hand. The baristas and the wait staff need to cooperate to make sure any service of espresso coffee is completed in a timely fashion. Of course, this team will also need to be flexible, to deal with any unforeseen situations and difficulties that arise. This cooperation will help the team to use problem-solving skills to resolve any problems that occur.

6.4 Safe and hygienic work practices for preparation and service of espresso coffee

The enterprise's safe working practices manual should be followed when working with equipment, including knives. Heated surfaces such as those on urns, kettles and coffee machines can cause serious burns and need to be treated with care.



When using machinery and equipment, check the safe operation procedures for the establishment and always follow the manufacturer's instructions. The machinery should be used only for the purpose for which it was designed. Regular cleaning of all machinery and equipment should be undertaken after making each beverage and at the beginning and end of each shift. Correct posture when sitting, standing, bending and lifting will prevent fatigue. When lifting and transferring equipment and machinery that is heavy, remember to use correct manual handling procedures for heavy equipment.

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Time and task management

Efficiently sequence beverage order and preparation

A typical espresso sequence would be as follows:

1. Take order.
2. Lay out the saucers.
3. Get the milk ready in the jug.
4. Grind dose and tamp.
5. Assemble group head.
6. Place cups under spout.
7. Extract espresso while foaming and steaming the milk.
8. Clean steam wand.
9. Place cups near saucers.
10. Swirl and pour milk.
11. Finish off beverages.
12. Present order.

Prepare and serve within commercially realistic timeframes

When the order is larger and a combination of espressos and milk-based beverages, it is best to prepare the milk-based beverages first and then the espresso list.

Environmentally friendly work practices

Recyclables from the espresso machine include the used coffee grounds. The grounds can be reused as compost on the garden.

Americans consume around four billion cups of coffee per day. After oil, this makes coffee the most highly traded commodity on the planet. This means there is considerable waste and a large impact on the environment, unless coffee is produced and consumed in an environmentally aware manner. To help this situation, you can do the following:

- **Buy locally** – this helps support your local community, and local roasters are more likely to use coffee that is fair or even direct trade certified.
- **Compost** – coffee grounds are a great plant fertiliser.
- **Recycle** – take-away coffee cups don't have to be thrown out after use; they can be washed, dried and returned for a fill-up. If this is not appealing, find another way to recycle the cup.
- **Avoid using wooden stirring sticks** – a tree lost its life to produce this landfill. Put the milk/cream in the cup first, then pour the hot coffee over; the heat of the coffee will naturally dissolve and blend the sugar and milk.
- **Buy a travel mug** – much better for the environment than using a takeaway cup.

Some big-picture ideas for green technology include the following:

1. Purchase coffee machines that are energy efficient and recyclable.
2. Use green products, such as ethical, sustainable and environmentally friendly coffee beans from Rainforest Alliance Certified sources. Sustainable coffee products include:
   - BioCups, are a range of takeaway cups that are made from a corn-based plastic lining that is fully renewable and leaves a smaller environmental footprint
   - coffee machine-cleaning products that are made from naturally occurring sources.

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Problem-solving in beverage-making

Making beverages requires practice and, when inexperienced, you may encounter problems. On the next page is a guide to solving some of the common ones.

Table 6.4 Solving common problems in beverage-making

Problem	Check
Drinks curdling	Milk may be sour. Milk may have been overheated. Combination of ingredients (e.g. pineapple and milk will curdle).
Coffee too strong	The grind of the coffee may be incorrect. Add hot water or milk.
Milk not texturising (e.g. frothing, whipping or foaming)	Milk has not been chilled. Milk left out of refrigerator. Container for milk is hot.

Preparation of beverages

The coffee-making process

Coffee should be stored in an airtight container, in a well-ventilated room. Keep the container away from moisture and strong-smelling foods.

- Always use clean fresh water.
- Use freshly roasted and ground coffee.
- Select the correct coffee grind for the type of equipment/machine to be used.
- Ensure all equipment is clean before use.
- Select the correct coffee grind for the machine.
- Store ground coffee in an airtight container.
- Use the set ratio of coffee to water from the establishment's requirements.
- Add just-under boiling water to coffee and allow it to infuse. Remember that 'to boil coffee is to spoil coffee'.
- Infusion time must be controlled according to the type of coffee and method of making.
- Strain and serve within three minutes.
- Offer milk or cream separately, as well as sugar and sugar alternatives.
- The best serving temperature is 82–87°C for the coffee and 68°C for the milk.
- Never pour brewed coffee back through the spent grounds to strengthen it, and never reuse the spent grounds.

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6.5 Preparation specific to espresso coffee

Mise en place for espresso coffee

Work station

All the equipment, supplies, serviceware, syrups and other items must be prepared, ready and well stocked before service begins.

The standard operating procedures for working in this area provided by the establishment should be followed at the beginning of a shift.

Before you begin to serve the coffee, check that your workstation is organised with everything refilled and in its correct place. Good-quality ingredients should be used. Milk should be stored below 5°C and a full range available – consider full-cream, low-fat, skim and soy. Cold full-cream milk produces the best froth while low-fat milks need care, as they burn easily.



Start-up procedure for the espresso machine

1. Lock the filter holders on and turn the espresso machine on. It will take 15 to 20 minutes to warm up to the correct temperature and water pressure.
2. Run water through the filter holders for one minute to heat them up.
3. Place coffee into the grinder's dosage chamber – this is a good use for the previous day's coffee.
4. Make at least three espresso coffees using old grounds to season the group heads and filter holders.
5. Refill hoppers with fresh beans. Have enough for two to three hours' use.
6. Empty the dosage chambers of old coffee grounds
7. Grind fresh coffee and check the dosage chambers are filled with coffee.
8. Make an espresso. Check the quality by taste, smell and the colour of the crema. Make necessary adjustments to equipment.
9. Flush the steam wands over the drip tray for 10 seconds to remove any condensation.

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Preparation and serving espresso coffee

1 Take the order.
2 Lay out saucers.
3 Prepare the coffee beverage using the standard recipe card supplied by the establishment.
4 Place in cups/glasses as required.
5 Place cups near saucers.
6 Finish off the beverage using the garnishes required by the establishment.
7 Present order.

Service of coffee beverage

Beverages should be delivered to the customer without delay. Service with trays is an excellent method for delivering a number of coffee beverages at once. The trays should have a non-slip surface to stop the beverages moving in the delivery process. The tray should be carried in the non-dominant hand, leaving the dominant hand free to move the beverages on and off the tray. Always look where you are going and not at the tray to avoid accidents.

Whatever method is used, coffee beverages are served on the right-hand side of the customer, and placed in front of the customer, in from the edge of the table, with the cup handle to the right.

Test extractions

When the grind is right, water flows through the ground coffee beans in the right amount for an ideal time. It is important that this is checked before service begins at the start of the shift. The extraction rates should also be checked regularly throughout the service period to ensure they are still correct.

Ingredients

- **Ground coffee beans** are highly perishable and should be ground as needed rather than being stored.
- **Ground coffee** should be delivered from the doser chamber in the grinder. Exactly 7 g of ground coffee should be delivered from the grinder doser chamber per pull.
- **Milks** of a number of varieties can be used by the establishment, and should be stored in a refrigerator below 5ºC, preferably located close to the coffee machine for ease of use. Milk jugs should also be stored in the refrigerator. The jugs for the milk should be distinguished so there is no confusion.
- **Flavourings and toppings** are used in some cafés to make particular coffee beverages, such as caramel latte and hot white chocolate.

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Storage

Ground coffee loses its freshness quickly, as coffee is hydroscopic (water loving). Many baristas will grind coffee shot by shot to stop the ground coffee beans from losing their flavour. It is good practice to use the ground coffee in the grinder within an hour of grinding.

Once opened, coffee beans have a shelf life of around six to eight weeks, if stored correctly. Once the coffee beans are ground, they start to oxidise (become stale). When the aroma is gone, the coffee is stale. This is accelerated if the ground coffee is exposed to oxygen, moisture or sunlight.

Coffee should be stored at around 7°C and never in the freezer, as the coffee will absorb moisture when thawing. Hold coffee beans in a cool, dry place away from the sunlight and in an airtight container.

Do not store coffee with smelly foods like cut onions or chemicals.



Grinding coffee beans

To prepare the perfect espresso, the coffee beans must first be ground. The surface area of the coffee bean is increased by the grinding process so that more is exposed to the hot, pressurised water.

Filling the filter basket with the required/pre-set amount of ground coffee beans is known as *dosing*.

Manual

A good barista should be able to dose the correct amount of ground coffee beans into the filter basket simply by looking at it. The filter basket is then tapped on a surface to collapse the coffee grounds. After being tamped, the dose should reach the fill line in the filter basket. This process becomes easier with practice and experience. However, this initially wastes a lot of coffee grounds until it is perfected.

Mechanical

1. Hold the group handle in your left hand and rest it on the group handle support. Make sure the handle is horizontal, with the basket opening under the opening in the doser chamber.
2. Pull the doser lever with your right hand to release a single dose of ground coffee beans from the doser chamber. One dose is released when you pull the lever once.
3. Immediately release the doser lever after you hear the click and allow it to spring back into position.



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Tamping

To make the perfect espresso, the ground coffee beans dosed into the filter basket must be compacted. The device used is called a tamp. The amount of pressure applied in the tamping process needs to be sufficient to provide resistance to the hot, pressurised water and prevent it from opening up the cake in a weak spot.



Figure 6.3 Tamping the coffee grounds

Although most grinders come with a tamp, a hand-held tamp is preferred by most baristas. The following method should be used:

1. Hold the group handle, holding the coffee beans in one hand, and rest it on the counter. Keep the handle horizontal to the counter top.
2. Fit the handle of the tamp in your other hand.
3. Press the tamp down on to the coffee grounds, being careful to keep it horizontal.
4. Twist the tamp as you gently remove it from the cake.
5. Check that the surface of the cake is flat and level with the fill line all the way around the group handle.
6. Tamp again to compact any loose particles.
7. Finish with another twist or polishing action to ensure the surface is smooth and even.

Flushing the group head

The group head should be flushed regularly throughout the service period. This will release the coffee grounds that may be caught in the seal of the group head. It will prolong its life and produce a better flavoured coffee.

Pour rate for espresso coffee beverages

The formula for extraction is shown in Table 6.5.

Table 6.5 The formula for extraction

Water	Pressure	Time	Ground coffee beans	Perfect espresso
90°C	9 bars	25–30 seconds	6–8 g	

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Texturising milk

Purging the steam wand

After every use of the steam wand, it should be wiped and purged to remove any milk. If the machine has not been used for some time, it is recommended that the steam wand be purged by reheating it before use.

Foaming/frothing

Steamed milk is produced using the following process:

1. Pour milk into an appropriate-sized jug until it is two-thirds full.
2. Purge the steam wand on the espresso machine.
3. Place the tip of the steam wand just below the surface of the milk, checking that the steam nozzle is covered with milk.
4. Turn the steam on. You should hear a soft hissing sound of air bubbles being incorporated into the milk.
5. Continue adding more air, keeping the nozzle of the steam wand just below the surface of the milk. Watch the volume increase to approximately double the starting volume.



Figure 6.4 Using the steam wand correctly.

Foamed/frothed (textured) milk is produced using the following process:

1. Repeat the above process (or continue).
2. When double the volume of milk is achieved, raise the jug so the hissing sound is no longer heard from the steam wand.
3. Continue heating the milk, watching the whirlpool movement of the milk.
4. Watch the thermometer, turning the steam off when the temperature reaches 60–65°C.
5. The surface of the milk should be shiny as you swirl the jug.
6. If there are any large bubbles on the surface of the milk, tap the bottom of the jug on a surface to help them disappear.
7. Keep swirling the milk until needed as the textured milk and the foam will separate if you stop. Skim milk must be textured after the espresso has been made, as it separates quickly.
8. Never reheat milk after steaming. Throw out any leftover milk from the last batch processed, rinse the jug and wash in hot soapy water. Then rinse with cold water and refill with fresh, cold milk. Re-heating steamed milk will result in some awful flavours.

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Sensory analysis of quality

The process by which professionals evaluate and compare beans and blends is called 'cupping' (tasting). The following senses are used:

- **Olfactory** – the fragrance, the smell of the freshly brewed espresso coffee.
- **Tactile** – the quality of the body of the espresso based on the tactile feeling of the liquid coffee in the mouth as perceived between the tongue and the roof of the mouth.
- **Taste** – the overall evaluation of the coffee beverage.
- **Visual** – the crema is the visual sign that the espresso is brewed correctly. It contains emulsified oils, and forms a golden-brown layer of foam on top of the espresso shot.

Monitoring the quality of espresso during the service period

It is most important to constantly monitor the quality of the espresso throughout the service period. Test samples of espresso should be made and evaluated, and the equipment adjusted accordingly.

Deficiencies in espresso extraction

Table 6.6 shows some of the problems that can occur with coffee extraction and their causes.

Table 6.6 Problems with coffee extraction and their causes

Problem	Symptoms	Causes
Under-extraction	Water rushes through the 27–30 ml of coffee extracted in less than 25 seconds. Crema thin and pale. Taste is sour, bitter and watery. Cake is very runny.	Coffee – not enough Tamp – too soft Temperature – cold Grind – too coarse
Over-extraction	Water finds it difficult to get through coffee. 27–30 ml of coffee extracted in more than 30 seconds. Crema is very dark brown. Taste is burnt and bitter.	Coffee – too much Tamp – too hard Temperature – too hot Grind – too fine
Coffee grounds in cup	Too fine a grind. Worn grinder blades. Worn filter holder/basket. Dirty gasket on group head. Dirty filter holder edge.	Grind – too fine Equipment needs maintenance, repair or replacement
Coffee over the sides of the filter basket	Leaky gasket. Gasket dirty with coffee grinds.	Gaskets need maintenance, repair or replacement

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6.6 Service of espresso coffee

Traditional and work-specific standards for presentation of quality espresso coffee

Espresso coffee should be served at the appropriate temperature (65°C). The espresso coffee should be served in the appropriate cup or glassware, according to the volume of the beverage. The crockery and glassware used should be free from cracks and chips, and have no spills or drips down the sides or on the saucer.

Instructions should also be given on how to deliver the order to the table, usually delivered using a service tray. Placing a non-slip mat or a few drops of water on the tray before putting down the paper tray mat will stop the drinks from slipping on the tray. Load the tray with the drinks on a flat surface. Then slide the tray into the palm of your left hand (if right-handed), with your fingers comfortably spread open. Steady the tray with your right hand, holding it at a comfortable height and not touching your body. Handle glassware by the bottom of the glass or by the stem.

Sugar sachets and serviettes should be placed on the saucer if they are not available on the table.

If the beverage or coffee spills, then it should be taken away and presented again. A serviette on top of the saucer, under the cup or glass, will help prevent spillages.

Crockery

The crockery used for serving espresso coffee includes tea cups, coffee cups, demitasse cups and stackable cups. Saucers to suit should be available so that the cup is secure while serving. Coffee pots will sometimes be required for service and should be heated before use.

Sugar bowls and (depending on the type of sugar used) a teaspoon or tongs are provided for serving sugar. Sugar may often be served in individual sachets for health reasons. Milk and cream jugs should be checked for cleanliness, chips and cracks before being used. In formal restaurants, a tea strainer may be served with a stand, to keep tea leaves out of the poured tea (especially needed if the teapot does not have a built-in strainer).

Takeaway cups and lids

Takeaway cups are larger than café cups, and as a result takeaway coffees are weaker. They have more milk or water added to the 50 to 60 ml of extracted coffee to make up for the size difference. A flat white takeaway cup contains 290 ml, while a café latte takeaway cup holds 300 ml.

Care needs to be taken when selecting the takeaway cups to make sure they are able to withstand high temperatures and will not burn the customer.



Figure 6.5 A well-insulated takeaway coffee cup

Sugar, sweeteners and accompaniments for espresso coffee

There are a number of different types of sugar that could be served with coffee, including individual sugar sachets of white,

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raw or coffee (Demerara) sugar. Individual serves of rock sugar cubes can be used in sugar bowls, along with sugar cubes. Sugar pourers are also available to leave on tables.

Sugar substitutes, such as Equal or Splenda, should be available for customers who are unable to use sugar. Some customers require them for medical reasons, while others use them by choice.

After-dinner mints, chocolates, small biscuits or petit fours and marshmallows can be served as an accompaniment to coffees.

Current industry trends show an increase in the use of syrups, essences and liqueurs. Vanilla, hazelnut, orange and white chocolate essences are very popular with customers. Coffee is a matter of individual taste, so there are no hard and fast rules about combinations of other ingredients.

Garnishes such as chocolate or cocoa powder (slightly bitter) can be sprinkled on top of any foamy milk coffee. Often the chocolate is used to tell the different orders from a table – for example, when sprinkled on the entire cup, it shows full-strength coffee; when sprinkled over half the cup, it signifies to the waiter a half-strength coffee.

Current industry trends and techniques for coffee art and use in the service of espresso coffee

Decorative effects can be created on top of milk-based beverages by combining the brown of the espresso crema and the white of the milk foam. Other colours can be added by dusting chocolate or squirting syrups on top.

Success with coffee art first requires the perfect crema to be produced on the espresso and also the milk to be foamed to perfection.

Free-pouring designs take advantage of the natural tendency of milk to form patterns when combined with the espresso. You must have a very steady hand, exceptional concentration and an eye for detail, with complete control over where the milk is going and the rate at which it flows out of the jug.



Pouring a heart

1. Pour the milk and foam in one spot so a circle of white foam forms in the centre of the espresso-coloured foam.
2. Just before you stop pouring, move the jug forward across the surface of the cup to complete a heart-shaped pattern in the foam. It is best to pour a little less at this point so you don't cause the pattern to sink.

Consistency in quality, volume and appearance is vital. Dedicated daily practice, patience and time will produce some very sophisticated designs.

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Unit summary

At the completion of this unit, you will have discussed, researched and analysed:

- major coffee styles and their characteristics
- types of beans, blends and roasts, particularly the espresso roast
- key principles of coffee making
- the appropriating pour-rate for espresso coffee
- factors that affect quality of coffee
- types of grind and grinding equipment
- types of machines and equipment and their main features and differences
- sizes and types of filter baskets, tampers and other equipment
- different milk types and their characteristics, including requirements for handing and storing milk
- storage conditions and requirements for coffee and commodities
- cleaning and maintenance procedures
- symptoms of potential faults in espresso machines and grinders
- sequencing and production of order.

Students should develop skills in the following areas:

- hygiene and food safety practices relating to making, serving and storing coffee products and service equipment
- techniques for dosing, tamping and purging the group head
- extraction and presentation of quality coffee
- milk-texturing skills
- safe work practices when using coffee machines and other equipment
- numeracy skills to calculate and measure doses of coffee.



Unit summary questions

1 Design an easy-to-follow diagram for the major styles of espresso coffee.
2 Name the sources of milk that can be used in espresso coffee. What are the benefits of each?
3 Describe how to steam milk.
4 Describe how to texturise milk.
5 How is coffee evaluated?
6 What is the crema? For what is it used?
7 Describe how to clean the espresso machine, group handle and steam wand.
8 Explain in detail how to deliver a café latte to a customer.
9 Explain the mise en place necessary to get the espresso machine ready for service.
10 Describe how to tamp coffee grounds.

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Food and beverage stream

Unit	Unit code	Unit title
5	SITHFAB203	Prepare and serve non-alcoholic beverages
6	SITHFAB204	Prepare and serve espresso coffee
7	SITHFAB206	Serve food and beverage
8	SITXCCS202	Interact with customers
9	SITHIND202	Use hospitality skills effectively (holistic)



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Food and beverage stream

Unit 7
Serve food and beverage

Subject code: SITHFAB206

Prerequisite subjects:
SITXFSA101 – Use hygienic practices for food safety

Indicative HSC hours:
40 hours

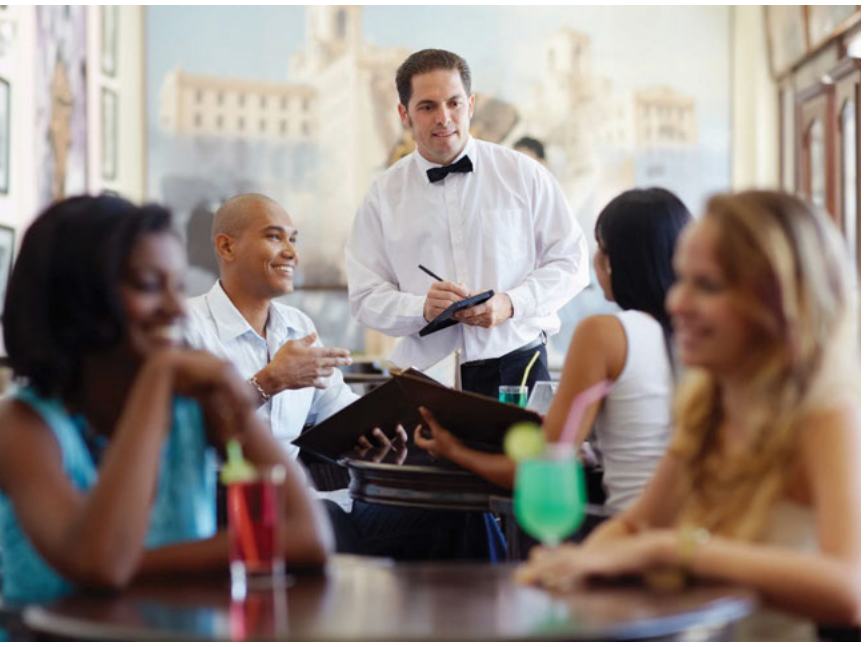
Unit overview
This unit describes the performance outcomes, skills and knowledge required to serve food and beverages to customers in a casual dining setting. It covers the fundamental technical skills required to prepare the outlet for the service period, interact with customers to take orders, serve and clear food and beverages, and complete end-of-service tasks.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
à la carte
beverage
cover
customers
dining
end of service
food
orders
serve
service
set-up

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7.1 Casual dining



A casual dining restaurant serves moderately priced food in an informal atmosphere. It typically provides table service. Casual dining comprises a market segment between fast-food establishments and fine dining restaurants. Casual dining restaurants often have a full bar with separate bar staff.

Casual dining terms

- **Cover.** A cover is the space allocated on a table for the crockery and cutlery for one person to dine.
- **Service period.** Service or meal periods can be divided into breakfast, lunch, dinner and supper. They may also have set time periods.
- **Style of service.** The style of service offered depends on the establishment's target market, staffing levels and skills, equipment available and the layout of the enterprise. Styles of service include à la carte, buffet and fine dining.

Food and beverage outlets offering casual dining

- **Cafés** are informal restaurants offering a range of hot meals and made-to-order sandwiches. Many cafés are open for breakfast and serve full hot breakfasts. In some areas, cafés offer outdoor seating.
- **Cafeterias** are restaurants serving pre-cooked food arranged behind a food-serving counter. There is little or no table service. Typically, a patron takes a tray and pushes it along a track in front of the counter. Depending on the establishment, servings may be ordered from attendants, selected as ready-made portions already on plates, or be self-served by the customer. Cafeterias are common in hospitals, corporations and educational institutions.
- **Catering operations** are establishments that travel to a venue of the customer's choice to provide food and beverages to the guests of the customer. This may be in a variety of locations, ranging from a backyard or park to a hired venue.

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- **Clubs** are often a number of food outlets with a variety of service styles within the one club. They can be bistro or buffet style through to full à la carte dining.
- **Coffee shops** offer quick service in an informal atmosphere. A wide selection of coffee is served with sweet or savoury pastries, cakes and speciality biscuits.
- **Hotels or pubs** offer simple, reasonably priced meals. They offer only very limited menus.
- **Restaurants** offer a number of different styles of casual dining.
  - **Buffet restaurants** are family friendly, with a wide selection of hot and cold foods for a set price. An example is 'all-you-can-eat' restaurants.
  - In **ethnic or themed restaurants**, the menu items and the décor of the restaurant support the particular type of food or theme of the restaurant. Examples would be Chinese and Indian restaurants, and specific foods such as seafood restaurants.

Styles of service and their characteristics

- **Bar service** provides low-cost, simple meals that are able to be eaten in the bar area of a hotel.
- **Bistro eating** is less formal than fine dining, but still stylish. Bistros offer menus that are not as extensive as those of restaurants, but they are varied and often offer ethnic or specialised cookery methods.
- **Counter service** is where customers collect their own food and take it to an eating area. The counter is used to display a variety of prepared dishes in refrigerated areas for cold foods or in bain-marie for hot foods. The customers choose items by helping themselves. Food and beverage attendants may assist by 'plating up' hot meals for the customer. Once plated, the food is handed over the counter to the customer, who puts in on to their tray and pays the cashier at the end of the counter.
- In **family-style restaurants**, food is often served on platters and the diners serve themselves. Alcoholic beverages are generally not sold at family-style casual dining restaurants.
- **Plate service** is the simplest form of service. All the food items are placed on the plate by the kitchen staff and the waiter delivers complete meals to each customer. The waiter's job is to place the plate in front of the customer, from the customer's right. The main item on the plate should be closest to the customer for ease of eating – that is, the meat or fish portion is at six o'clock on the plate.
- **Buffet/smorgasbord** is a type of service offered in many establishments, particularly for breakfast. The food is served in a central position on platters or in chafing dishes, and the customer makes their own selection, often trying a wide variety of dishes. In a serviced buffet, expensive items – such as a whole leg of ham – are served by a chef or wait staff, and the customers help themselves to salads. It is an efficient way of serving large numbers of people very quickly.
- **Table service** ranges from local family restaurants serving home-style food in an informal setting to fine dining restaurants. Table service means that there are employees trained to deliver and collect plates of food to the tables in the restaurant.

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Activity 7.1

1 Obtain a copy of the visitor information guide for your area from your local tourist information centre or online, and compile a list of all the various food and beverage outlets in your local government area.
2 Describe the types of food and service styles of five food and beverage outlets in your area.

Service requirements for different service periods

- **Breakfast service** is usually between 6.30 am and 10 am daily (with variations), peaking between 7.00 am and 9.30 am. Service times can vary between establishments and according to the type of event to be catered. Breakfast styles include the following:
  - **Full breakfast** – foods served include fruit juice, fresh fruits, fruit compotes, cereals, yoghurts, bakery products (bread/toast, croissants, Danish pastries and muffins), conserves, as well as cooked eggs, sausages and bacon, and hot beverages. The cover will be determined by the establishment.
  - **Continental breakfast** – consists of a light meal of fruit juice, bakery items, conserves and hot beverages. The cover will be determined by the establishment.
  - **English breakfast** – a cooked meal containing eggs, bacon, sausage, tomato and mushrooms, along with fruit juice, fruit, cereals, toast and jam/marmalade, tea and/or coffee.
  - **American breakfast** – pancakes/waffles with maple syrup, sausages, eggs, hash browns, pancakes and coffee.
- **Morning tea** can be something as simple as a muffin or sandwiches with simple fillings served with beverages such as juices, tea and coffee. Morning tea typically is served between 9.30 am and 11.00 am.
- **Lunch** is typically available from noon to 2 pm in most establishments. It is usually a light meal, less formal than dinner. The meal may be served from a buffet or chosen from table d'hôte or à la carte menus. It usually consists of two to four courses, depending on the event. Customers often have limited time for lunch.
- **Afternoon tea** is typically served between 2.30 pm and 4.30 pm. It can consist of sandwiches with elaborate fillings, a number of sweet dishes such as gateaux, tortes and simple-to-eat foods such as mini-quiches.
- **Dinner** is usually available from 6 pm to 9 pm. Dinner service may be either of a formal or an informal style. The meal will usually consist of two to four courses, with alcoholic beverages being offered. Service may be buffet, or dishes chosen from a table d'hôte or à la carte menu. The menu available



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is more extensive and usually linked to the theme of the restaurant – for example, French cuisine in a French restaurant. The cover will depend on the menu on offer. The dinner menu can be more elaborate, as customers have more time and will often spend more money on dinner than lunch.

Activity 7.2

1 Find photographs to illustrate service in each of the different service periods.
2 Find photographs to illustrate the difference between formal settings and informal setting in a restaurant.

Menu types

- The French term **à la carte** means 'from the menu'. There is a wider selection of dishes, all dishes are individually priced and customers can make their selection from any of the large number of dishes and/or beverages. Customers are able to order any number of courses from the menu. Food is freshly cooked for individuals when the order is received from a customer. All menu items are individually priced. This menu is found in cafés, restaurants and clubs.
- A **table d'hôte menu** is normally found at functions, and is a set menu with a limited choice of dishes. The menu has a fixed price and is usually used for larger numbers of diners at the restaurant. The covers do not have to be changed as the menu is set beforehand.
- A **cyclic menu** is a menu that rotates weekly or monthly, and is used in hospitals and retirement homes, and by

seasalt

-From the Grill section-
All served atop butter poached asparagus
-40-
'Fruits de Mer'
Charred Balmain Bug, King Prawn, blue swimmer crab - fresh citrus
Fresh from the Sydney markets
-37-
Kurobuta Pork double cutlet 350g (NSW)-
Raised in Byron Bay, North Eastern NSW, Black Berkshire pigs are renowned for their finer muscle texture, abundant marbling and a deep, rich meat colour
-39-
Riverine Sirloin 300g (NSW)-
Riverine Premium Beef™ is produced exclusively from high quality Bos Taurus cattle, grain fed for up to 150 days, promising to deliver a great eating experience every time with succulent tenderness, mouth-watering juiciness and rich flavour
-42-
T-BONE, Dry Aged Six Weeks, 400g-
Dry-ageing was once the traditional method of ageing beef and now is being resurrected as a controlled process, producing extremely tender beef that imparts a more intense, beef or roasted nutty flavour that many desire. 120 day grain fed, certified Angus marble 2+
-36-
Swordfish steak, 200g.
Fresh from the Sydney markets
-37-
Chicken supreme, Free Range (NSW) – Marinated in lemon and thyme.
Situated on a farm in Thirlmere, Southern Highlands district of NSW, natural raising practices are employed using no hormone additives
Choose-
Buttered Mash or fries
Then Choose-
Jus / Pink peppercorn sauce / Beurre blanc / Ponzu sauce / Roast capsicum coulis
A little extra to sit atop your grill – $3 each
A dollop of duck liver pate –or- a slab of blue cheese –or- a char grilled Portobello

Figure 7.1 Sample of an à la carte menu

Table D Hote Menu

Table D'hote
(All meals served with Oven Baked Ciabatta Bread and creamy fresh Butter)

Entrée

Risotto Chicken & Pumpkin
Chicken fillet, roasted butter nut pumpkin & sage risotto (g)

Penne Four Cheeses
Provolone, mozzarella, parmesan and bocconcini melted W tomato cream sauce (v)

Tempura Prawns
Black tiger prawns fried crispy W rocket garnish & plum sauce

Ricotta Spinach Cannelloni
House made spinach ricotta cannelloni W tomato, béchamel sauce & basil (v)

Ricotta Ravioli
Creamy ricotta ravioli W sun dried tomato, baby spinach and cream (v)

Mains

Barramundi
Fresh Barramundi grilled set on potato puree, caper butter sauce (g)

Chicken Marsala
Chicken breast topped W avocado & Swiss cheese baked W marsala cream reduction

Sirloin Steak
Veal sirloin BBQ W pressed garlic, chilli white wine & jus (g)

Veal With Bacon & Shallot
Veal pan-fried W bacon shallot & white wine sauce

Perch Santa Rosa
Perch fillet grilled W scallops & prawns topped W creamy mornay & parmesan gratin

All mains are served with Italian garden salad served on platters

Desserts

Apple Crumble
Stewed apple topped W toasted crumble baked , served W vanilla bean gelato (v)

Red Velvet Torte
House made velvet torte W white cream cheese frosting (v)

Pannacotta
Vanilla Pannacotta cold set served W mixed berry glaze (v/g)

Mango Semi Freddo
Semi frozen mango cream W mango pulp syrup (v)

Coconut Gelato
Toasted coconut folded through vanilla bean gelato (v)

$45 Two courses $52 Three courses

All Prices inc GST (g) Gluten free (v) Vegetarian

Figure 7.2 Sample of a table d'hôte menu. Courtesy of Centro CBD

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airlines. It is a set menu with very limited choices, and is used so that customers do not get bored with the menu.
- **Carte du jour** is a short list of menu items that are in season or have been purchased for a special price. The items are not available on the normal menu, and are usually listed on a blackboard in the dining room, or explained to customers by the wait staff.

Activity 7.3

Collect samples of all menu types and present them in your portfolio.

- **Set menus** are function menus that are made up of two or more courses with a limited range of dishes. They are often used for large functions like weddings and birthday parties.
- **Buffet menus** may be used for occasions like weddings, birthdays and Christmas parties. A buffet consists of a wide range of food that is prepared and displayed on a large table for guests to serve themselves. A separate table is usually set up for desserts.
- **Degustation menus** consist of a meal of up to seven courses with little or no choice within the courses. Wines can be selected by the chef or sommelier to suit the food served.

Role and responsibilities of food and beverage personnel

- **Food and beverage manager** – oversees all the food and beverage outlets in the establishment.
- **Coordinators** – usually found in the conferencing and catering sections of the establishment. They source new clients for the business and look after corporate clients. They plan events from start to finish.
- **Supervisors** – responsible for the smooth running of the service period. They organise the running of the restaurant, delegate tasks to employees, assist in servicing customers and handle customer complaints.
- **Maître d'hôtel** – the head waiter, responsible for taking reservations, greeting and seating customers, distributing menus and alerting customers to any specials of the day.
- **Sommelier** – the wine waiter in the restaurant. They need to have an excellent knowledge of wines, and should be able to suggest wines to suit customer preferences.
- **Cashier** – prepares and totals the accounts, and responds to customer phone inquiries.
- **Station head waiter** – responsible for a specific area of the dining area and ensures that all customers' needs are met. They take orders, deliver the order to the kitchen, adjust table covers and serve the food and beverages to the customer.
- **Food and beverage attendants** (also called wait staff) – responsible for



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certain areas of the restaurant. They monitor customers and are responsible for developing a rapport with them to enhance their experience in the restaurant. They set up the restaurant, wash and polish glasses and cutlery, fold serviettes and set up the wait station.

- **Room service waiter** – take food and beverage orders to guests in their rooms.
- **Food runner** – clears the wait stations and wipes down tables after customers leave.
- **Bar useful** – wipes tables in the bar area, washes and polishes glasses, keeps the floor clean, empties garbage, re-stocks fridges and cleans up breakages.

7.2 Policy, procedures and standards for food and beverage service

Industry and workplace standards, and workplace policy and procedures

Preparing food and beverage service

Mise en place is a term used to ensure all the behind-the-scenes areas are prepared and ready for service before the restaurant opens. Even the straightforward routines that do not vary from day to day require attention to detail and consistency.

Tasks that need to be carried out include the following:

- remove beverage stock from stores and placed in appropriate service area
- remove food and consumables from stores to service area
- restock all service points
- polish table cutlery and replenish wait station
- polish crockery and replenish
- polish glassware and replenish
- fill cruets – salt, pepper and sauces
- prepare butter portions (if required)
- clean, tidy and wipe down drink/coffee area
- check and wipe out refrigerators and display cabinets
- undertake the set-up procedures for coffee machines, dishwasher, glass washer and other electrical items
- check, clean and replenish shelves in display cabinets
- replenish linen stores – tablecloths, slip cloths, overlays and folded napkins
- configure the restaurant according to the reservation diary
- set tables
- dust, wipe and polish all hard, glass and mirrored surfaces and screens
- vacuum all carpeted areas, sweep and mop all tiled areas
- check current list of specials and numbers of portions with kitchen
- check the availability of menu items with the kitchen
- write up the specials board for the restaurant, and display specials board and other promotional materials in the appropriate place
- wipe and polish menu covers
- set up the coffee station with requirements – for example, cups, saucers, spoons, sugars, milks, creams
- set up restaurant service stations
- set up service cutlery on lined plates and place at workstation
- attend pre-opening briefing
- switch on lights and background music
- complete a final check of the restaurant
- open doors at the appropriate time.

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Providing food and beverage service to customers

Before the service period begins, you should be familiar with the standard operating procedures for the establishment. These vary between establishments and are developed by the management to give an edge to their particular business over other businesses in the area.

Closing down after food and beverage service

Standard operating procedures for the closing down of the establishment should be followed by employees to ensure that all the requirements of management for the start of the next service period are met.



7.3 Preparation for food and beverage service

Reservations

Check the reservations folder to confirm the bookings for the restaurant that are still required, noting any specific requests. Note the expected numbers of customers during the service period and configure the tables in the restaurant accordingly. This means moving tables and chairs to suit reservations for each service period according to customer numbers – for example, a lunch service may be for one table of 10 people, four tables of six people and 10 tables of two people, while the dinner reservations on the same day may require four tables of eight people and six tables of six people.

Furniture and fittings

Furniture describes the tables, chairs and waiters' service station, whereas the fittings in a restaurant are the lights, any screens, plants and so on.

Tables come in a variety of sizes and forms. Round tables are ideal for conversations in larger parties. Often, round tops are fitted on to standard square tables. Square and rectangular tables are very common in restaurants, as they are very versatile – you can push them together to accommodate more guests at the table. Check that the table is stable; if not, fix using a cork wedge. Always wipe the tabletop and legs with a damp cloth regularly, and check for chewing gum and food underneath the table.

Chairs also come in a variety of shapes and sizes, but they need to be comfortable for the customer. Chairs need to be positioned at the table with the front of the chair lined up to the edge of the table.

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When planning the positioning of tables and chairs in a restaurant, consider the following for the comfort of guests:

- Position tables with sufficient space between each seated customer to allow for movement of service staff and guests.
- Allow sufficient space between tables to give guests some privacy.
- Try to position tables away from kitchen noise and major traffic areas of the kitchen, bar and cashier.
- Chairs are best if they do not face the toilet or kitchen, but should make good use of the features of the room.
- Try to keep chairs away from plants, sideboards and doorways.
- Worn or damaged tables and chairs need to be reported to your supervisor.



Set-up of dining area for a range of food and beverage outlets, service styles and service periods

À la carte cover

Place an unfolded napkin in the centre of the cover to be set, to serve as a guide to the placement of items.

The setting is then laid in sequence, taking care to check and polish items before placing them on the table. A service plate and napkin are used to collect the requirements for the table. For each cover at the table, you will require a main knife and fork, a side plate, a side knife or small knife, a wine glass (usually a white wine glass is used, as the customer is more likely to order a white wine for the first course) or a water glass.

Napkins should be folded for each cover. The centrepieces, such as cruets, tent cards, table numbers, bud vases and candlesticks, will need to be brought to the table. Try to complete this operation with as few trips to the service station as possible.

Table d'hôte cover

When table d'hôte menus are in use, the table setting (cover) suits the dishes on the menu.

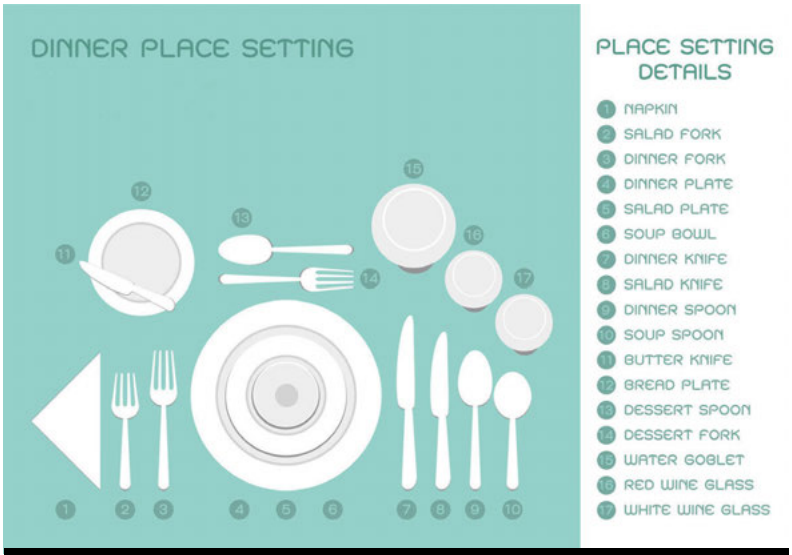


Figure 7.3 À la carte cover

Before commencing the setting of the cover, you will need to study the menu to be used to determine the cutlery requirements for each of the courses.

Select the cutlery, crockery and glassware to be used, and transport it to the table using a service tray and napkin. The tableware for this setting may include a

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Figure 7.4 Table d'hôte cover

soup spoon, a fish knife and fork, or entrée knife and fork, a main-course knife and fork, an entrée fork and a spoon for dessert, a side plate, a side knife or small knife, wine glasses, a napkin and a centrepiece. When setting the table, the items are set from the centre guide (napkin), working outwards, following the procedure for the à la carte setting.

Often more than one wine glass is provided with this type of menu. In such cases, the others are set diagonally above the knives on the right-hand side. Each glass should be placed above the item of cutlery for the course that it is to accompany.

Generally, the dessert cutlery is placed horizontally above the main plate setting and centred across the top of the cover. After the main course is cleared and the table has been crumbed down, the dessert cutlery is placed neatly in position, allowing room for the dessert plate.

Traditionally, salt and pepper shakers are placed on the table, although some establishments may have service staff offer salt and pepper to the guests from large mills. Flowers are also positioned, usually in the centre of the table, facing the entrance.

Most restaurants will have a set requirement for the placement of these items. Candlesticks and table numbers may also be placed on the table, depending on the establishment's requirements.

The sideboard/waiters' service station/dummy waiter

The waiters' service station acts as a pick-up and put-down point for the wait staff when bringing food out of the kitchen or clearing the tables.

It is usually a sideboard, where items regularly used in the restaurant are stored. Accompaniments such as pepper and salt mills, sauces and mustards are often stored on the bench of the waiters' station. Service stations should be restocked at the end of each service period to be ready for the start of the next.

The waiters' service station should contain:

- **cutlery** – knives, forks and spoons, which should be polished and then sorted into the relevant compartments of the service station
- **service plates** – which are used to take clean cutlery to and from the table when the covers need to be adjusted to suit the food the customer has ordered. Silver service tablespoons and forks should be polished. They should be placed on an under-liner (a napkin) at the service station, then taken to the table. A service plate should be stored at the service station, ready for use.
- **condiments** – including tomato sauce, mustard, Worcestershire sauce and Tabasco sauce. The waiter will need to check with the kitchen for any specific accompaniments for menu items, such as apple sauce for roast pork.

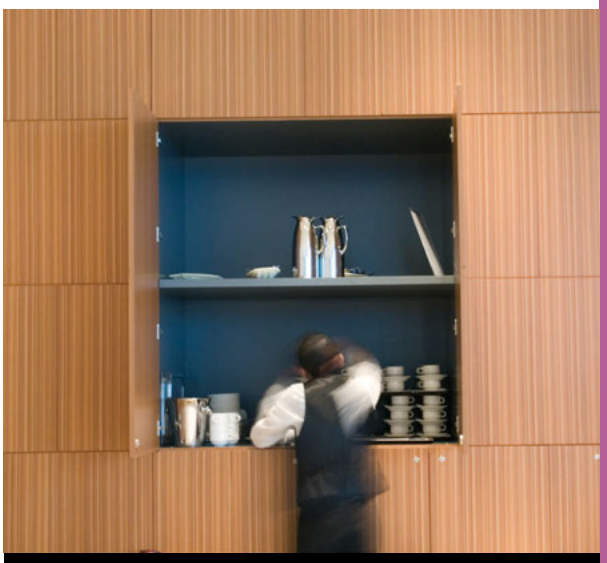


Figure 7.5 A waiter using a wait station

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Condiments may be served in sauce bowls or small jugs; they should be only half-filled for the ease of guests. Sauce boats and jugs should be cleaned between each shift and the contents replaced daily.

- **stores of toothpicks, sugar and mints** – should be rotated, and any items that have passed their storage life should be thrown out (after notifying your supervisor). Most sugar is now served in individual portions for health reasons. Bowls should be filled and additional portions located in the waiters' station for future use.
- **tea- and coffee-making equipment** – may be located at a separate service station, where extra cups, saucers and jugs will often be stored
- **polished glassware** – in larger establishments, glassware is stored in the bar area. Check that the glassware is clean and fingerprint free before storing. Handle the glasses by their stem and place on a service tray covered with a napkin to take them to the tables.
- **menus** – after each shift, these should be wiped clean with a damp, lint-free cloth
- **docket books** – should be located at the waiters' station between service periods. Checks should be made that they have plenty of unfilled pages and that new docket books are ready for use so that time is not wasted during service trying to find new books. A supply of pens should be located in this area. Electronic ordering devices could also be located here for use and recharging between service periods.
- **tablecloths** – should be stored with the double fold facing the front of the waiters' station to allow for quick re-clothing of tables during service. In larger establishments, a linen cupboard located in a convenient position close by would be used instead of the waiters' station. Same-size cloths should be stacked together, making the choice of the right cloth for different table sizes easier.
- **serviettes** – should be stored alongside the linen for quick setting up of the tables after customers have finished. In quiet times, serviettes can be folded at the waiters' station.
- table numbers and reserved signage
- crumbing-down equipment
- waiter's friend and wine buckets.

The waiter's station should not contain personal items, and the top of the sideboard should always be organised, neat and clean.

Select, check and prepare equipment

Crockery

A large range of crockery (or china) is used in restaurants for the service of food. Crockery can differ greatly in quality and price.

Check all crockery for food stains, chips, cracks and watermarks as it is removed from the dishwasher. Any dirty crockery should be sent back through the washing process. Watermarks can be removed by polishing using a clean, damp, lint-free tea-towel. Chipped and cracked plates should be put aside for disposal.

Crockery should be stored and stacked carefully, as it is a large part of the restaurant's stock. It is important that it is stored according to its type and size. Crockery is usually stored on shelves (they need to be sturdy enough to hold the weight). The shelves should be at an appropriate height that is convenient for stacking and accessing the crockery. Flat crockery should not be stacked more than 24 pieces high for safety.

Replenishments of crockery stock need to be carried out regularly to maintain the

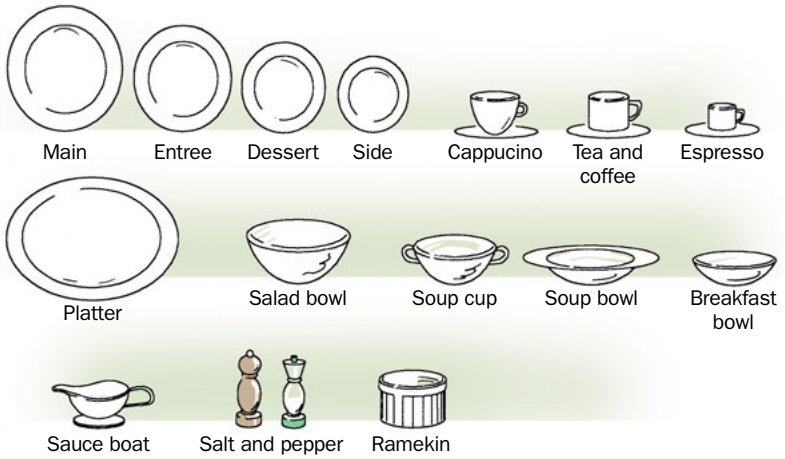


Figure 7.6 Types of crockery

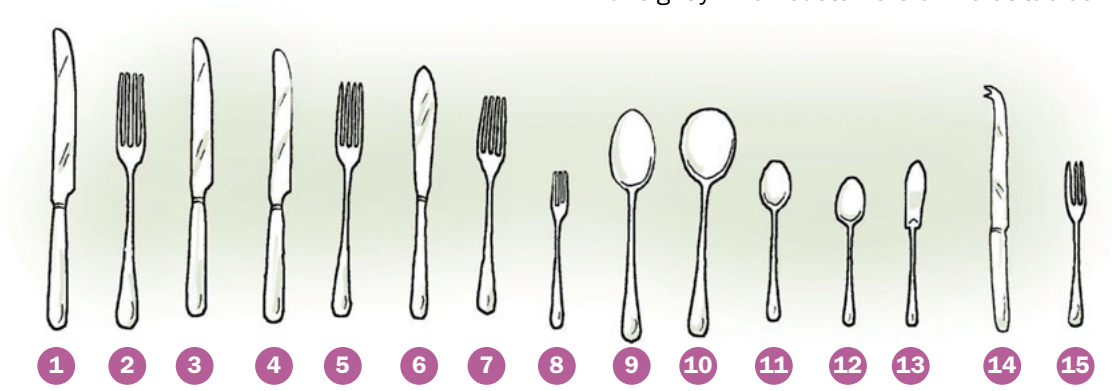
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quantity necessary for service. Procedures for the disposal of damaged crockery vary from establishment to establishment. Damaged crockery must be handled carefully to avoid personal injury. Significant breakages impact on the profit of the business. Notify your supervisor when items are broken so that safe disposal can be organised. Broken glass and china should be wrapped in paper and placed in the appropriate bin. Reasons for breakages will need to be investigated and replacements ordered.

Cutlery

A wide range of cutlery is used in modern restaurants. The quality of cutlery varies from silver to stainless steel.

Dirty cutlery should be stored in warm soapy water before being washed in a commercial dishwasher. After washing, cutlery should be polished before storing. Cutlery needs to be washed above 80°C to prevent contamination. Polishing cutlery is necessary to remove fingermarks and water marks from the cutlery, as these look unsightly when customers arrive at tables.



1. Main knife
2. Main fork
3. Side knife
4. Entrée knife
5. Entrée/Dessert fork
6. Fish knife
7. Fish fork
8. Cocktail fork
9. Dessert spoon
10. Soup spoon
11. Tea spoon
12. Coffee spoon
13. Butter knife
14. Cheese knife
15. Cake/pastry fork

Figure 7.7 Types of cutlery

Activity 7.4: Polishing cutlery

Equipment: Jug, hot water, clean, lint-free tea-towel

- Put hot water into jug (some white vinegar can be added to help the shine).
- Take a handful of knives – it is better if the cutlery is the same type.
- Using the clean tea-towel, polish each piece of cutlery, making sure no marks are left on the piece.
- Place the cutlery into its storage area.
- Once the task has been completed, clean up the area.

Glassware

A range of glassware is used to serve different types of beverages in a restaurant. Serving drinks in clear, rather than coloured, glass shows the colour of the beverage, which makes it easier to identify and also helps in terms of quality and quantity control.

Glassware should be free from cracks and chips, and should be sparkling clean and polished before service. Only wash glasses in glass-washing machines, as the fat particles from food may stick to the glasses and affect the drinks.

Glasses should be stored upside down to prevent dust from accumulating in them.

Linen

Linen tablecloths are not used in all restaurants, as they are expensive to purchase and launder. Some restaurants

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use a linen-hire service. Care needs to be taken when handling linen to prevent it from being creased. It should be stored flat and removed only as required. Always check when placing linen on the table that it is free from stains and not damaged in any way. Some restaurants use plastic coverings on tables, while others use placemats or nothing at all.

Overlays are often used in establishments to protect cloths from spillages. They can allow the tablecloth to be used for multiple service periods, therefore reducing the costs.

Table skirting or flouncing is provided to decorate the tables used for a buffet or formal tables such as the bridal table at a wedding.

Service utensils

A service plate is used to carry clean cutlery to and from the table. A serviette is placed on the plate to prevent the cutlery from slipping around. Loosen paper doilies by tapping gently on a bench, but take care as paper may be dislodged. The service plate should never be used to clear dirty cutlery.

Table items

The establishment will determine the items that are to be placed on the table. This will often include a table number that should be clean and easy to read by wait staff, and perhaps some promotional material about the establishment.

Tableware

Tableware describes the dishes that are used for setting the table. The types of dishes, cutlery and glassware found on the table will be determined by the menu of the establishment. The items placed on the table will also vary according to the culture, religion and cuisine of the establishment.

Ensure the environment will provide comfort and ambience for the customer

Background noise

Calm and relaxing environments are essential for a great dining experience. Customers should not be disturbed by noise from the kitchen, loud staff or noisy workers. Often people on tables for two tend to like a quieter and more private corner of the restaurant, so avoid placing them near a large group that may become noisy.

The main entrance of the restaurant is often the checkpoint for the customer's perception of the establishment and table setting. The goal is to make a good impression with a perfectly uniform setting throughout the restaurant presented to guests when they enter.

Décor

Ambience is the atmosphere, mood, character or feel of the restaurant. The way in which you lay the tables creates an atmosphere and sets the scene for the meal ahead. Original touches when it comes to presenting everyday items, such as napkins, can transform a functional dinner into something really special.

Pictures and other art objects can add to the ambience of the establishment and reflect its overall theme. Local artists could be asked to exhibit their works.



Figure 7.8 Table arrangements should be kept below eye level

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Type and position of flowers and other decorations should be selected with customers' needs in mind. They should not be so intrusive that you cannot see the person who is sitting opposite you at the table! Objects on the table must be kept below the eye level of guests when seated.

Flowers should not have a strong scent, as this can overpower the aroma of the food and wine served. Centrepieces should not overwhelm or interfere with the table setting or service to the table.

Flowers remain fresh longer if placed in the refrigerator when the service period is completed.

Lighting

Lighting in the restaurant creates the mood for the dining experience. Candles create an intimate atmosphere, as long as guests can still see what they are eating. Bright lights are more suitable for a high-turnover fast-food establishment.

The ambience of the restaurant is strongly influenced by the lighting used. Indirect lighting creates an intimate atmosphere, while candles or small table lights provide additional light on the table to read menus and view the meal.

Check that all lights are working, and remove any cobwebs and dust from light fittings before service begins.

Music

Soft ballads and instrumental music are suitable for most dining areas. People want to be able to have a conversation while eating. However, this is often dependent on the theme of the restaurant; some restaurants feature loud popular music to attract customers.

Privacy

The privacy of customers in the restaurant needs to be taken into consideration to ensure their comfort. Tables should be placed far enough apart so that wait staff can move freely between them, and not invade the customers' space or bump them (it is customary to allow 90 cm between tables). Tables should not be placed too close to high-use areas such as the waiters' station, bathroom or the service doors from the kitchen. Near the main door tends to be a draughty area due to the constant opening and closing of the door, so tables are best sheltered from this area.

Some restaurants use partitions or screens to increase the privacy of tables in difficult areas. Remember to keep the emergency exits clear at all times to ensure the safety of patrons.

Room temperature

The experience of eating out should be pleasurable, relaxed and comfortable. If the room is too hot, it quickly becomes uncomfortable and stuffy, so ventilation and cooling are necessary considerations for summer. In winter, it is also important that customers can take off their overcoats and eat in comfort without becoming too cold. Log fires are enticing features of some winter dining rooms.

Adjust the dining temperature to suit the outside temperature.

Customer facilities

Before the start of the service period, the toilets need to be checked and cleaned, making sure there are sufficient supplies of soap, toilet paper and hand towels. Floors need to be vacuumed in the dining and bar area once the restaurant is set up.

Essential components of a pre-service briefing

The pre-service meeting of employees is necessary, as the tasks and chores are allocated to service staff by the shift supervisor. The tasks given could include setting up the blackboard for the service period, informing staff of specials from the kitchens, and cleaning and restocking the customer facilities.

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7.4 Customers

Customer interaction

The hospitality industry is one where the customer is strongly influenced by first impressions. An arrogant, uninterested or condescending waiter puts people offside, and no amount of excellent service or food will change that negative first impression.

Greeting customers

The maître d'hôtel, head waiter or restaurant supervisor generally keeps a reservations diary. This is a record of tables booked (with customers' special requirements) and hence is a guide to current availability for people who arrive without reservations (called 'walk-ins'). Many restaurants take reservations to ensure tables are available for customers at a particular time. A floor plan is often used to designate tables when taking reservations. A floor plan is a diagram that shows table and seating arrangements.

On arrival, guests' first impressions are very important. Smile and welcome the guest using their name (if known). Inquire whether or not the guest has made a reservation. If so, confirm the details in the reservations book. If no reservation has been made, check whether a table is available. Confirm any special needs such as preferred seating if you are able to offer a choice of tables. Hang up their hats, coats and umbrellas if necessary.



Seating of customers

Show your guests to their table by leading the way and ensuring they follow you. Pull guests' chairs out from the table for them, starting with the best-positioned one, and invite guests to be seated. As the guest sits down, hold the back of the chair and move it forward. Ensure any special needs, such as cushions or a high chair, are brought over. Place napkins on the laps of customers, using your right hand and working from the right side of the guest. Some guests will prefer to lay their napkin themselves, particularly in a casual restaurant.

During service

Customers expect quality service, polite and friendly staff, prompt service and value for money. Staff need to work together to provide positive experiences in terms of both product and service to ensure return customers.

Chefs/cooks often photograph the completed dish so that visual guidelines are able to be seen at all times. Before serving plates to customers, the wait staff will need to check against the standards provided by the establishment.

The plate and portion size should be correct. The temperature of the plate needs to be appropriate for the temperature of the food (hot food is served on hot plates and cold food on cold plates).

The placement of the food on the plate should be to the established standards. Any spills, drips and grease marks need to be cleaned up before service. Appropriate sauces and garnishes for the dishes should be available to the customers.

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Figure 7.9 Waiter taking order from customers

Thanking and farewelling

Farewelling customers is just as important as welcoming them, and will leave a lasting impression when done professionally. Assist guests with their chairs as they stand to leave, and help them with any coats and hats they may have left in your care.

In some restaurants, you may ask the customer whether you can call transport for them. You must remember to thank them for their patronage, and if possible use their names in the farewell. Open the restaurant door to bid them farewell. If you are busy serving other guests when they depart, make sure you acknowledge their departure with a nod or a smile.

Dealing with diverse demands and requests of multiple customers during food and beverage service

Special requests, including dietary or cultural requirements, are important to customers. Some customers are allergic to foods such as peanuts, shellfish, milk and eggs, to name a few. These foods may cause severe reactions when eaten. Many people also have adverse reactions to foods, which include rashes and swelling of the skin, migraines and headaches. Other customers may not be allergic or intolerant to foods, but simply have a preference not to eat them, such as not liking to eat spinach.

Many religious or cultural beliefs have associated food preparation rules that need to be adhered to by the kitchen staff in order for customers to enjoy their meals.

Many customers have dietary needs about which the wait staff should be aware as conversations on choice are made from the menu. Often help is requested in the selection of appropriate food from the menu. All wait staff should have an in-depth knowledge of each menu item.

Make sure you confirm the menu items with all seated customers at the table before passing the order on to the kitchen.



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7.5 Providing food and beverage service

Safe and hygienic work practices for service of food and beverages

Understanding the importance of safe and hygienic work practices is essential within every facet of the hospitality industry. All staff must ensure that their procedures are safe and hygienic when in their work environment. This includes:

- personal hygiene – including regular hand washing
- safe and hygienic handling of food and beverages
- correct food storage
- correct dress and use of personal protective equipment (PPE)
- safe and hygienic cleaning/sanitising practices – including avoidance of cross-contamination
- safe handling and disposal of linen and waste
- following food safety programs.

Food and beverage service

Sequence

The workplace standard operating procedures manual should very clearly set out the sequence of service for all employees to follow.

1. Seat and greet customers.
2. When they are comfortable, present the menu and wine list.
3. Serve bread, butter and water.
4. Take food orders.
5. Adjust cutlery.
6. Serve entrée.

Timing

Plates of food need to be taken to customers as soon as they are ready for service from the kitchen. Wait staff should constantly have their eye on the kitchen to move food on to customers as soon as possible, in order to prevent the food going cold before it is delivered to the customer.

Procedures

The kitchen and the wait staff need to have a very close working relationship. Teamwork is essential, and the communication method used to alert wait staff that meals are ready should be known. It may be the ringing of a bell, or the chef calling 'order up'.

The method to be used is written in the establishment's standard operating procedures for all to follow. Once you have been alerted that a meal is ready, it should be checked against the order to ensure you have the required dishes for the table and that they are complete before leaving the kitchen. Let the kitchen know you have taken the plates.

Activity 7.5

Carry two dinner plates using industry standard procedures to serve guests. The correct two-plate technique should be used. Place a number of round objects on the plate (e.g. jaffas or other round lollies), to check that the plate is being carried level and steady. When the two-plate technique is mastered, repeat the activity with three plates.

Equipment required: three dinner plates (of a similar weight to those used in the industry), jaffas or other round lollies.

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Teamwork

A team is a group of people who work together to achieve a common goal. The success of a team depends on the way members of the group interact with each other and how they communicate. Teamwork is working as a group to achieve a common goal or task.

Teams of employees are able to accomplish larger tasks more quickly, such as the end-of-shift cleaning procedures. They can brainstorm ideas with each other before determining which is the most suitable way to tackle a problem. Members of a team can feel a sense of satisfaction from achieving goals together and improving the reputation of the establishment.



Work flow

Typical food and beverage service

Traditionally, the host is served last with the woman on his right served first. You should avoid reaching in front of customers and needlessly interrupting conversations. If you work haphazardly, you may find that you surprise a customer, which then causes an accident. Moving in different directions gives the impression of chaos and the symmetry of the service is lost.

When placing plates on to the tables, touch the table with your fingers, under the bottom of the plate and then move the plate off your fingers on to the table. Never leave a plate with any part protruding over the edge of the table.

Between kitchen and front-of-house areas

Employees in a restaurant may be required to communicate with both the kitchen and front-of-house areas in order to supply quality service to customers. The kitchen needs the wait staff to present orders to it in the manner described in the standard operating procedures for the establishment. This ensures that mistakes are not made when orders are presented to the kitchen. These procedures may be that the wait person needs to call out ‘order up’ when putting in the order, or a bell may be rung again to let the kitchen know an order is in and needs their attention.

Wait staff may also need to communicate with the front-of-house section of the establishment if the meal charges are to be added to the cost of the room. Standard operating procedures should inform staff about how this should be done, so there is no confusion. This process is often an area of complaint by the customer if the procedures are not established and followed.

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Provide information at various stages of food and beverage service

Key features of food and beverage menu items

Describing and recommending menu items

Customers require wait staff to be able to describe the cooking methods and ingredients, and maybe recommend menu items to them. Staff should know about the ingredients used in items on the menu and possibly help with substitutions that could be available. Wait staff should be able to recommend food and non-alcoholic beverage items to customers as a result of their discussions with them. Recommendations may also be sought by the customer for any complementary selections to the foods they have ordered, such as salads or sauces.

Blackboard items or specials should be able to be explained by wait staff, as often there is no description supplied on the blackboard to inform customers.



Details of ingredients and preparation techniques

It is important that everyone working in the restaurant has more than a basic knowledge of the working of the kitchen. The food and beverage team provides the customer's contact with the kitchen. Menus today have quite a deal of information about menu items; however, you may be required to explain the dishes in detail. Some customers consider this explanation the personal attention that they require for quality service.

You should be able to pass on to your customers basic information such as details of the menu items offered and how the dishes are cooked and presented. A limited knowledge of special needs of customers will help them make appropriate choices; however, always check with the kitchen to be certain before ordering. While doing this, food and beverage attendants should be able to entice customers to choose special items or an extra course.

Location of customer facilities

The ability to be able to discreetly point out the location of toilet facilities to customers is important to them. Clear and concise communication skills are needed.

Local/surrounding area

Food and beverage staff will often be asked questions about their local area by customers looking to explore the area for themselves. Information on local events and attractions is part of the quality service people are seeking in an establishment. The local tourist information centre will have all the information on things to do and see in the local directory, so access the booklet or website to improve your own knowledge.

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Consequences for the customer and business if food and beverage orders are not correct or are mismanaged

Inaccurate orders or problems with reading the writing on the order can lead to the preparation of incorrect meals in the kitchen. As a result, guests may be disappointed with the meal and the establishment.

Spillages and mistakes often mean dishes have to be started again, wasting valuable time and delaying the service of meals for everyone at the table.

Changes in the menu may mean that the wait staff will need to return to customers to have them reorder from the menu. This delays service of meals for the table and can often lead to disputes with customers.



Figure 7.10 Incorrect orders can lead to dissatisfied customers

Taking and processing food and beverage orders

After giving guests their menus, you should approach the table within a reasonable time and inquire whether they are ready to order, or need any assistance in meal selection. Stand at the head of the table to maintain eye contact; only move around the table if it is very large or in a very noisy position.

Traditionally, where there is a host, the waiter should take the order from the right of the host and work in an anti-clockwise direction around the table, asking ladies first and finishing with the host. The establishment may have an alternative policy – for instance, it may use a numbering system to identify guests' positions on the table.

The order-taking process is a vital aspect of service, as only the waiter taking the order knows exactly what each guest has ordered. If guests are ordering from the à la carte menu, the waiter should take the order for the first course (soup or entrée) and main course, and then move on to the next guest. If guests are ordering from a table d'hôte menu, the waiter would usually take the order for all the courses before moving on to the next guest. If special requests are made, such as cooking degree for steaks, record this information beside the order. After completing all of the orders, review the order with the guests to make absolutely sure that you have recorded the details of the order correctly.

The menus are then collected and at the sideboard the docket is organised for the kitchen, bar and cashier. The waiter should take the order on a rough copy so that meals for guests can be identified in each course. On rough copies, the table number and the number of covers must be indicated. Abbreviations can be used, such as 'MR' for a medium rare steak. If a customer has not ordered a course from the menu, place a line through the box for the order or leave it blank. Rough copies can also be used for food and beverage orders.

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Activity 7.6

Practise greeting and seating customers, including laying napkins and presenting the menu. Take a rough copy order. Rewrite the rough copy for the cashier. (You may use the menu from earlier in this unit.) Equipment required: copies of menus, spare paper for rough copies, docket books and pen.

Table no. ..... Persons	
ROUGH COPY	
1	
2	
3	
4	
5	
6	

Figure 7.11 A rough copy sheet

The docket should be accurate, clear, concise and legible when presented to the kitchen to ensure the preparation of correct meals. When the meal is correctly ordered and prepared by the kitchen staff, there is likely to be a high level of guest satisfaction with the restaurant and a good likelihood of return business. Always check orders with customers before leaving the table to make certain that you have correctly recorded all items from each person. In addition, manual orders should always be checked against the rough copy taken at the table. This checks that the order is correct before it is passed on to the kitchen. The docket is also used to check that the order is correct when collected from the kitchen.

Computerised orders, too, should be checked with the guests before you leave the table and before you send them to the kitchen. It is also important to check the plated meals against the order before taking any meals to the table.

Inaccurate orders or problems with reading the writing on the order can lead to the preparation of incorrect meals in the kitchen. This will affect guests' overall satisfaction with the meal and the establishment.

Systems

Manual

Docket books for restaurants are purchased with either duplicate or triplicate copies of each docket. Once the rough copy of the order is completed, the information is transferred to the docket book.

With a duplicate book, one copy of the order goes to the kitchen and the other

AMBASSADOR ROOM	19.11.13	
	7.30pm	
TABLE No. 21	No. OF PERSONS 4	SERVER Liam
1 G/B		
1 H/B		
1 minestrone		
1 antipasto		
1 carpaccio ocean trout		
1 doz. oysters natural		
1 warm chicken salad		
1 rockmelon prosciutto		
1 filet mignon		
1 fettuccine		
1 chateaubriand boscaiola		
1 salad (f)		
000048-47	**TOTAL $:**	

Figure 7.12 A sample meal docket

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to the cashier. The last one is kept by the waiter to check the order.

In smaller establishments, you will write the order on paper (either in duplicate or triplicate). When using duplicate dockets, the waiter has to rely on the rough copy for their reference. The docket is the principal means of communication between the waiter, the kitchen, the bar and the cashier. Dockets must be clearly written, using standard abbreviations, to avoid misinterpretation of customers' requirements.

Electronic

Computerised systems have been introduced into many establishments to streamline the ordering process. The waiter enters orders on a keypad. Waiters are identified by a code and they are only able to make entries for the tables in their section. The order is sent to the central computer. Computer systems improve accuracy of service and enable easy collection of statistical data on the service area operations. In some establishments, the entire order is entered on a mobile device at the table; in others, the waiter transfers the order from their rough copy docket on to a touch screen. The order is then sent directly to the bar and to the kitchen, where it is printed. The date and time of placement of the order are recorded automatically. The system also automatically creates an account for the customers. This is automatically updated as further orders are taken throughout the meal. When required, an itemised account can be printed for the customer.

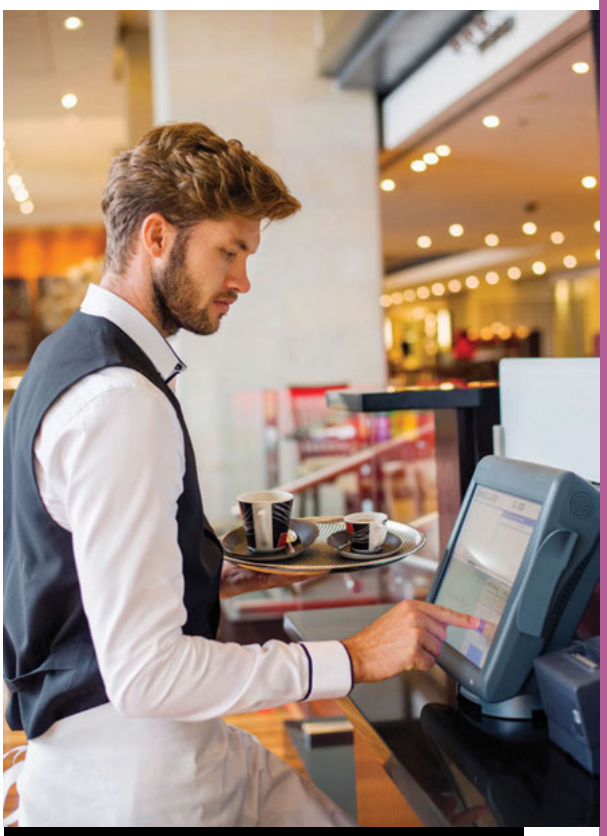


Figure 7.13 A modern computerised ordering system

In-house training is usually provided for the operation of electronic systems.

Electromechanical ordering systems and procedures are also used in some establishments. The customer fills in a pre-printed form. The order is then taken to a central point where the electromechanical equipment reads and conveys the information to the kitchen, service area and cashier.

Workplace procedures

Special requests

Special requests that are important to customers, including dietary or cultural requirements, need to be established when the reservation is taken. They may include a birthday cake or a high chair for a baby.

Special occasions

Special occasions are often celebrated at restaurants with family and friends. On these occasions, there are often celebratory cakes such as birthday, wedding and anniversary cakes. Often the kitchen is able to supply speciality cakes for the occasion. If not, the restaurant should be contacted to advise that a cake has been purchased for the occasion, which allows the cutting knife, plates/serviettes and spoons to be ready for use. Some establishments charge extra for supplying this equipment, so customers should check beforehand.

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Acceptable industry and workplace abbreviations for menu items

Before the service period begins, always check the standard operating procedures for the establishment to verify the acceptable abbreviations for dishes on the menu. If every waiter were to develop their own abbreviations, it could lead to terrible mistakes being made.

Some common abbreviations used are shown in Table 7.1.

Table 7.1 Common abbreviations for writing orders

Docket abbreviation	Kitchen interpretation	Description for customer
B	Blue/bleu	Quickly sealed on both sides, raw on the inside and served warm
R	Rare	Red centre
MR	Medium rare	Warm, red centre
M	Medium	Hot-pink centre
MW	Medium to well done	Thin line of pink in the centre
W	Well done	Cooked through (no pink)

Special requests

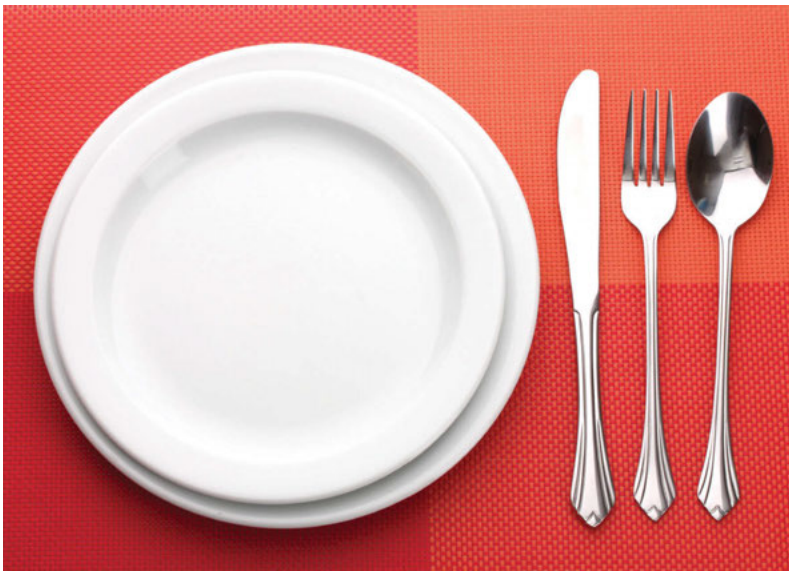
When taking orders, special requests need to be recorded. The kitchen needs to get correct information and cooking instructions to ensure the customers receive what they have ordered. Always check the standard operating procedures for instructions on how to record special instructions; however, an individual's order to the kitchen could look as shown in Table 7.2:

Table 7.2 Clear method of recording a customer's order

Menu	Customer ordered	Recorded on docket
300 g fillet steak	300 g fillet steak (Medium)	(M) 300 g fillet
Roast potato	No potato	No pot
Side salad with mustard dressing	Side salad no dressing	S/S no dressing

Variations

Variations to the menu may be possible; however, before you write the order, always check with the kitchen. When writing the order, be very specific about what the customer wants. It would be best practice to spend time explaining the order to the kitchen.



Select/adjust glassware, serviceware and cutlery appropriate to customer menu choices

While the waiter is waiting for the food to be prepared, the cover can be adjusted to suit the dishes ordered. To adjust the cover, you need to take the appropriate cutlery to the table on a service plate from the wait station.

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The advantage of doing this is that meals can be served straight from the kitchen to customer, according to the docket copy. This minimises the interruption to conversation at the table and offers a more efficient standard of service.

Activity 7.7

Practise taking orders from four classmates sitting around a table set for four people. They should have a copy of a menu to order from. Write a rough copy of the order and then rewrite it as you would to give to the kitchen.

Equipment required: pens, docket books, menu and rough copy paper.

Techniques for serving and clearing

Beverage service

Women and the guest of honour should be served first, followed by the men. Beverages are served anti-clockwise around the table. Serve guests from their right side and proceed around the table in order of seating. Glasses should be placed on a napkin or coaster. It is important that the right beverage gets to the right person.

Water and wine glasses should be refilled at the table without touching the glass. If the glass in not within reach, politely ask the customer to move the glass towards you. If you are refilling a mocktail, remove the empty glass and present the customer with a fresh glass.

Collection of food and beverage from kitchen and/or bar

The kitchen and the wait staff need to have a very close working relationship. Teamwork is essential and the communication method used to alert wait staff that meals are ready should be known. It may be the ringing of a bell, or the chef calling 'order up'.

The method to be used is set by the establishment. Once you have been alerted that a meal is ready, it should be checked against the order to ensure you have the required dishes for the table, and that they are complete, before leaving the kitchen. Let the kitchen know you have taken the plates.

Plate-carrying techniques

The service cloth, carried on the waiter's left forearm, is used to hold hot plates. You should warn customers when plates are very hot. The service cloth may also be used to wipe up spilt gravy or sauce on the rim of the plate before taking it to the customer.

- **The two-plate technique** – the first plate is held with the thumb and little finger over the rim of the plate and the index and ring fingers under the rim. The second plate is rested on the thumb and little finger and supported by the wrist and forearm.



Figure 7.14 Two-plate carrying technique

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- **The three-plate technique** – this is the most common method used in restaurants. Hold the first plate between your thumb and forefinger. Slide the rim of the second plate in under the first and steady the base with your ring and little fingers. Bend your wrist to create a level surface for the third plate. The third plate should rest on your forearm and the rim of the second plate. Soup bowls, coupes and odd-shaped serving dishes may need to be carried separately, as care needs to be taken that the soup, sauce or gravy is not spilt on the table as you put the dish down in front of the customer.

Carry filled soup bowls carefully to avoid the soup swirling on the rim of the bowl, leaving an unsightly 'tide mark'.

Whichever technique is used to carry the plates, remember it is important to keep the plates level, a comfortable distance from your body and within your own body width.



Figure 7.15 Three-plate carrying technique

Clearing and carrying multiple used plates and serviceware

Plates are removed with the right hand from the right side of the customer. Stand to the right of the cover to be cleared, with your right foot forward to balance you. Lift the plate from the table with the right hand and transfer the plate to the left hand.

Move clockwise to the next cover. Lift the next plate with the right hand; place it into the left hand using the two-plate serving technique. Place the cutlery from the upper plate on to the lower plate, crossing the knives and forks. The knives should go under the forks to secure them on the plate.

Move around the table removing plates, placing the cutlery and scraps on the lower plate and stacking the used plates on top of the upper plate.

Transfer crockery, cutlery and glassware to the area where serviceware is stacked for washing. The plates are scraped to remove excess food and liquid into the allocated garbage area of the kitchen. Plates of similar size and shape are stacked in piles ready for washing. In some establishments, the washing is carried out by kitchen staff, while in others the waiters are required to stack and operate the dishwashing machine. Rubbish will need to be disposed of according to the enterprise procedures. Recycling of bottles and other recyclable materials is important.

Store used cutlery in the dishwasher containers ready for washing. Place cutlery with handles up so that the areas that are eaten off are not handled by anyone.

After clearing the main course, the table should be 'crumbed down' if it is particularly dirty. Take a clean service napkin and brush any crumbs on to a plate. The plate should be just under the edge of the table. Repeat this process for each customer until the cloth is clean.

Use a tray to clear glasses from customers' tables. Drink trays are round and should be covered with a non-slip mat. Balance the tray on the palm of your hand



Figure 7.16 Plate-clearing technique

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– preferably the left one – with your fingers comfortably spread and slightly arched to take the weight.

Maintain the tray at about waist height, but do not touch the body. Tall glasses like highball glasses should be placed near your body, heavy glasses should be placed in the centre while the squatter glasses (old-fashioned) are around the outside.

Never lift glasses by the rim; they should always be lifted with your fingers as far away from the rim as is possible. Remove glasses from the table only when they are empty.

Dealing with numerous service tasks simultaneously

People working in very busy establishments often have a number of tasks that they need to complete simultaneously. The standard operating procedures should have information regarding the importance of tasks and where your priority should be.

Water may need to go on the table of customers who have just arrived, while the meals are ready from the kitchen for another group of customers. In a team environment, other employees will help in situations like this – for example, another employee could deliver the water for you.

If other employees are not available, then it is important for the worker to be able to prioritise the tasks that have to be completed. Provide the menus for the newly arrived customers and advise that you will be back shortly to explain the menu items. Respond to the meals from the kitchen and quickly deliver the plates from the kitchen to the table. Then return to the new customers to answer any queries they may have about the menu and take their orders.

Reasons for delays and deficiencies in service

If customers arrive early and their table is not ready, they should be offered a seat in the lounge area or at the cocktail bar, if there is one. Customers may arrive at a restaurant without a booking and find no table available immediately. Rather than leaving them standing around, they should also be offered a seat in a waiting area, lounge or at the cocktail bar until a table becomes available.

Some reasons for delays and problems might include the following:

- Late bookings may cause delays in the restaurant, as tables may not have been dressed for guests by the time they arrive at the restaurant. People who don't turn up (called 'no shows') often mean that tables are held for them rather than letting them go to walk-ins who have not booked.
- Spillages and mistakes often mean dishes have to be started again, wasting valuable time and delaying the service of meals for everyone at the table.
- Changes in the menu may mean that the wait staff will need to return to customers to have them reorder from the menu. A shortage of ingredients has the same effect on the delivery of the meal.

Pre-meal service includes bar service for pre-dinner drinks. These may be served in the lounge or waiting areas. Valet parking may be offered at this time, if available. Customers should be kept informed of how long they will need to wait for their table.

Problem-solving

When there is a complaint, always follow the instructions in the standard operating procedures. Listen and then act; apologise but do not admit fault. If your customer has received a cold meal, remove the plate and say 'sorry sir/madam, I'll have it back in a minute', then take the plate to the kitchen and have it reheated before returning it to the customer. The kitchen staff should re-present the meal on a clean plate.

If the complaint is about over-cooked food, ask whether the customer would like to have the food replaced or try something different. Remember, the steak is easy to replace but the customer isn't. It is important that you do not act or say anything that is outside your authority in the establishment.

If you cannot fix the customer's problem, go to your supervisor and ask for their help. The supervisor has the authority to offer other alternatives as a solution.

Follow up

Always follow up on any issues a customer may have to check that they have been dealt with to the customer's satisfaction.

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Environmentally friendly work practices

Efficient use of resources, water and energy

Water savings

Conserving water will not only save the establishment money, but will help secure water resources for the future. Water is used in sinks, dishwashers, garbage-disposal units and icemakers. A regular maintenance program will detect and fix leaks as they occur; toilets, taps and cooling systems are the areas where leaks are most likely to occur.

Water savings can often be accomplished by talking with staff to improve everyday procedures and practices like turning off taps when not in use, reporting leaks and using dishwashers only when they are full. Hand-scraping dishes into a bin instead of extra rinsing to remove waste is one option.

Equipment modifications can also mean potential water-saving opportunities. Installing water-efficient devices such as flow restrictors with aerators to all hot and cold taps and hand-basins can decrease the amount of water used. Install sensor-operated tap controllers to eliminate taps being left on. Replace inefficient pre-rinse spray guns with low-flow, high-pressure guns. Check water ratings on all new equipment before purchase, and use strainers or traps with a mesh screen to collect food waste and dispose of it in bins or compost rather than using garbage-disposal units. Ice machines can be adjusted to manufacture only the required amount of ice.



Manage food and beverage waste

Sorting of recyclables

It is becoming common practice in the hospitality industry to recycle more and more waste products. Often because of the workload of management in the establishment, other specialist companies can be contracted to manage the establishment's waste. They organise and supply for most waste and recycling a number of wheelie bins, front- and rear-lift bins, skips and compaction units that can easily be mixed and matched to suit the needs of the business.

The recycling program they operate includes cling wrap, polystyrene, paper and cardboard in a single bin, saving valuable time. They can also offer a service to collect and recycle glass bottles, aluminium cans, newspapers and plastic bottles.

Grease traps are used every day in the hospitality sector; they need to be cleaned, the wastes collected and transported away regularly to comply with local government health regulations. This can be done regularly at agreed times.

Recycling companies can process and recycle grease traps and other liquid wastes into useable products – for example, grease traps can be re-used as compost, while used cooking oil can be re-used as feedstock.

Disposal of waste

Food waste should be separated from general waste. Leftover food cannot be recycled on to the table, but can be used in worm farms to produce compost or fertiliser and to feed animals. Offsite organic waste facilities that can turn organic waste into electricity are also available. Excessive food wastage should be investigated by reviewing and adjusting the portion control, and then checking whether staff members are serving the correct portion sizes.

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Disposable items, including paper products such as serviettes, cardboard and paper board products such as milk and juice cartons, can be recycled through the local recycling system.

Many chopsticks are single-use items; however, they can be recycled along with other plastic products. Toothpicks are also single-use items, but should be recycled in the paper sections of the garbage.

Bottles can be recycled, including most types of plastics and glass. Plastic bottles need to have their lids removed and be completely empty. Check with your local council for the list of those that can be recycled. It is generally cheaper to have recyclables picked up than to dispose of them in the general waste. Aluminium is a recyclable product and should be separated from the general waste.

Damaged crockery or glassware should be disposed of separately, as it can be recycled by companies such as Reverse Garbage into mosaics for craft workers.

Linen can be recycled into cleaning cloths or smaller pieces of fabric for polishing cloths for glassware and cutlery.

Natural corks are fully recyclable into products such as memo boards, placemats, coasters, floor tiles and gaskets.

You should be aware of and follow the standard operating procedures for disposal of waste and recycling waste materials.

Customer accounts

Calculations

Take care when calculating accounts for customers, as these can be one of the major sources of complaints an establishment will receive. Follow the standard operating procedures for the establishment when calculating a customer's account.

The information on the docket is used to produce a very clear account. Any special requests that have influenced the price charged will need to be included. It is the wait staff's responsibility to check that all items have been included and correctly charged on the account. The account can be totalled in separate bills (split bills), but it is usual to combine all items ordered for a table on one bill.

Any deductions for discount vouchers or promotional discounts should be dealt with before the account is presented to the customer.

Timing and presentation

The account should then be folded in half so that the person who is paying will be the only one to see the total amount. The account can then put in a folder, or on a silver or china plate with or without a doily, according to the establishment's requirements.

Place the account beside the host or, if the host is not known, beside the person who ordered the food and/or drinks, or to the person who asked for the account, or in the centre of the table. Leave the customer to check the details and return when payment has been placed on the plate or if the customer has a query.

Often tips or gratuities will be left with the payment in appreciation of attentive service. Do not expect a tip; however, if a tip has been left, collect it after the customers have departed, unless they specifically invite you to take it earlier. The establishment usually has a policy for handling tips. In some establishments, the money will be distributed between all staff at the end of the shift.

Cash transactions and giving change

Cash payments are still the most popular and simplest method of payment for the meal by customers. Keep any notes you are handed outside the till, in the customer's view, until the change has been given. Count back the change as you give it to the customer. Then place the note in the till and close the drawer. It is important to handle only one transaction at a time.

This will help prevent disputes arising, as you are able to show the exact note you were given. If a dispute occurs, follow the standard operating procedures for handling disputes and let your supervisor know.

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Credit cards

Check with the establishment before processing payments, as some allow only certain staff members to present, collect and process payments. The most common types of credit cards are Visa, MasterCard, American Express and Diners Club. There are two ways in which a credit card can be processed:

- **Manual processing** – using an imprint machine. This is not so common today, and is generally only used when there is a power failure or the phone lines are down. The customer must always sign the credit card voucher for the establishment to process. Check that the credit card is accepted by the establishment, that the card has a valid expiry date and that the card has not been reported stolen. Imprint the card details on to the voucher by running the imprinter over it in both directions. Check that the details have been imprinted clearly on the voucher. Write the amount to be charged, the date and descriptions of the goods sold, such as 'food'. The customer should sign the voucher while the specimen signature on the card is out of sight. Check that the signatures match. You may need to contact the credit card company to obtain authorisation for the deduction if the amount is over the limit set by the establishment. Record the authorisation code on the voucher.
- **EFTPOS electronic processing** – these machines are connected to the bank via the phone lines. Customers are able to access their own money or credit to pay for their meal. Examine the card details – check that the name and expiry date are valid. Electronic swipe systems require the cards to be swiped through the slit so that the information encoded on the black band on the back of the card is read. After swiping, check that the details have been accepted properly, and key in the amount to be charged. Ask the customer to key in their PIN number, or if necessary sign the voucher, keeping the card with specimen signature out of sight. Check that the signature matches the one on the card. Return the card to the customer with the appropriate copy of the voucher and the receipted bill. Place the other copies in the till or other suitable place determined by the establishment. Many credit cards now feature an electronic chip that allows customers to use a PIN when paying for goods and services. This system eliminates the need to sign for purchases.



Figure 7.17 EFTPOS terminal near cash register

Credit note/gift certificates give customers a predetermined amount off their bill, while others award points or tokens towards a range of products, air travel and so on. Always check with a supervisor before proceeding.

Charging to a room account for in-house guests requires you to ask the customer to sign the bill or docket, confirm the details of the account or room number to be charged and then take or send the signed dockets to whoever is responsible for preparing the final bill. Guests staying in the establishment may need to produce their key card before items are charged to their bill, or you may need to telephone reception to confirm that the person is staying in the hotel and it is acceptable for them to sign the bill. If in doubt, always check with your supervisor.

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7.6 Closing down after food and beverage service

Difference between end of service and end of shift

End of service is when the service period ends – for example, when the establishment closes its doors after lunch to set up for the dinner service period. End of shift is when the working day finishes for the employee.

Workplace tasks and procedures for end of service

Procedures for end of service need to follow the standard operating procedures for the establishment, and should include the following:

- The cash register will be closed – remove all cash from the till except the float required for the next shift. Secure the remaining cash as required on the premises. Paperwork will need to be completed according to the standard operating procedure manual for the establishment.
- Remove all dirty dishes, cutlery and equipment to the kitchen for cleaning.
- Clear waiters' stations of rubbish, then clean and re-stock them.
- Tables and chairs will need to be sanitised and repositioned according to the reservations for the next service period (if known).
- All surfaces must be cleaned and sanitised. This may include checking and cleaning the customers' bathroom facilities.
- Linen and tableware should be removed and stored in the appropriate area for the laundry to clean.
- Polish flatware and glassware as it leaves the dishwasher, ready for the next service period. These items should be handled appropriately so as not to leave marks or fingerprints on them.
- Replace folded serviettes, flatware and glassware into the allocated storage areas for the next service period.
- Rubbish will need to be disposed of according to the standard operating procedures of the establishment. Recycling of bottles and other recyclable materials is important.

Preparation for next service period

- Table settings need to be re-set according to the next service period requirements of the establishment.
- Prepare all garnishes for service of non-alcoholic beverages.
- Check the float in the cash register.
- Check that all crockery is clean and stacked in the appropriate area.
- Inspect glassware and cutlery for smudges and fingerprints.

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End of shift

Procedures for the end of shift include:

- Re-set the dining room for the next service period.
- Equipment such as coffee machines, bains-marie and refrigerators will need to be cleaned and sanitised.
- Linen and tableware will need to be checked to ensure there is enough for the next service period.
- Floors will need to be vacuumed if carpeted and swept and mopped if tiled, according to the standard operating instructions for the establishment.



Service review

Debriefing session

The debriefing session is attended by all shift members to discuss the quality of service they offered customers during the shift. It allows employees to communicate any issues they have had with supervisors/management so that any problems can be addressed, and not be a problem for the next shift. The debriefing session can be a formal or informal meeting.

Customer feedback

Sources of customer feedback that can be used in hospitality establishments include formal and informal performance appraisals of staff, clients, supervisors and colleagues, workplace and organisation monitoring procedures, the assessment and analysis of output or outcomes, as well as personal self-reflection by members of staff.

Handover to colleagues for next shift

This involves communicating to the next shift anything they may need to deal with during their shift. This could be about stock that may need to be collected or ordered, linen issues that they may need to sort out, customer complaint issues that may need investigation and a follow-up phone call, as well as lost property.

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Unit summary

At the completion of this unit, you will have discussed, researched and analysed:

- preparing the restaurant for service
- preparing and adjust the restaurant environment to ensure comfort and ambience
- setting up furniture according to customer requirements
- welcoming customers on arrival
- providing information to customers on the menu
- taking and processing orders accurately
- systems for ordering in the restaurant
- collecting food and beverage selections from the kitchen
- serving food and beverage courteously
- clearing tables
- disposing of leftover food
- recyclable items
- farewelling customers
- closing down the restaurant after service
- setting up the restaurant for the next service
- reviewing and evaluating service with customers
- handing-over procedures.



Unit summary questions

1 Describe a table d'hôte menu.
2 Draw an à la carte cover.
3 List the mise en place tasks that need to be completed before service begins.
4 Describe the polishing of cutlery for service.
5 Why is it important to greet or acknowledge customers as soon as they arrive?
6 Environmentally friendly work practices are important cost-saving activities for establishments to be involved in. Name some practices that could be implemented by businesses.
7 How should the account be presented to the customer?
8 List the tasks in the restaurant that must be completed at the end of service.
9 Why is a debriefing session necessary at the end of a shift?
10 Why is customer feedback important to an establishment?

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Food and beverage stream

Unit	Unit code	Unit title
5	SITHFAB203	Prepare and serve non-alcoholic beverages
6	SITHFAB204	Prepare and serve espresso coffee
7	SITHFAB206	Serve food and beverage
8	SITXCCS202	Interact with customers
9	SITHIND202	Use hospitality skills effectively (holistic)



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Unit 8
Interact with customers

Subject code: SITXCCS202
Supersedes and is equivalent to SITHFAB012B – Prepare and serve espresso coffee
Supersedes and is equivalent to SITHFAB003A – Serve food and beverage to customers

Prerequisite subjects:
There are no prerequisite subjects required to begin this subject.

Indicative HSC hours:
15 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to deliver fundamental customer service to both internal and external customers. It requires the ability to greet and serve customers and cover a range of customer service inquiries, including dealing with routine customer problems.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
customers
customer needs
customer preferences
feedback
non-verbal communication
quality customer service
rapport
teamwork
verbal communication
workplace policy
workplace procedure

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8.1 Customers

customer needs the motivating forces that compel customers to act for its satisfaction.

In the hospitality industry, customers must always be seen as the main focus. In order to satisfy **customer needs**, you will first have to determine and understand what those needs are. Remember that each customer is an individual, and as a result their needs may differ. In the hospitality industry, communication occurs with several different customer groups.

Types of customers

internal customers workmates and colleagues from other departments in the establishment

external customers people who use the establishment but are not working there

dietary requirements specific needs a person has regarding the intake of foods

- **Internal customers** include workmates and colleagues from other departments within the same organisation. For example, information technology (IT) and human resources (HR) departments serve internal needs, so any other department within the organisation would be considered an internal customer.
- **External customers** includes clients (including paying customers, members of other hospitality and tourism industry sectors), individuals or groups (such as consultants and committees), government organisations, local residents, visitors and media personnel.
- **New customers** are first-time customers to the establishment.
- **Repeat customers** frequently visit the establishment.



- **Customers with additional needs** may have a range of disabilities – they need to be treated as unique individuals and their individual needs met in a respectful and dignified manner.

Customers with different service requirements

Parents with babies and young children in restaurants will probably need extra space for prams, will possibly require a high chair and may need to have bottles and food heated. Children often need their food delivered quickly. They may need a high chair and could benefit from coloured pencils and pictures to entertain them. The elderly may benefit from a table that has easy access. They may also require smaller servings.

People in wheelchairs may require a table that has easy access. A chair should be removed from the table if required, to allow access to the table. People with guide dogs and assistance dogs may also need to be catered for in the restaurant.

Customers may have limited time, because they need to return to work or go to the theatre; in such situations, staff need to be aware of the requirement for fast service. The customers may be having a business meeting over lunch, and need privacy to negotiate. Some customers may be meeting for a leisurely lunch, and do not require the meal to be served quickly. A romantic dinner may require a private area for the couple.

Customers may have special **dietary requirements** – such as meals suitable for vegetarian, vegan, coeliac and diabetes diets. Requests may also be made for foods free of certain ingredients, such as peanuts or garlic, where the ingestion of these items may cause severe allergic reactions.

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Difference between customer needs, preferences and expectations

Customer needs are the motivating forces that compel customers to act. They range from basic survival needs (common to all human beings, such as food and water) to cultural, intellectual and social needs that vary from place to place and from one age group to another. Customers are looking to meet a number of needs in a hospitality establishment:

- **friendliness** – being acknowledged and welcomed by someone who is sincere
- **understanding and empathy** – a feeling that the service person understands their circumstances and feelings without judgement
- **fairness** – we all need to feel we are being treated fairly and are not subject to any bias
- **control** – customers need to feel they have an impact on the way things turn out
- **options and alternatives** – customers need to feel that other avenues are available to achieve what they want
- **information** – customers need to be educated and informed about the services and product of the company.



Customer preferences are the liking of one thing over another, according to the degree of happiness, satisfaction and enjoyment each provides. Strong consumer preference for a product can make it highly successful. However, if customers do not like a product, it will disappear very quickly from the marketplace.

Customer expectations are something to which the customer looks forward. The customer has a fair idea of what their money should buy. This idea is formed from the advertising of the product in the marketplace. Customer expectations are the perceived value the customer expects from the purchase of the product. Meeting customer expectations is the key to the customer ultimately being satisfied.

customer preferences
the liking of one thing over another

customer expectations
something to which the customer looks forward

Establishing customer needs, preferences and expectations

Customer needs, preferences and expectations should be established through the following techniques.

Active listening

This is hearing what people are really saying. A conscious effort is made to not only hear the words that another person is saying but to understand the complete message that a person sends. In order to do this, you must be attentive to the other person. You cannot allow yourself to be distracted by what is going on around you. You also need to let the other person know that you are listening to what they are saying by acknowledging them. This could be by a simple nod of the head or a smile. Using body language also indicates to a customer that you are listening. Questions can be asked to clarify specific points.

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Open, closed and reflective questions

Open questions are more complex questions that require a long answer. They require people to express knowledge, opinions or feelings. They are used best in conversations to find out more about a person. An open question usually begins with words like 'what', 'how', 'why' and 'describe' – for example, 'What part of the tour did you especially enjoy?'

Closed questions are answered with a very short answer – often 'yes' or 'no', or a short phrase. They provide you with facts, and are easy and quick to answer. For example, 'Would you like milk with your tea?'

Reflective questions require a person to think about their knowledge or information before giving a response. They are often used to gain information about a person's life. Reflective questions make people think about what has happened and look deeper into their past than a question that requires a simple answer based on fact – for example, 'Would you like us to serve the birthday cake before or after your coffee is served?'

Activity 8.1

Walk around your room and ask questions of your classmates to find out whether they meet the descriptions below. When you find someone who answers, 'Yes I would' to your question, write their name on a separate sheet of paper.

Example

Q: 'Would you like to work an early morning shift?'
A: 'Yes I would' or 'No, I wouldn't'

Find someone in your class who would like to …

- buy a house
- move to another country
- work in Heston Blumenthal's The Fat Duck restaurant
- work an early morning shift
- speak more clearly
- get a university degree
- leave class early today
- manage Starbucks.

Choose one thing from the list that you would like to do and one thing that you wouldn't like to do. Write down your statement and the reasons for your answer.



Observation and recognition of non-verbal cues

Non-verbal communications include facial expressions, the tone and pitch of the voice, gestures displayed through body language and the physical distance between the communicators. These non-verbal signals give clues, and additional information and meaning over and above the spoken communication.

The actions of a person will either reinforce their verbal messages or – if there appears to be a conflict – may give you an indication of their real frame of mind. For example, a guest may say they are

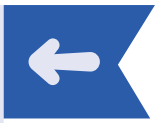
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happy with what you are doing, but could have a frown on their face and negative body language. If you practise the skill of observing and analysing basic non-verbal communication, you will better understand what your customer is really saying.

Elements of non-verbal communication of which you need to be aware include:

- voice pitch, speed, tone and volume
- gestures and facial expressions
- body posture, stance and proximity
- dress and appearance.

Activity 8.2



Describe the message each one of the following non-verbal means of communication may have on the recipient of the message:

- touching a customer on the shoulder
- yawning and slouching over the workspace
- poor presentation of the corporate uniform
- lots of overt hand gestures.

Communicating effectively with customers

Inconsistency between spoken and non-verbal communication may require some clarification with the customer to provide quality service.

Verbal, written and non-verbal communication

Effective verbal communication includes using appropriate language, a clear voice, audible speech, having a courteous tone, and using active listening skills and appropriate questioning techniques. Workplace situations where you need to communicate well with others include greeting guests, giving instructions and explaining menu items.

In the hospitality industry, you will often have to communicate with colleagues and guests using written communication. Examples of situations where you will need to use written communication include telephone messages, emails and faxes, orders, guest requests, and restaurant and accommodation reservations.

It is important in your written communication that the message is clear and concise, legible, complete and accurate, courteous, and culturally sensitive and appropriate in terms of formality and language.

Communicating face to face, over the telephone and electronically

Face-to-face communication occurs every time you speak with customers. Responding to customers with respect and in a courteous manner will gain their respect, and the communication process will become more positive for both of you.

Communications over the telephone are more difficult, as customers are unable to read your facial expressions or body language. If you respond to customers with respect in the way you speak and what you say, they are more likely to understand. Some helpful hints when communicating over the telephone are to:

- answer the phone in as few rings as possible
- have a pen and paper handy to take down information on the call
- always identify yourself and the establishment – 'Good morning (company name), John speaking. How may I help you?'
- remember to ask the caller's name and refer to them by their name throughout the conversation
- ask before putting a person on hold, and wait for them to answer

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- use correct grammar and don't chew lollies or gum when answering the telephone
- end the phone call with a professional ending, such as 'Thank you for calling (company name)'.

Electronic messages are an important aspect of any modern business. Take care when composing and replying to emails and other electronic methods of communication. Before sending any message electronically, check that the message is clear and concise, complete and accurate, courteous and culturally sensitive, and is appropriate in terms of formality and language.

8.2 Quality customer service

Industry approaches to service delivery

quality service service that fully satisfies the needs of both the customer and the business

customer service serving food and beverages to the people who come into the establishment

Quality service is the comparison of customer expectations with the performance of the establishment. Quality service is characterised by the establishment meeting customers' requirements and expectations when they use the restaurant, a product or a service. Quality service is what will set one business apart from another. It is about the positive personal interactions between obliging efficient employees and the customer.

Standards of customer service for industry personnel

Management needs to set effective standards in **customer service**. Staff members champion these standards in the establishment to improve interactions between staff and customers. These standards should ensure that the customer's experience is a memorable event for them.



How work is organised and undertaken

Work is organised according to well-defined work practices. These are written for employees by management as a series of instructions, which are found in the standard operation manual of the business. Following this manual prevents misunderstandings regarding roles and responsibilities in the workplace. This standard operating manual is an extensive collection of the enterprise's policies and procedures, knowledge of the customer base, and the products and services provided by the enterprise.

Ultimately, the aim is to match the needs, wants and preferences of the customer with the most suitable product or service from the enterprise.

The relationship between customer service and business success

Customer expectations are difficult to manage in business, as they can vary from day to day, shift by shift and week to week. Management analyses effective strategies that can be applied to provide quality service and establish a consistent service standard.

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Establishments aspire to improve their customers' perception of quality service, as this will provide an advantage over the competition.

The concept of a customer-focused workplace

In a customer-focused workplace, it is the responsibility of all staff to ensure that standards set by management are met. If standards are not up to expectations, customers may choose to take their business and money elsewhere. The loss of business, customers, money and time can result in a loss in profits, leading to fewer jobs and possibly the eventual closure of the business.

Characteristics and benefits of quality customer service

Quality customer service is determined from the customer's perspective. It is about how the customer perceives the service of the establishment. The service should be an experience that leaves an impression with the customer. This service needs to be repeated every time the customer returns to the establishment.

The benefits of good customer service to a company include customer dependability and repeat business, new business, improved productivity, promoting goodwill and promoting an outstanding workplace/organisation service ethic.



The role of communication in the provision of quality customer service

Communication skills are crucial to enable the process of quality customer service. These include:

- actively listening to customers to determine exactly what the service requirements of the enterprise are
- allowing customers to check their order by confirming it with them
- throughout the ordering process, giving customers the opportunity to question menu items to clarify their ingredients, cooking method and service
- inviting customers to provide feedback/comment on their experiences for management to understand their needs
- remembering that body language should be appropriate at all times.

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Strategies for establishing quality customer service

Quality customer service is the recognition of customers as individuals. It can be based on people's needs and expectations, such as:

- excellent product and service being available to all
- the ability to talk and work with people rather than machines
- the availability of high-speed communication technology for communication and information
- the availability of personalised services, such as a spa
- high standards of safety and hygiene in the establishment.



Activity 8.3

In a small group, discuss the following questions and prepare a written response to each:

1 What is quality customer service?
2 How can an employee contribute to the delivery of quality customer service?
3 How would a customer recognise quality customer service?

Detailed knowledge of a range of products and services offered at a hospitality workplace

Matching customer needs, preferences and expectations to appropriate products and/or services is done by meeting the customer's needs, preferences and/or expectations. Employees should seek assistance from others as required in order to meet these.

Customers like to have their needs satisfied through personalised service that makes them feel special. Opportunities are available to deliver this additional level of service beyond customers' immediate requests/expectations. An employee who has a pleasant personality and high energy levels, is obliging to customers, possesses a positive attitude and is a logical thinker is highly sought after.

Timing and designated response times for quality customer service to workplace and industry standard

If restaurant customers arrive early and their table is not ready, or they arrive without a booking, they should be offered a seat in the lounge area or at the cocktail bar until a table is available.

Pre-meal service includes bar service for pre-dinner drinks. These may be served in the lounge or waiting areas. Valet parking may be offered at this time, if available. Customers should be kept informed of how long they will need to wait for their table.

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Customers should be advised of changes to the menu, unavailable menu items and any delays in receiving their food. An explanation should be available and there should be an apology for the delay. A check should be made of the establishment's standard operating procedures and the policies enacted – which may include offering a free beverage to the customer.



Importance of developing collegial working relationships with others involved in the provision of customer services

A team is a group of people who work together to achieve a common goal. The success of a team depends on the way members of the group interact and how they communicate. Teamwork is working as a group to achieve the common goal or task.

The characteristics of a successful team include:

- good time management
- active participation by all members
- active listening and excellent communication
- open negotiation and flexibility
- low levels of stress and conflict
- the ability to make decisions
- providing support for each other and team goals.

The advantage of teamwork is that, together, a group of people can:

- accomplish larger tasks more quickly
- brainstorm ideas with each other before determining which approach is the most suitable
- feel a sense of satisfaction in achieving together
- improve the reputation of a workplace/organisation and be able to carry out large duties
- work together to achieve a common goal.



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How optimal customer service can be delivered through the implementation of teamwork

The success of a team depends on the way members of the group interact with each other and how they communicate. In the hospitality industry, effective teamwork can contribute to customer satisfaction by:

- reducing wasted time and resources
- providing prompt, accurate and appropriate client service
- optimising the customer service experience.

Types of teams in hospitality workplaces/organisations

There are many different types of teams in the hospitality industry. Teams are formed for various reasons. Some team types include:

- established or ad hoc work parties
- working parties
- committees
- self-directed teams.

All teams should have a clear set of goals and an agreed size. Some teams may not be successful if they are too large or too small. All teams should spend time setting goals and work routines on a regular basis.

Importance of seeking assistance to improve customer service

It is important that all employees are able to seek assistance to improve customer service. This assistance can be either speaking with other employees or reading the establishment's safe operational procedures to clarify.

Value of staff and customer feedback on customer service practices

Customer feedback is essential to evaluate workplace performance and improve work practices. Through feedback, your goals and individual responsibilities are reviewed; this will require demonstrating skills such as negotiation, communication and prioritising.

Importance of feedback to improving/enhancing service delivery

Feedback about the quality and timeliness of your work is an important part of learning and improving. Asking for feedback shows a mature and conscientious attitude towards your work. For example, you can ask whether you have done something correctly, or inquire how you could have done it faster or better. Regular scheduled performance appraisals are a common workplace procedure. During these, you discuss your performance with your supervisor and make plans for improvement. This may require an informal meeting where feedback is discussed with or without those who have been reporting on your performance. Sources of feedback include formal and informal performance appraisals, customer comments, supervisor and colleague observations, workplace or organisation monitoring procedures, assessment and analysis of output or outcomes, and personal self-reflection.



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8.3 Workplace policy and procedures for customer interaction

Workplace policy and procedures for establishing contact with customers

Approaching the customer

First impressions are all-important in the hospitality industry. Once a customer arrives at the establishment, they must be made to feel at ease. People form an impression very quickly, even before they are served. They do this by observing the atmosphere in the restaurant, by looking at the staff, their uniforms, hair and body language, and the length of time they are left standing in the doorway before being greeted. It is essential that if the supervisor of the establishment is busy, other staff should welcome the customers.



A simple smile can make the customer feel welcome, and is an immediate positive response to their arrival. If staff are busy, it is important that the new customer is acknowledged with a comment such as, 'I will be with you in a moment'.

Developing a rapport

Staff members will develop a rapport quickly with the customer if they are welcoming, friendly and smile. When rapport is developed, the customer is more likely to feel they are having a special experience in the establishment.

Workplace policy and procedures for dealing with customers from diverse backgrounds

Australia is a diverse multicultural nation, so the likelihood of both your colleagues and customers coming from a range of different backgrounds is quite high. Therefore, everyone needs to be culturally aware, to recognise cultural differences and to accept cultural diversity.

Cultural awareness can be defined as being open to the idea of changing cultural attitudes. By being aware of these issues, we can be more accepting and tolerant.

In order to be culturally aware, we need to recognise cultural differences. This means developing an understanding of differences in race, ethnicity, language, nationality, religion, and moral and ethical behaviour. If we celebrate our range of cultural diversity, we are showing tolerance

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and respect, and are more likely to have harmonious relationships with customers and colleagues. To accept diversity, it is necessary to appreciate, recognise and be aware of differences between ourselves and others. If we are not culturally aware, and willing to accept cultural differences and diversity, conflict is likely to occur.

To understand cultural diversity, it is necessary to appreciate and be aware of the differences between yourself and others. Holding preconceived ideas about a cultural group or race can lead to stereotyping and prejudice. To promote workplace diversity and accommodate individual differences, organisations need to:

- ensure staff have adequate training to cope with diversity and differences
- recognise and use individual differences and skills
- use a range of communication media and techniques so messages are understood
- promote cultural celebrations and celebrate difference
- actively seek to break down barriers
- develop a workplace culture of empathy and tolerance.

Customers with additional needs

Communicating successfully with customers is an essential part of doing business, and you probably work hard to have good communication with your customers. However, when dealing with customers who are blind or have low vision, those who are deaf or hard of hearing, or clients with disabilities that impair speech, you may be uncomfortable or unsure what to do.

You can speak or read information to a customer who is blind or has low vision. You can use facial or body gestures that express information, point to information or write notes to communicate with a customer who is deaf or hard of hearing. You can read notes written by a customer who has a speech disability, or read or listen to the words communicated by the customer's computer. Customers who are blind may also need assistance in finding an item or in manoeuvring through your business's space.

Wait staff should be aware of whether the chef is willing/able to substitute ingredients to suit the needs of customers with special requests. It is important that accurate information be obtained, as customers can experience severe illnesses or death as a result of inaccurate information from the wait staff.



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Difficult and abusive customers

When a customer becomes difficult or abusive, it is important that you follow the workplace policy for dealing with difficult customers. If you are faced with this scenario, use the following techniques to help calm the situation until a supervisor can be found:

- Try to calm the customer by active listening and acknowledging their problem.
- Take them away from the public arena to an area in which they are able to vent about their problem without causing a scene.
- Do not become agitated – remain controlled and positive.
- It is important to document and report all complaints to a supervisor or manager. It is a good idea to document the incident as soon as possible so that critical details are not forgotten.



Figure 8.1 Outcomes of conflict resolution

Workplace policy and procedures for directing customers to more experienced staff

The workplace policy should include procedures such as the following:

- Listen without interrupting the customer and record vital information. Ask questions to help clarify, but don't argue or deny – just listen.
- Acknowledge the customer's complaint or concern.



At this stage, you should refer the customer to your supervisor, who will:

- identify the nature of the problem and try to confirm all areas of concern
- identify and agree on an acceptable solution
- take action to resolve the complaint to the customer's satisfaction, within the range of their authority
- keep a record of the complaint by notifying their own supervisor or a higher authority
- follow up by completing all necessary documentation and ensuring the customer is satisfied with the outcome.

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8.4 Customer inquiries



Responses to customer inquiries are crucial to the success of the establishment. If the establishment gets it right, then the customer will keep coming back. Get it wrong, however, and they will go elsewhere. It is important that all employees have knowledge of the products and services available in the establishment, such as items on the menu, information about beverages available, specials and location of restrooms, to be able to quickly answer customers' questions.

Establishing the details of the inquiry by questioning, summarising and reiterating

People initially ring to inquire, not to make a decision; this call to the enterprise may be one of many they make. How employees respond is vital, as the caller will compare the establishment with the others they have contacted.

A swift response to questions is impressive, but correctly establishing what the caller wants and why is even more important.

Details of the inquiry need to be established by actively listening to the customer. Appropriate questions should be asked to clarify the details. The inquiry should be summarised and paraphrased back to the customer to ensure you have a correct understanding of the customer's message. The caller expects that employees will be knowledgeable about the products and services available, but they do appreciate personal service.

Methods for recording customer inquiries

Customer inquiries should be recorded for the future. This can be recorded in a paper-based system where the information is written down and referred to the appropriate person or department. A copy should be filed.

Inquiries from customers can also be handled electronically, with an email composed and sent to the appropriate person or department for follow-up.

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Sources of information that can be used when handling customer inquiries

Refer to the standard operation manual for the establishment, and follow the guidelines set down. You may want to do some initial research and pass this information on to your supervisor.

Effective responses to a range of customer inquiries common to hospitality within appropriate timeframes

Follow up on what you say you will do, and keep in touch. If you say you will respond with the information within 24 hours, try not to exceed the deadline. The customer wants to know that their problem will be fixed. Small establishments usually have the flexibility to go the extra distance to make customers feel valued. Make the most of the personal service you can offer.

Remember to inform your supervisor of any inquiries received, and refrain from promising anything that you do not have the authority to offer.

8.5 Customer dissatisfaction, problems and complaints

The biggest causes of customer dissatisfaction include:

- unrealistic prices for items or goods
- over-charging for goods and services
- not receiving value for money
- poor or inconsistent service
- the product itself.

Always have knowledge of the procedures for complaints handling in the enterprise's standard operating procedures.



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Skills required for handling complaints, including problem-solving, decision-making and negotiating

When dealing with customer complaints, it is important that you act within your level of authority in terms of taking the initiative, problem-solving and decision-making. Don't make promises on which you can't follow through. Failure to deliver on a promise can cause even more reason for complaint. Some of the important skills you must have when dealing with complaints include:

- problem-solving – the ability to listen and acknowledge, identify the problem, consider solutions, action, record and follow up
- decision-making
- negotiating.

Using conflict-resolution techniques when handling customer dissatisfaction, problems and complaints

Some tested strategies help in finding solutions to specific problems. Conflict-resolution techniques may eliminate adversarial contests or competition. They allow for what is often called a 'win–win' situation. This means that a solution has been found that meets the needs of all those concerned, and has provided a rewarding result.

Conflict resolution should be collaborative, and involve a process of consultation, conciliation and negotiation.

Techniques to achieve this include:

- problem-solving
- negotiation
- use of appropriate communication skills.

These techniques are used as a means to improve business relationships, change unfair practices at work and plan the future development of the enterprise. Above all, conflict resolution ensures equity and fairness.

The importance of hospitality staff and the customer agreeing on what is to be done in regard to the problem or complaint

- Take responsibility for finding a solution to the conflict within the scope of individual responsibility.
- Deal with conflict sensitively, courteously and discreetly, and take steps to minimise the impact on other colleagues and customers.
- Use effective communication skills to assist in the management of the conflict.
- Encourage the expression of all points of view, acknowledge them and treat them with respect.
- Establish and agree on the nature and details of the conflict with all parties,

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and assess the impact of the situation on them.
- Determine possible options to resolve the conflict, and promptly analyse and decide on the best solution in agreement with all parties, taking into account any organisational constraints.
- Use accepted conflict-resolution techniques to manage the conflict situation and develop solutions.
- Complete any necessary documentation accurately and legibly within time constraints.



Implementing solution(s) within acceptable timeframes and according to workplace policy

It is important that an enterprise evaluates and reflects on the conflict situation and continues to assess the effectiveness of the solution. A process of evaluation and reflection provides an opportunity to develop strategies to avoid any future conflict situations. Problems can then be identified at an earlier stage.

Workplace practices for recording and reporting

In the event of a dispute or conflict situation, many workplaces require their staff to fill out a report or make some record of the circumstances involved. This may entail recording any complaints received from customers or keeping minutes of a meeting between those who are affected by the conflict. This documentation is important to the enterprise because it allows it to follow up on issues raised during the conflict. Staff should complete this documentation accurately and legibly, within the time constraints provided.

Recognition of the value of customer complaints and feedback

Customers who complain about services or products are doing your enterprise a favour. They could simply leave in disgust and then tell all their friends about the situation.

It is important to thank the customer for bringing the situation to your notice, as it gives the enterprise the opportunity to correct the problem so no one else is affected.

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Unit summary

At the completion of this unit, you will have discussed, researched and analysed:

- checking and preparing equipment for service
- the difference between internal and external customers
- how to serve customers with different service requirements
- the differences between customer needs, preferences and expectations
- questioning and listening methods
- techniques for verbal and written communication
- benefits of quality customer service
- policy and procedures for customer contact
- methods for handling customer inquiries
- reasons for customer dissatisfaction, problems and complaints
- conflict-resolution techniques



Unit summary questions

1. What could you, as a waitperson, do to meet the needs of customers with additional needs in your establishment?
2. What are the needs of a customer that could be satisfied in a restaurant?
3. Describe how you could indicate to another person that you are actively listening to a customer.
4. How can you have effective verbal communication with other people?
5. What is quality service?
6. How can a business establish good-quality service for its customers?
7. Why are teams and teamwork essential to provide quality customer service?
8. What does the phrase ‘acting within the scope of your responsibility’ mean when handling customer complaints?
9. What are the main causes of complaints or dissatisfaction in an establishment?
10. What procedure could be used to handle customer complaints?

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Food and beverage stream

Unit	Unit code	Unit title
5	SITHFAB203	Prepare and serve non-alcoholic beverages
6	SITHFAB204	Prepare and serve espresso coffee
7	SITHFAB206	Serve food and beverage
8	SITXCCS202	Interact with customers
9	SITHIND202	Use hospitality skills effectively (holistic)



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Food and beverage stream

Unit 9
Use hospitality skills effectively (holistic)

Subject code: SITHIND202

Prerequisite subjects:
There are no prerequisite subjects required to begin this subject – see note to teachers on the next page.

Indicative HSC hours:
20 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to provide effective hospitality service to customers during live service periods. It requires the ability to integrate a range of individual technical skills while dealing with numerous sales, service or operational tasks simultaneously to meet the needs of multiple and diverse customers. It incorporates preparation, service and end-of-service tasks. It applies to a range of hospitality industry settings, including bars, hotels, cafés, restaurants, clubs, pubs and motels. It applies to front-line operational service personnel who deal directly with customers on a daily basis. They work with very little independence and under close supervision, applying little discretion and judgement as they follow pre-defined organisational procedures and report discrepancies to a higher level staff member for action. They may work within any industry area, including accommodation services, food and beverage, gaming operations and housekeeping.

Employability skills
Employability skills for this unit should be assessed holistically with other relevant units.

Key terms
close down
hygiene procedures
preparation
service
service requirements
teamwork
workplace safety

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Note to teachers
It is expected that final assessment of this unit will be conducted following the completion of other units required for a qualification. However, the collection of evidence will take place over a period of time, and may commence before the completion of other required units. Students will need to integrate technical skills and provide effective hospitality service to customers for a minimum of 12 complete service periods (shifts).

9.1 Hospitality skills

To work in the hospitality industry, you need to have a range of hospitality skills. These are skills that you bring to the role and develop over time. They relate directly to your ability to prepare for service, provide service, complete operational tasks and complete end-of-shift duties. Hospitality skills include technical, organisational and customer service skills, as well as a range of abilities specific to each role. Acquiring and developing these skills forms part of your preparation for the role you will be fulfilling.

Prepare for service

The skills required to prepare for service are essential to anyone working in the hospitality industry. Through careful organising and planning, organisational information, confirming service requirements with supervisors and preparing work areas, equipment and supplies, staff can help to ensure that every service period is successful and meets customer expectations.



Plan and organise tasks from organisational information

Part of routine preparation for service includes the planning and organisation of tasks that need to be completed. These are determined by the organisational information that has been obtained. Staff need to familiarise themselves with this information to enable them to provide high-quality service to their customers. Organisational information may include:

- availability of products, services and specials
- beverage lists
- current promotions, events and entertainment

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- details of expected business, including customer requirements and scheduling
- event or function running sheets
- job role and tasks to be performed
- local area and venue facilities
- menus
- policies
- procedures
- staff rosters
- verbal or written advice affecting job performance and service requirements.

Discuss and confirm service requirements with supervisors

It is essential to discuss and confirm the service requirements for each service period with the shift supervisor before the service period commences. Managing service requirements is an important skill, and all staff should be aware of the particular service requirements for each service period. Service requirements change from shift to shift, and depend on a range of variables, such as customers, menus, location, weather, staff and special events. Discussing and confirming service requirements prior to the shift will help to provide a high standard of service to the customer.

Prepare work area, equipment and supplies

As a team, you should work together to prepare the work area, equipment and supplies according to organisational procedures to meet service requirements. Without planning, tasks may not be completed to acceptable standards. The concept of mise en place ensures all areas, equipment and supplies are prepared and ready before service begins. Even the straightforward routines that do not vary from day to day require attention to detail and consistency. Although mise en place is a term used in cooking, its principles apply to the entire hospitality industry.



Provide service

Once service begins, you will rely heavily on your earlier preparations and your organisational and customer service skills. There are a number of skills that you will use to greet customers, determine their requirements, offer information, promote products, interact with customers and resolve customer problems throughout the service period.



Greet customers courteously and determine their requirements for products and services

Guests' first impressions are very important. The steps you take to greet a guest will depend on the enterprise in which you are working. All customers should be

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greeted courteously and appropriately. This would include smiling and welcoming each guest with an appropriate comment. When greeting customers, you should also determine their requirements for products and services, which may include:

- accommodation
- food
- beverages
- gaming
- housekeeping
- reception
- information
- portering.

Offer customer information and promote products and services

It is important for staff to be able to offer information to customers on available products and services, and to promote products and services according to organisation procedures. The information you provide will depend on the nature of the enterprise. You should be well informed about products and services available, and be able to provide information about these. This will enable you to make recommendations, discuss preferences, give directions to facilities and be able to accommodate special requests. Products and services with which you should be familiar might include:

- current gaming promotions
- customer loyalty programs
- food menu options, choices and specials
- gaming facilities
- gymnasiums and health facilities
- hotel facilities
- in-room services
- laundry services
- local area and venue facilities
- lost and found services
- membership benefits
- prices of products and services
- prize nights and special events
- product knowledge of food, alcoholic and non-alcoholic beverages
- raffles
- room service
- wine and cocktail drink list choices and specials.

Interact with customers to meet expectations

Effective communication is necessary in order to interact with customers. Appropriate methods and techniques should be used when communicating with customers to meet their expectations of quality, presentation and timeliness of delivery. Good customer service means delivering quality service at all times, and ensuring that products and services meet customer needs and expectations. Using your communication skills can improve the quality of service delivered to customers.

Resolve routine customer problems

Good customer service practices will also involve being able to resolve routine customer problems according to individual empowerment and organisational policy. All staff should have the skills to provide solutions for routine problems experienced by customers. If you can't resolve a problem, it should be referred to a supervisor. Problems should always be followed up to maximise the satisfaction of the customer. Try to identify problems at an early stage.

Complete operational tasks

Operational tasks are those tasks completed while service is being provided. They involve following work schedules, working as part of a team, following **workplace safety** and hygiene standards, cleaning and tidying work areas and identifying and reporting problems. These operational tasks need to be completed to enable a high standard of service to be provided to the customer.

workplace safety procedures designed to minimise the risk of injuries in the working environment

Follow work schedules and work cooperatively as part of the team to maximise efficiency

Work plans or schedules should be developed and followed to maximise

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efficiency. These should consider the roles and responsibilities of all team members. You should familiarise yourself with your role and responsibilities, and plan for the tasks that you will need to perform before, during and after service. It is also helpful to be familiar with the responsibilities of your colleagues and with shared responsibilities in your team. You will need to work cooperatively as part of the team to achieve common goals or tasks throughout service, which will maximise efficiency and help to provide a high standard of customer service. In the hospitality industry, effective teamwork skills are needed from every staff member.



Follow workplace safety and hygiene procedures

Staff need to follow workplace safety and hygiene procedures according to organisational and legislative requirements. Understanding the importance of safe and hygienic work practices is essential within every facet of the hospitality industry. All staff must ensure that service procedures are safe and hygienic. This includes personal hygiene, safe and hygienic handling of food and beverages, correct food storage, correct dress, safe and hygienic cleaning and sanitising practices, safe handling and disposal of linen and waste, and the following of food-safety programs.

Maintain the cleanliness and tidiness of work areas

All work areas need to be maintained in a clean and tidy state. It is important to clean and tidy as you work, as well as conducting a thorough clean at end of service. Keeping your work area clean and tidy is essential under WHS and hygiene legislation.



Complete operational tasks

It is important to use organisational procedures and technology when completing operational tasks. These are the tasks that you may perform as part of providing service to customers. They include:

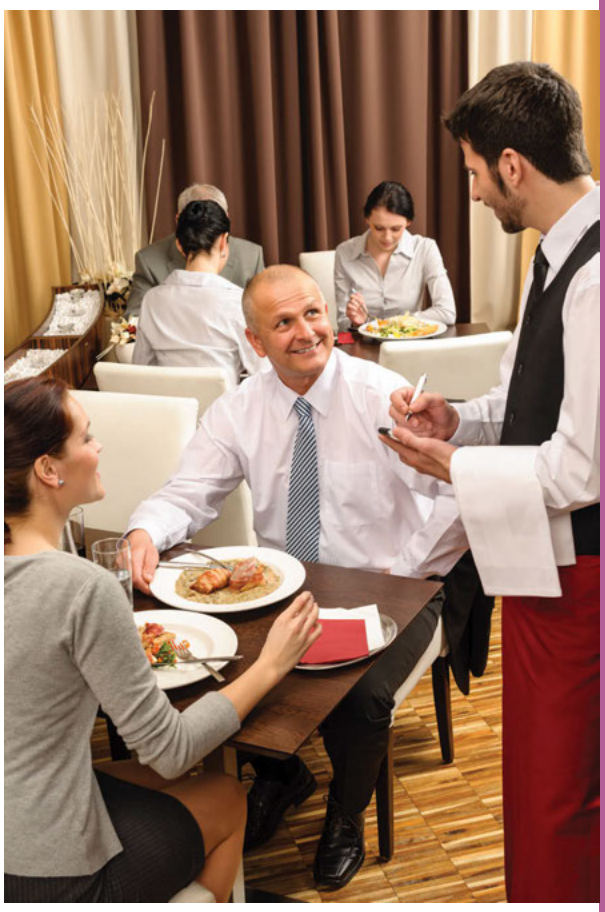
- communicating orders to the kitchen
- ordering stock
- preparing rooms for guests
- processing financial transactions
- providing portering services

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- selling and preparing drinks
- selling gaming tickets
- serving food and beverages
- taking orders.

Identify problems and report operational issues

Planning can help prevent problems from occurring or becoming worse. Try to identify problems at an early stage, as they are often easier to resolve. Determine possible solutions and take the most appropriate course of action to resolve the situation, taking into consideration your job role, responsibilities and organisational procedures. Any problems or issues with operational tasks or procedures should be reported to a supervisor so they can be resolved as quickly as possible.



Complete end-of-shift duties

At the end of each shift, there are procedures that should be followed to ensure a successful close down. These duties may involve cleaning, storing, restocking, completing administration or reporting duties, and providing customer feedback. Completing these duties ensures that the work area is left clean and tidy, ready for the next shift.



Follow end-of-shift procedures

There are a number of procedures to be followed at end of service, which may include:

- cleaning procedures related to work areas and equipment
- debriefing sessions, including quality service reviews
- preparation for the next service period
- restocking
- safe storage of products, equipment and materials.

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These procedures should be completed according to organisation procedures and WHS requirements. They should also take into account environmental considerations such as recycling and waste minimisation, the responsible disposal of waste, and efficient energy and water use.

Complete administration and reporting requirements

End-of-service procedures also include completing any administration and reporting requirements. These duties may involve:

- completing financial transactions such as reconciling takings and/or floats
- completing incident, WHS or maintenance reports
- completing work plans and schedules
- handover.

Provide customer feedback to supervisors or managers

At the close of service, supervisors may choose to discuss any issues that have arisen during service periods and any other areas of concern. Debriefing sessions give the team an opportunity to talk about the quality and timeliness of the service, and are an important part of identifying possible improvements. Customer reviews and feedback may be discussed, and aspects such as upcoming changes to products or services may be reviewed.



Notes for trainers and assessors on how to use this unit

This is a holistic unit designed to be undertaken concurrently with the study of other modules over the period of the course. This unit is designed to assess the integration of individual skills into real jobs and work units over a period of time. It requires the application of skills in a workplace environment under typical workplace conditions, to ensure integration of skills and consistency of performance of the students in different circumstances.



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Required skills

The following skills need to be developed:

- communication skills to:
  - discuss and confirm service requirements with supervisors
  - provide customer information and listen to and interpret customer requests
- literacy skills to read and comprehend procedures and work schedules
- numeracy skills to:
  - calculate time to complete operational tasks
  - service customers within expected timelines
- planning and organising skills to follow work schedules, in order to maximise efficiency and work within timelines
- problem-solving skills to identify workplace problems and to refer to supervisors
- self-management skills to integrate all technical skills within the whole service period, including preparation, service and end-of-shift duties
- teamwork skills to work cooperatively as part of a team
- technology skills to use a variety of equipment for day-to-day work activities.

Required knowledge

Knowledge about the following needs to be acquired:

- roles and responsibilities of different service team members
- organisational policies and procedures for:
  - administrative reporting
  - hygiene, health, safety and security
  - customer service
  - complaints handling
- full details of organisational products, services, facilities, current promotions, events and entertainment.

The focus is not on the skills already assessed in the prerequisite and other units of competence, but on bringing previously assessed competencies together in a real job role in a typical commercial workplace environment.



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Critical aspects for assessment

Assessment should focus on the ability to:

- integrate technical skills and provide effective hospitality service to customers for a minimum of 12 complete service periods (shifts)
- interact with and positively respond to the diverse demands and requests of multiple customers throughout the service period
- work with speed and efficiency to deal with numerous service and operational tasks simultaneously
- identify issues and problems such as workplace time constraints, late arrivals, no-shows and walk-ins, refer them to supervisors and participate in their resolution
- work cooperatively as part of the service team and take limited responsibility for the service process, workflow and own work outcomes
- integrate knowledge of relevant organisational policies and procedures.

Assessment must ensure use of:

- a fully operational hospitality environment with the fixtures, large and small equipment, and workplace documentation defined in the Assessment Guidelines.
  This can be a:
  - real hospitality workplace
  - hospitality industry environment operated within a training organisation that services customers – for example, a training restaurant in the food and beverage context
- industry-realistic ratios of service staff to customers
- products and services to be delivered to customers.

Logbook

A print-ready logbook is available for students to take with them on work placement for this unit. The logbook should be kept as a record of the skills and knowledge learnt by each student during work placements. This logbook can be found at www.cambridge.org/GO

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Kitchen operations and cookery stream

Unit	Unit code	Unit title
10	SITHCCC101	Use food-preparation equipment
11	SITHCCC201	Produce dishes using basic methods of cookery
12	SITHKOP101	Clean kitchen premises and equipment
13	SITXFSA201	Participate in safe food-handling practices
14	SITHCCC207	Use cookery skills effectively (holistic)



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Kitchen operations and cookery stream

Unit 10
Use food-preparation equipment

Subject code: SITHCCC101
Covers content included in SITHCCC001B – Organise and prepare food and SITHCCC002A – Present food

Prerequisite subjects:
SITXFSA101

Indicative HSC hours:
20 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to safely use commercial kitchen equipment, including knives, to prepare a range of different food types.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
equipment
Granton pockets
ingredients
menu items
mirepoix
portion control
puree
workflow

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Required knowledge

- the meaning and role of mise en place in the process of preparing, cooking and presenting food
- equipment used in food preparation, including essential features and functions, safe operational practices and maintenance requirements for commercial:
  - blenders
  - food processors
  - mixers
  - graters
  - knife-sharpening equipment
  - knives, cleavers and utensils, butcher and boning knives, butter-spreading knives, filleting knives, vegetable peelers or knives, slicers
  - measures
  - scales
  - thermometers
  - whisks
- equipment used to prepare different types of foods, including:
  - dairy products
  - dry goods
  - fruit
  - general food items
  - batters
  - coatings
  - condiments and flavourings
  - garnishes
  - oils
  - sauces
  - meat
  - poultry
  - seafood
  - vegetables
- precision cuts used in a commercial kitchen:
  - brunoise
  - chiffonnade
  - concassé
  - jardinière
  - julienne
  - macedoine
  - mirepoix
  - paysanne.

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10.1 Food-preparation requirements from recipes, lists or other workplace information

Standard recipes

A recipe gives you information on how to prepare food. Recipes include information such as the name of the recipe, a list of **ingredients** and step-by-step instructions on what to do with each ingredient (such as when to add it and how to cook it), how to garnish and serve the food, ideas for modifying the recipe and the serving yield. A recipe will also sometimes include a picture of the finished item and outline how it should be presented and garnished.

Standard recipes are used to standardise the production of every food item on a menu. They ensure that the food will be consistent in quality, quantity, cost and presentation, regardless of which chef prepared the food. Standard recipes are also used to assist in the training of new staff, write accurate bulk food orders, control portion size, record food cost, establish the food cost percentage for each item and maintain consistent quality.

While a recipe will give you a precise set of instructions about how to prepare a dish, it is assumed that you already have a good knowledge and understanding of culinary terminology and cooking methods to be able to understand the instructions.

To interpret a recipe correctly and effectively for a product with good end results, follow this process:

- Read the entire recipe thoroughly before starting.
- Check that you understand all the terms used.
- Ensure you have access to all required equipment and ingredients.
- Collect all the required ingredients.
- Collect all equipment.
- Pre-heat the oven if needed.
- Weigh and measure ingredients accurately.
- Proceed step by step through the method.
- Check the product while it is cooking.
- Maintain a clean work area.

Sometimes you may need to adjust a recipe to yield a different number of portions. This can be a complicated process, and involves multiplying or dividing quantities of each ingredient. Care needs to be taken when adjusting recipes, as mistakes can easily occur and the wrong quantity of just one ingredient (e.g. salt) can spoil the whole product and meal.

ingredients food items used to make dishes or menu items

Standard features of a recipe

The standard features of a recipe include:

- preliminary preparation
- equipment
- quantity of ingredients
- method
- cooking temperature
- coking time
- number of portions recipe will produce
- total cost of product.

Activity 10.1

Create a standard recipe card for:

- apple pie
- spaghetti bolognaise
- sweet corn and chicken soup
- pancakes.

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Recipe Costing Template

Recipe:					
Restaurant:					
Author:				Date:	
Number of Portion	1	Cost		Menu Price:	
Serving Size:		Cost per Portion:		Food Cost % Budget:	
Unit of Measure Per Person:		Cost per Recipe:		Food Cost % Actual:	
		Margin per Portion:		Ideal Selling Price:	

EP = Edible Portion after Trim **AP$ = As Purchased cost (out of the box)** **EP$ = Edible Portion Cost**

use these tools: Produce Yields Fruit Yields Fish Yields Spice Yields

	Recipe Quantity (EP)			Yield Costing				Recipe
Ingredients	Quantity	Weight	Volume	AP$ / Unit	Unit	Yield %	EP$ / Unit	Cost

Procedure:

Figure 10.1 Standard recipe card

Types of menus

There are several different types of menus offered by hospitality establishments, depending on the occasion, customer, season and hours of business.

Table d'hôte

This means 'table of the host'. It is a set menu, consisting of two to four courses for a fixed price. The customer has a choice of two to three dishes for each course.

Set menu

As the name suggests, all parts of this menu have been pre-determined, giving the customer no choice of dishes. Set menus are commonly used at large functions, enabling pre-preparation of all of the dishes. A set price is charged per person.

À la carte

This means 'from the card'. A list of dishes in menu order – from appetisers to main courses to desserts – is presented to the customer. Each dish is individually priced and the customer can select any combination of dishes from the menu.

Function

Function menus are prepared for particular occasions such as wedding receptions, company functions or birthday celebrations. They mostly consist of two to three courses and are decided by the host, who pays a set price per head. The number of people and service time are known in advance, making preparation and planning easier.

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Summer Menu

Choice options

- Choice of dish — $12 pp, per course
- Second side dish — $3.50 pp

Seasonal Menu

Our seasonal menus have been created to offer you the finest possible ingredients at their prime. Summer menus will be available from September through to April annually. Winter menus will be offered from May through to August.

Lunch - *$55 pp* (Based on a 3 hour function)

- 2 course set menu
- Menu items from the seasonal menu
- Choice of warm panini rolls or Turkish bread on the table
- One entrée, one main (or one main and one dessert), one side dish

Entrée

- Poached breast of chicken, beetroot, goats curd, pistachio and balsamic
- Twice cooked feta soufflé, shaved prosciutto, apple, hazelnut honey
- King prawns and avocado, pink grapefruit and Woodbridge salmon
- Beetroot carpaccio, smoked lamb and fennel, horseradish and parsley
- Prawn and scallop ravioli, sweet potato purée, saffron and tomato butter
- Chilled asparagus; poached egg, hazelnut and truffle dressing
- Asparagus risotto, king prawns and brown butter
- Szechuan pepper calamari, bean sprout salad and black bean sauce, lime

Main

- Grilled barramundi fillet, carrot purée with fennel and parsley salad, lemon, olive oil dressing
- Grilled salmon fillet, spinach risotto, brown butter
- Grilled goldband snapper, humus, broccolini and pinenuts
- Roast eye fillet of beef, confit garlic mash, caramelised shallots
- Braised lamb shoulder, roast sweet potato purée, green beans
- Roast chicken breast, feta and potato cake, corn purée, spiced corn salsa
- Duck confit, chat potatoes, pancetta and green beans, pea purée

Dessert

- 'Fraser's Mess' raspberry purée, crushed meringue, candied walnuts and vanilla ice cream
- Rich chocolate tart, peanut brittle and sour cherry glaze, cherry gelato
- White chocolate cake, lime and ginger marshmallow, strawberry purée
- Seasonal berry roulade, toasted coconut and lychee sorbet
- Crème caramel, vanilla ice cream and almond bread
- Torched Italian meringue with fruit salsa, passionfruit tart, sorbet

Fraser's
KINGS PARK

Figure 10.2 A set menu

APPLECROSS
bluewater
grill private room kiosk functions

A La Carte Menu

Breads	Price
Garlic Bread	8.0
Ciabatta with Virgin Olive Oil	8.5
Turkish Bread with Dip	9.5
Char grilled Ciabatta with White Anchovies	10.0

Oysters	Price
Oysters Natural, Chardonnay Vinegar, Shallots, Lemon	19.0 / 36.0
Oysters Natural, Green Onion, Sour Cream, Citrus Vodka	19.0 / 36.0
Oysters Kilpatrick, Green Tabasco	20.0 / 38.0

Salads And Starters	Price
Soup of the Day	18.0
Heirloom Tomato with Tom Buffalo Mozzarella, Garlic Crouton and Dragoncello Salsa	19.0
Beef Tataki with Radish Salad and Japanese Flavours	19.5
Pork Belly with Mushroom – Spring Onion Stir Fry and Chilli Caramel	21.0
Baby Calamari with Spiced Tomato Cous Cous and Coriander Relish	21.5
Tempura Soft Shell Crab with Sweet Potato Chips and Spiced Mayonnaise	21.5
Chermoula Tiger Prawns with Smoked Eggplant and Preserved Lemon Yoghurt	23.0

Shared Plates	Price
Mezze; Crumbed Green Olives, Spinach & Haloumi Filo, Tiger Prawns in Polenta with Romesco, Merguez Sausage and Basil Yoghurt, Spiced Salmon & Fennel, Turkish Bread with Dip	36.5
Seafood Plate; Panfried Fish Fillet, Beer Battered Fish Fillets, Grilled Marron, Spice Salted Cuttlefish, Chilled Tiger Prawns, Smoked Salmon, Six Oysters (Natural or Kilpatrick) Served with Aioli, Nam Jim, White Vinegar and Ciabatta Bread	125.0

Mains And Roasts	Price
Beer Battered Gummy Shark with Chips and Tartare Sauce	20.5 / 32.0
Seared Salmon with Spinach and Pancetta Salad, Lemon Butter Sauce	38.5
Panfried Snapper Fillet with Whipped Potato, Tomato and Herb Salsa	40.5
Tunisian Spiced Vegetable Pie with Carrot and Medjool Date	32.0
Fish of the Day with Calamari Sauté, Black Olive, Tomato and Basil	MP
Roasted Free Range Chicken with Chorizo, Broad Bean, Baby Carrot and Mustard Sauce	39.5
Duck Confit with Braised Red Cabbage, Pumpkin Puree and Apple-Hazelnut Salad	42.5
Seafood Spaghettini with Garlic, Chili and Parsley	24.0 / 38.0
Lamb Shank Pie and Grilled Lamb Cutlets with Peas, Carrot and Cumin Puree	42.5
Wagyu Rump (200g MS 9) with Kipfler Potato, Roast Field Mushroom and Shallot Jus	48.5

From The Grill	Price
300g Sirloin (Grass Fed, Cape Grim, Tasmania)	39.5
250g Eye Fillet (Grain Fed, Kilcoy, Queensland)	45.5
350g Scotch Fillet (Grain Fed, Kilcoy, Queensland)	44.5

**All steaks served with chips and your choice of sauce. The sauces include Field Mushroom & Tarragon, Shallot & Red Wine and Béarnaise.*

Figure 10.3 An à la carte menu

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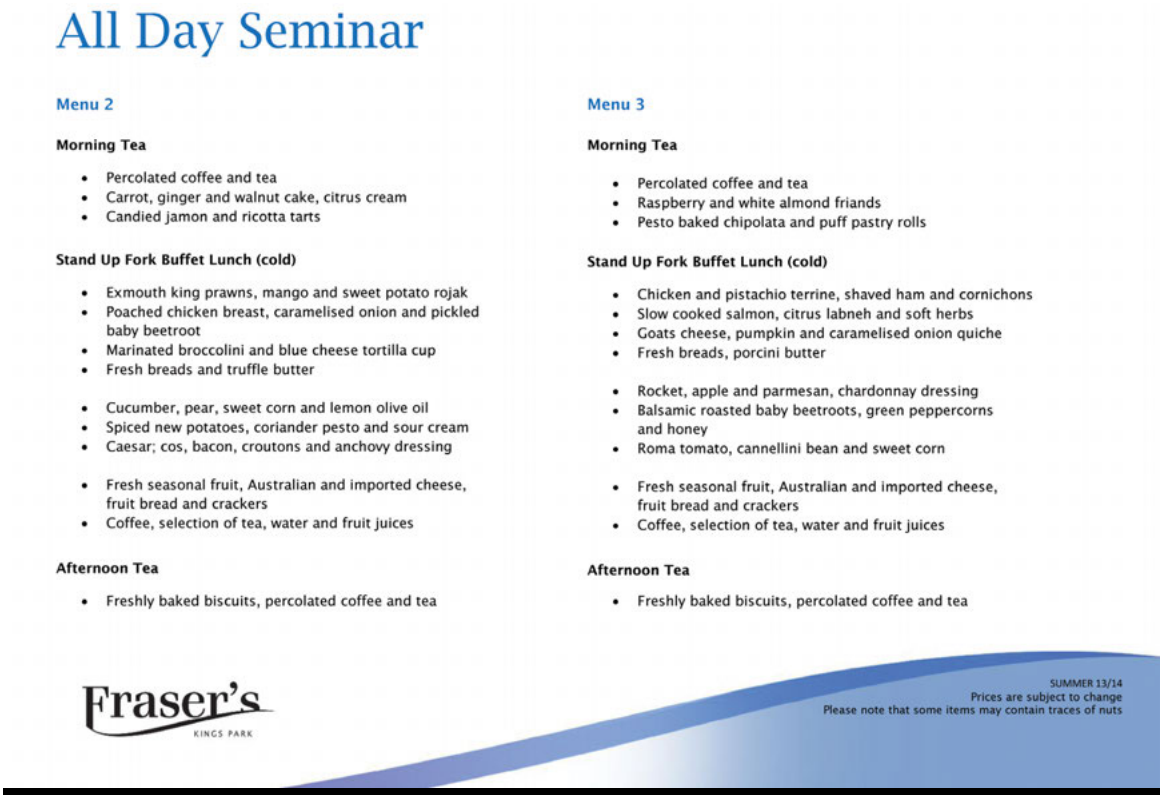


Figure 10.4 A function menu

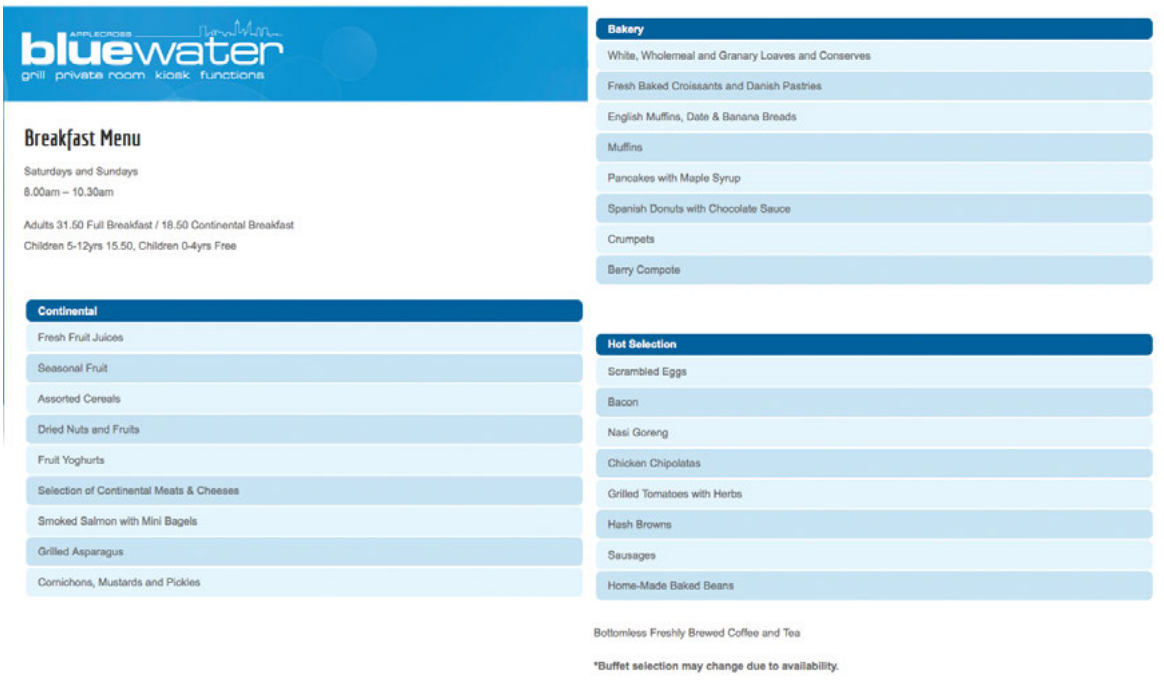


Figure 10.5 A buffet menu

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Buffet
A buffet menu is one where all the food is prepared and then presented on a table so customers can select and serve their own food. The menu dishes are selected according to the predetermined cost and style of the buffet, which may be a breakfast, seafood, salad or full buffet. All food is elaborately presented on platters in portion sizes, and some may be glazed with a light aspic to prevent it drying out.

Cyclic
Cyclic menus operate in establishments where the same people dine daily – for example, hospitals, nursing homes, boarding schools, school canteens and prisons. Several full-day menus are developed for a period of time (cycle), which may range from seven to 28 days. The cycle is then repeated. Cyclic menus aim to avoid too-frequent repetition of meals.

Activity 10.2

Research an example of each menu type.
Find examples in your local region of menus from restaurants, motels/hotels, function centres and caterers.

Team problem-solving

Problems that arise within teams can be solved by using the following steps:
1. Identify problem – establish what the problem or issue is that is causing concern.
2. Consider solutions – identify and consider appropriate solutions to the problem, including the pros and cons and impact each solution will have on the team.
3. Action – implement the chosen solution.
4. Follow up – evaluate the solution to determine whether the problem has been solved.

Measuring dry and wet ingredients

It is essential to be able to measure all your ingredients accurately so that your recipes are successful and the required amount of food is produced to avoid wastage.

Important note

Dry ingredients are measured by weight, in grams (g) and kilograms (kg), and by volume, in cups (C), teaspoons (t) and tablespoons (T).

Scales are used to achieve an accurate measure of weight, and can also be used for ingredients other than dry goods. When using scales, check that they are on zero to start with and that they are on a flat surface.

Cup measures are available in a range of sizes from ¼ cup to 1 cup. Spoon measures usually consist of ¼ teaspoon, ½ teaspoon, 1 teaspoon and 1 tablespoon. When measuring ingredients with cups or spoons,

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the measurement is always a level one and not heaped. This is done by filling the cup or spoon in a heaped measure and then using the back of a knife to level off the top.

Wet ingredients are measured in millilitres (ml) and litres (L) by using a measuring jug that has markings on the side. When using a measuring jug, keep it on a flat surface, slowly pour in the liquid and check it at eye level.



Figure 10.6 Equipment for measuring ingredients

Selecting ingredients

Whether you are using fresh, frozen, preserved or prepared ingredients, you must ensure that you select ingredients of the highest quality. Table 10.1 provides a useful guide to selecting quality ingredients.

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Figure 10.7 Quality ingredients are vital to a great final product

Table 10.1 Criteria for selecting quality ingredients

Dairy products	• Check the use-by or best-before date. • All packaging should be intact. • Milk should have a pleasant aroma and flavour, and a consistency and colour typical of the type of milk. • Cheese skin or rind should have no mildew or mould; cut cheese should have no dry areas or excess moisture or greasiness.
Dry goods	• Check the use-by date for freshness. • Products should be free from any mould, insect or weevil infestations. • Packaging should be dry and undamaged. • Products should be dry and free of moisture.
Fruit	• Fresh fruit should have no bruising, blemishes, decay or insect damage, be of good colour, size and shape and have a fresh appearance. • Frozen fruit should be frozen in pieces and not in one solid lump. • For preserved and pre-prepared products, ensure packaging is in good condition, and that the product is correctly labelled and within the use-by date.
Vegetables	• Fresh vegetables should be clean, have no soil on them, and be a good colour, crisp and have no bruises, cuts, blemishes or signs of insect damage. • Frozen vegetables should be frozen separately and not in one solid lump. For preserved and pre-prepared products, ensure packaging is in good condition, cans are not dented, and products are correctly labelled and not past the use-by date.

(continued)

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General food items	• All food items should be within their use-by date, where applicable, and of high quality. • All packaging should be intact and undamaged.
Meat, seafood and poultry	• Fresh products should smell fresh. • Beef flesh should be bright red without excessive fat or gristle. • Lamb flesh should be firm and dull red with a fine grain; fat should be evenly distributed and the bones porous. • Pork flesh should be pale pink and firm with a smooth rind and white fat that is not excessive. Bacon and ham should be moist but not sticky. • Veal flesh should be pale pink and firm with little fat; cut surfaces should be moist. • Offal should not have an unpleasant or unusual smell or colour, and should be moist but not sticky. • Poultry should have a white skin that is not sticky and firm flesh. • Fish fillets should be firm and translucent in colour with no bruising or discolouration. • Whole fish should have bright, clear and full eyes, firm flesh that springs back when touched, scales firmly attached and bright skin. • For frozen fish, packaging and food should feel completely frozen and show no signs of thawing. • There should be no signs of freezer burn or ice crystals. • When thawing, there should be minimal liquid loss. • For preserved and pre-prepared products, check the use-by or best-before date; packaging should be in good condition, cans not blown and products correctly labelled.

Mise en place

Mise en place is a French term meaning 'everything ready and in its place'. It refers to all the preparation done before the actual cooking begins. Thorough mise en place ensures a smooth and even workflow throughout the day.



Figure 10.8 Mise en place

Mise en place tasks

The type of kitchen and menu will determine the mise en place that is required. Common mise en place tasks include:

- ordering ingredients
- correct selection of recipe
- selection of required ingredients
- weighing and measuring
- selection and preparation of equipment
- preparation of ingredients.

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Workflow

A **workflow** plan identifies the precise steps of a task. Workflow plans are needed to save time and energy, and to ensure all customers receive their meals in an acceptable timeframe. They also help create an organised and coherent kitchen environment so that everyone knows what they are doing.

Workflow planning applies to all tasks, regardless of the size, and involves the following:

- **Logical sequence.** Tasks need to be organised using a step-by-step approach and logical order based on common sense.
- **Time efficiency.** Tasks also need to be placed in a time-efficient order. Some tasks take a long time to complete, while other tasks may be done while you wait. Careful planning will ensure that items are ready when you need them. For example, if you need to boil a food item, placing the water on to boil while you are preparing the food item is using your time efficiently.
- **Planning and organisation.** Every person in the kitchen has responsibility for their section, with the head chef taking overall responsibility. Workers need to be organised and able to rely on each other.
- **Time constraints.** Tasks must be done by a specific time or within a certain timeframe. Kitchen staff must meet their time constraints to avoid delays and food wastage.
- **Cooperation.** All kitchen staff must cooperate and work together as a team to get tasks done.

workflow the precise steps of a task, involving logical sequences, organisation, time constraints and cooperation

Poor workflow

Poor workflow can:

- lead to a disorganised kitchen
- have a negative impact on colleagues, customers and the workplace/ organisation
- mean colleagues are required to re-do tasks that were inadequately completed by others, which in turn can affect teamwork and lower staff morale
- mean customers may be dissatisfied if they have to wait longer than expected for their meals, or if meals are of a low quality due to poor workflow
- affect the workplace or organisation due to loss of business as a result of dissatisfied customers
- cost workplaces and organisations money through wastage of food and time.

Activity 10.3

Create a workflow for:

- tomato concassé
- crushed garlic
- clarified butter
- pancakes.



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10.2 Identify and select knives and other equipment suited to the food-preparation task

Safe and hygienic work practices and procedures

When working in a kitchen, it is essential that you understand and follow safe and hygienic work practices to ensure that the food you are producing is safe and hygienic for customers to consume and that you do not cause injury to yourself or colleagues while preparing the food.

Classification of equipment

The **equipment** found in commercial kitchens can be classified into three groups: utensils, mechanical and fixed.

- **Utensils** are small, hand-held, non-electrical pieces of equipment. Examples include knives, peelers, tongs, bowls, spoons, chopping boards, whisks, pots and pans.
- **Mechanical** equipment varies in size; however, it is portable, has moving parts and generally is electrically operated. Common examples include mixers, food processors, slicers, blenders and mincers.
- **Fixed** equipment includes all large pieces of equipment that are generally attached or 'fixed' to the kitchen floor or walls, making it difficult to move. Examples include stoves, salamanders, ovens, refrigerators, deep-fryers, bratt pans and dishwashers.



Equipment use

Important guidelines for equipment use:

- Safely assemble and ensure cleanliness of all equipment before use.
- Use equipment safely and hygienically according to the manufacturer's instructions.
- Maintain the cleanliness of equipment using appropriate cleaning agents.
- Use energy, water and other resources efficiently to reduce negative environmental impacts.
- Maintain the condition of equipment and make minor adjustments as required within the scope of responsibility.
- Recognise and report on unsafe or faulty **equipment** or rectify according to level of individual responsibility.

equipment manual and electrical tools and machinery

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Knives, cleavers and utensils

The knife is a chef's basic tool; it is the piece of equipment that is used most frequently in a commercial kitchen. While a wide range of knives exist, designed to perform different tasks, all knives have a blade (usually made of stainless steel or high-carbon stainless steel) and a handle (usually wooden, metal or plastic).

Some different types of **knives** include:



Figure 10.9 Chef's knives



Chef's knife (or cook's knife): The most commonly used knife, as it is best suited to chopping, slicing and dicing. The blade is between 20 and 25 cm long, is wide at the heel and tapers to a point. The handle is offset to avoid the knuckles hitting the chopping board.



Filleting knife: Has a long, narrow and flexible blade and, as the name suggests, is used to skin and fillet fish and poultry.



Boning knife: Has a thin, pointed blade about 12 cm long, allowing the chef to get as close as possible to the bone when cutting raw meat and poultry.



Paring knife: A small knife with a pointed blade about 7 cm long. It is used for the small tasks in the kitchen, such as peeling, cutting, turning and artistic work.



Turning knife: A small knife with a curved and pointed blade about 5 cm long. The curved blade makes this knife ideal for turning vegetables and artistic work.



Serrated knife: Or bread knife, has a long, serrated blade and is used to cut bread and baked goods. The serrated blade does not cause damage to the food being cut.

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Carving knife: Has a long, flexible blade and can include **Granton pockets**. It is used to carve cooked meats such as roast beef, lamb, pork and ham. The flexible blade allows the chef to follow the shape of the food being carved and the Granton edge prevents the meat from sticking to the blade.

Granton pockets a scalloped (Granton) edge creates a series of fine air pockets between the blade and product being cut



Meat cleaver: Has a wide, sharp blade. and is used for chopping and cutting through meat with bones.

Utensils are small, hand-held, non-electrical pieces of equipment. A large number of different utensils are used in commercial kitchens. Some common utensils and their uses are shown.



Carving fork: Has two prongs and a long handle, and is used to hold meat when carving and for lifting and turning.



Ladle: A long-handled spoon used to serve liquid foods such as soup.



Parisienne scoop: An implement with a small, half-spherical stainless steel blade on either one or both ends. It is used to cut balls from fruits, vegetables and butter, and is also known as a melon baller.



Pastry brush: A brush with thickly packed bristles used for brushing pastry and applying glazes, marinades and so on.



Peeler: Used for peeling fruits and vegetables; the blade is slotted, and can either be fixed or swivelling.

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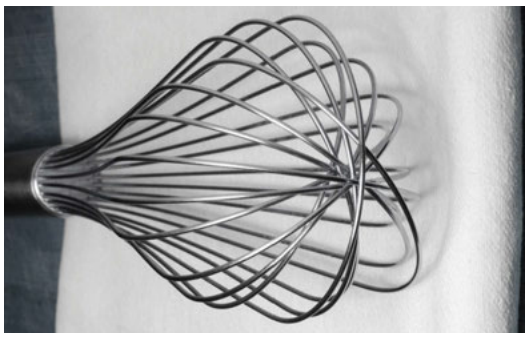
Palette knife: Also called a spatula, has a long, flexible blade with a rounded end. It is used for spreading and scraping soft mixtures, mixing and lifting, and flipping flat foods.



Piping bag and nozzle: Used to push out soft mixtures such as cream, icing or mashed potato into attractive shapes.



Tongs: Made from stainless steel or plastic, they are used to lift and turn food.



Balloon whisk: Used to beat air into and lumps out of a mixture by whisking the food through loops of wire.



Sharpening steel: Used to maintain the cutting edge of a knife.



Sharpening stone: Used to sharpen knives.



Citrus zester: An implement with a stainless steel blade that has a row of holes with sharpened edges, used to remove the top layer of citrus fruits.



Corer: A stainless steel implement with a sharp, strong and rigid blade, used to remove cores from fruit such as apples.

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Basting spoon: A deep, long-handled spoon with a variety of uses.



Slotted spoon: A deep, long-handled spoon with holes or slots, used to lift food out of hot liquids. Also known as a perforated spoon.



Scraper: Can be made of plastic or stainless steel, used to scrape up vegetables or to clean pastry boards.



Meat mallet: Used to flatten and tenderise meat; can be wooden or stainless steel.



Chinois: Made of firm metal or wire mesh, used to strain food. Also known as a conical strainer.



Mandoline: Has adjustable steel blades mounted on a base, used to slice and grate food.

Knives and utensils need to be cleaned and sanitised effectively. This can be done by washing in hot water with detergent, rinsing and air drying. Some knives and utensils may be placed in a dishwasher. However, for safety reasons it is advisable to wash knives separately. Items such as sieves, conical strainers and colanders need special attention to ensure all food particles are dislodged and that they are dried correctly. Piping bags, aluminium and copper items and chopping boards also need special attention to ensure they are hygienically clean and dried fully to ensure the extended life of the equipment.

Be careful when cleaning knives. They are expensive and personal items in the kitchen, so ensure they are treated with the respect they deserve. Do not place them in a sink full of soapy water, as this causes a safety hazard to anyone who puts their hand in the water. Clean and dry your knife immediately after use. When drying the knife, watch the edge and follow safe practices.

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Knives need to be stored carefully to prevent damage to the edge of the knife blade and to prevent accidents from occurring. Wooden knife blocks and magnetic knife racks are common ways of storing knives in a kitchen. If knives are kept in toolboxes or drawers, the blade should be covered with a shield. Knife cases and knife wraps are suitable portable storage methods. Utensils are generally stored in toolboxes or drawers, or on shelves.



Food processors, blenders and mixers: Food processors are used to perform a number of different chopping and mixing tasks. Blenders are used to blend and puree small amounts of food. Mixers are used to mix or beat cream, dough and cake mixes.



Slicers: Slicers are used to cut food into uniform sizes. They are generally used for slicing meats and smallgoods, such as ham and salami.



Grills or salamanders: Grills cook food from either above or below. Griddles have heating elements under a large, metal frying plate; they are commonly used to cook hamburgers, bacon and eggs. Salamanders cook the food from above; they are generally used for browning the top of dishes.



Fryers: Fryers can be either free standing or the benchtop variety. The free-standing models are powered by either gas or electricity. They are useful for frying large amounts of food (like the ones you see in fish and chip shops), while benchtop models are better suited to cooking smaller quantities of food. Both models have wire mesh baskets to hold the food when frying and racks to hold the baskets while draining.

All equipment used in a kitchen must be maintained in good working order, and cleaned and sanitised thoroughly to prevent accidents and ensure a high standard of hygiene by preventing the spread of bacteria. If equipment is not working to a satisfactory standard, you should report it to your supervisor so it can be repaired and/or replaced if necessary.

You should refer to the manufacturer's instructions on the method of cleaning and type of chemicals to use when cleaning

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and sanitising equipment. Food processors, blenders, mixers and slicers generally are stored on benchtops for easy access, or on a shelf if used less frequently. Grills, salamanders and fryers are generally fixed into commercial kitchens.

Large, fixed equipment

Most commercial kitchens house a range of large, fixed equipment, including bain-marie, ovens, fridges and dishwashers.



Bains-marie: Bains-marie are designed to keep food hot. Food is placed into trays, which are then put into the bain-marie on top of water that has been heated by gas or electricity. Alternatively cold water or ice may be used to keep food cold. These are commonly used for buffets.



Fridges: Often with glass doors to enable items to be seen easily, the vertical refrigerator is a smaller version of the cool room and is used to keep foods cold.



Ovens: There are two main types of oven used in commercial kitchens. The convection oven operates by circulating currents of hot air around the inside and a fan located on the back wall of the oven creates an even and constant temperature. These may be gas or electric, and are similar to the ones found in domestic homes. Combi ovens are several appliances in one. These use convection and/or steam to enable the chef to use them for steaming, poaching, grilling, roasting, braising, baking and toasting. These are faster than a convection oven.

It is important to maintain large, fixed equipment in good working order to prevent accidents and ensure high-quality end products are produced. Regular services should be carried out on these pieces of equipment.

A general procedure for cleaning large and some smaller pieces of equipment would be:

- Turn off the power.
- Dismantle the equipment.
- Wash parts in hot water and detergent.
- Rinse using hot water above 77°C.
- Dry thoroughly.
- Reassemble.
- Check the equipment is working properly.

Again, you should refer to the manufacturer's instructions on the method of cleaning and type of chemicals to use when cleaning and sanitising equipment.

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Suitable cutting surfaces

When cutting food, you should always cut on a yielding surface such as wood or nylon. Never cut on an unyielding surface such as metal, stone or ceramic, as you will damage the blade of your knife. Most commercial kitchens use coloured polypropylene chopping boards for the majority of their slicing and chopping, and wooden chopping boards for slicing breads. Coloured chopping boards have been colour coded to enable hygienic food preparation by helping to prevent cross-contamination.

Coloured chopping boards

Colour-coded chopping boards are coloured as follows:

- white – bakery and dairy
- blue – raw fish and seafood
- green – fruit and vegetables
- yellow – raw poultry
- red – raw red meats
- brown – cooked meats.



Figure 10.10 Coloured chopping boards

Knowledge of knives

Parts of a knife

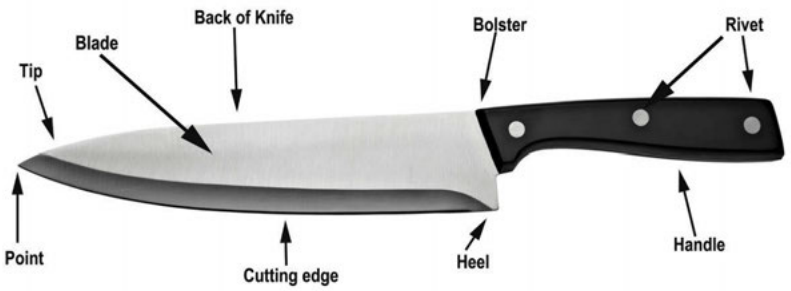


Figure 10.11 Parts of a knife

Knife-handling techniques

One of the first and most important skills a chef needs to learn is how to handle a knife. A knife that is handled correctly is a safe, efficient and effective tool for food preparation. Incorrect handling damages the knife and the food, and is dangerous to the chef. When learning to use a knife, it is much better to concentrate on using the correct technique and cutting accurately. As you gain experience and confidence in using a knife, you will also gain speed.

It is important to grip your knife correctly to ensure you have maximum control of your knife. When the heel of the blade is on the chopping board, you should have plenty of room for your thumb and all your fingers to firmly grasp the handle. Your grip should be

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Figure 10.12 The correct grip

firm but relaxed; if you hold your knife too tightly, your hand will tire quickly and cutting will be difficult.

Your free hand is also important when using a knife correctly. It is used to hold the food so it will not slip and move, and to guide the knife blade when cutting. When you are cutting, use the following as a guide:

- Curl the fingertips on your free hand under and out of the way of the knife blade.
- Always keep the side of the knife blade against the knuckles on your free hand.
- Move your free hand back along the food as you cut.
- Do not raise the knife blade higher than your knuckles.
- Keep the knife blade at right angles to the cutting surface to ensure your cuts are straight.

When using a knife, remember that different parts of the blade are used for different tasks. The tip is used for fine, delicate work, such as slicing mushrooms or dicing onions. The centre is used most often for general work such as slicing vegetables. The heel is used when more force is needed, such as when you are cutting through a bunch of celery.

Activity 10.4

Practise sharpening and honing your knives using a stone and a steel.

Knife sharpening using a steel

A steel is used to maintain the cutting edge of a knife. This is known as honing. There are two main ways to hone a knife.

- **Method 1:** Hold the steel securely in one hand at a 45° angle. Place the heel of the knife against the tip of the steel at a 10–20° angle. Move the knife down the steel in a slicing motion until the tip of the knife has been honed. Use the same method to stroke the other side of the knife against the steel. Always wash and dry your knife after using the steel to ensure the removal of any metal filings.



Figure 10.13 Methods for honing a knife

- **Method 2:** The steel is held with the tip resting on a chopping board at a 90° angle. The knife is then honed in the same way as in method 1, using a 10–20° angle and stroking from the heel of the knife to the tip. After honing a knife, ensure you wash and dry it carefully.

Types of stones and lubricants

There are two types of stones used for sharpening knives: diamond stones and sand stones. Both of these are lubricated with detergent, water or oil before using, to prevent causing damage to the knife blade. To sharpen your knife with a stone, place the stone lengthwise on your bench on top

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of a damp cloth (to stop it from slipping) and lubricate the stone according to the manufacturer's recommendations. Hold the knife securely in one hand and rest the fingers of your free hand on the side of the blade. Use long, even strokes to move the knife along the length of the stone from the heel to the point, maintaining a 10–20° angle on the stone. Use the same method for the other side, then clean and dry the knife to remove any metal grindings.





Figure 10.14 Methods for honing a knife using a sharpening stone

10.3 Food preparation requirements from recipes, lists or other workplace information

Prepare dairy, dry goods, fruits and vegetables

Portion control

Portion control standardises the size of the meal and its parts, and enables the chef to calculate yield and food costs. It relies on:

- correct utensils, measures and equipment to prepare and serve food
- the use of standardised recipes
- specified meal and component sizes, including amounts of vegetables, meats and garnishes.

The size of a portion will depend on customers' expectations, the extent of the menu, presentation of the meal, nutritional requirements and health of the customer, the size and design of the crockery and serving dishes, and the type of service.

portion control the serving of meals of standard sizes

Using scales and measuring equipment

The following equipment is useful when standardising the size of portions:

- scales for weighing portions of food before cooking
- scoops for ice-cream, mashed potato, etc.
- ladles of different sizes for soups, sauces, etc.

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- serving dishes and glassware in standard sizes
- individual serves (e.g. dariole moulds, cutters)
- dispensers to control the amount in each serve
- portion marking utensils, such as cake dividers.



Activity 10.5

Identify the portion-control equipment and methods used to ensure standardised serves for the following menu items:

- mud cake/cream/strawberry coulis
- rump steak/mushroom sauce, roast potatoes, honey carrots and peas
- coffee, tea and sugar.

mirepoix equal quantities of roughly cut carrots, celery and onions, used to flavour soups and stocks

puree cooked foods that have been ground, pressed, blended and/or sieved to the consistency of a soft creamy paste or thick liquid

Washing, peeling and trimming of fruit and vegetables

Washing, peeling and trimming of fruit and vegetables, along with cutting, are common tasks in the kitchen and make up most mise en place tasks. Because most vegetables are grown either under the ground or just above the surface, they tend to have a lot of foreign matter on them, such as dirt, soil, sand and often insecticides and chemicals. Therefore, it is very important to ensure that all fruits, and vegetables are thoroughly washed in cold water to remove insecticides, chemicals, pests and soil. Some vegetables – for example, leeks – need to be pulled apart and/or washed several times to ensure all insects and dirt are removed.

Root vegetables such as potatoes should be scrubbed with a stiff brush under cold running water before peeling. Soaking in salted water may be appropriate for some vegetables, such as cauliflower and broccoli, to kill any insects caught within the flowers.

Delicate fruits need to be handled carefully to avoid bruising them. After washing, some fruit and vegetables need to be peeled and trimmed, and have their strings, peel, pith, stems or eyes removed. Peelings are the outside skins, tops and tails, while trimmings are the edible off-cuts from fruit and vegetable preparation.

Peelings are usually discarded, while trimmings are generally saved for use in stocks, sauces, **mirepoix** and **purees**.

Storage of fruit and vegetables after peeling

Some fruits and vegetables are prone to spoilage by oxidation after peeling. This results in them turning brown due to a reaction with the oxygen in the air. To prevent this from occurring, some fruits and vegetables need to be stored in a particular way immediately after they are peeled. Storage methods include:

- immersion in water – for example, potatoes
- application of lemon juice – for example, eggplant
- immersion in a mixture of water and lemon juice (acidulated water) – for example, apples
- immersion in brine (salted water).

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Specific peeling techniques

Peeling tomatoes

To peel a tomato without damaging its flesh, it first needs to be blanched in boiling water.

1 Using a paring knife, cut a small cross on the bottom and remove the eye of the tomato.



2 Drop the tomato into boiling water for 10–15 seconds, depending on ripeness.





3 Refresh it immediately in cold water.



4 Peel the skin away with a paring knife. If some of the flesh comes away with the skin, it means the tomato was blanched for too long.









Figure 10.15 Peeling tomatoes

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Crushing garlic

Crushing garlic should be one of the last mise en place tasks, as its strong aroma can easily be transferred to other foods.

1. To peel a garlic clove, place it on the chopping board and, with the heel of your palm on the side of the knife blade, press firmly. This breaks the peel and allows the clove to be removed.
2. Finely chop the garlic using a chef's knife and then add salt in the ratio of one-quarter salt to one clove of garlic. Salt is used to draw out the moisture from the garlic to help it form a paste.
3. Use the side of the knife blade to grind the garlic and salt mixture until it forms a paste.
4. Store the garlic paste in oil.



Figure 10.16 Crushing garlic

Segmenting fruit

Citrus fruits are commonly cut into three shapes: peeled slices, wedges and segments. To segment a fruit:

1. Cut off both ends of the fruit to expose the flesh.
2. Stand the fruit on one of the cut ends on the chopping board and, using your knife in a downward direction that follows the shape of the fruit, cut away the peel and pith.



3. Hold the fruit in one hand over a bowl and use your paring knife to remove each segment by cutting along each side of the segment close to the membrane.



4. Place the segments into a bowl and squeeze the juice from the core over the top.

Cutting techniques for fruit and vegetables

Cutting techniques for fruit and vegetables can be divided into two categories:

1. **precision cutting** – the cutting of food into uniform shapes and sizes – for example, julienne, brunoise, jardinière, paysanne, macedoine
2. **rough cutting** – the coarse cutting of foods that are generally used for flavour only, and not for service – for example, mirepoix.

Julienne

Julienned vegetables are cut into long, thin, match-like sticks, 3 mm × 3 mm × 40 mm. They are mostly used as a garnish. To cut a julienne carrot:

1. Wash, top and tail the carrot.
2. Cut into 40 mm lengths.
3. Stand one length on its end and square off the sides.
4. Lay the carrot on to its side and slice into 3 mm slices.
5. Place several slices together and cut them into 3 mm strips.

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Brunoise

Brunoise is a very fine 3 mm dice that is used as a garnish. To cut brunoise, begin by cutting into julienne, then place several julienne strips together and cut into 3 mm cubes.

Paysanne

Paysanne is thin 5 mm slices of vegetables, cut into 15 mm shapes of squares, triangles or rounds and used as a garnish for soups. To cut paysanne of vegetable:

- Wash and peel vegetables such as carrot, turnip, leek, potato and celery.
- Cut each vegetable into a different shape that is 5 mm thick and 15 mm wide.

Macedoine

Macedoine is an 8 mm dice commonly used in fruit salads. To cut macedoine of apple:

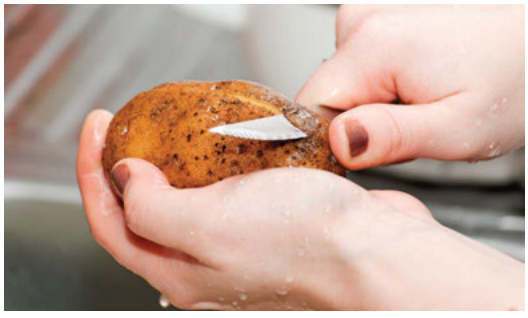
1. Wash, peel and core the apple and place in acidulated water.
2. Stand the apple on its end and square it off.
3. Cut into 8 mm slices.
4. Place the slices on the board and cut into 8 mm strips.
5. Place the strips together and cut into 8 mm cubes.

Jardinière

Jardinière is vegetable batons 4 mm x 4 mm x 20 mm, commonly used as a garnish. To cut jardinière, follow the same procedure as for julienne, but instead cut 20 mm lengths and then 4 mm slices and 4 mm strips.

Turning

Turning is the process whereby root vegetables of different sizes are made into the same-sized barrel shape. This is done to result in even cooking and for presentation.



To turn a potato:

1. Wash, peel and wash a potato and place into cold water.
2. Cut the ends off the potato squarely.
3. Hold the potato in one hand and, with your turning, or paring, knife, cut using a slight curving action from top to bottom.
4. Rotate the potato and continue cutting in a curved action until you have a barrel shape with six to eight smooth, even sides.

To turn a carrot:

1. Wash and peel the carrot and cut it into lengths.
2. Use the same action as for a potato to shape each piece into even-sized barrels.

Dicing

Dicing is the cutting of fruit and vegetables into even cubes. Brunoise and macedoine are examples of dicing. Dicing an onion requires a specific method, as it has layers and is not a solid piece.

To dice an onion:

1. Peel the onion and cut it in half from stem to root, leaving the root end intact.
2. Place the cut surface on the chopping board and use the tip of your chef's knife to make cuts 2 mm apart along the length of the onion. Do not cut through the root.
3. Make three to four cuts horizontally, at right angles to the other cuts, again not cutting through the root.
4. Slice the onion at 2 mm intervals. The slices that fall will be a small dice.



Figure 10.17 Dicing an onion

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Mirepoix

Mirepoix is a mixture of equal quantities of roughly cut carrots, celery and onions. It is used to flavour stocks and sauces, or as a bed for roast meats.

Activity 10.6

Following the instructions above, cut the following precision cuts:

- julienne of carrot
- brunoise of carrot
- paysanne of carrot, turnip, leek and celery
- macedoine of apple
- jardinière of carrot
- turned potato and carrot
- diced onion.

Using Figure 10.18 as a guide, present precision cuts on a platter for assessment.

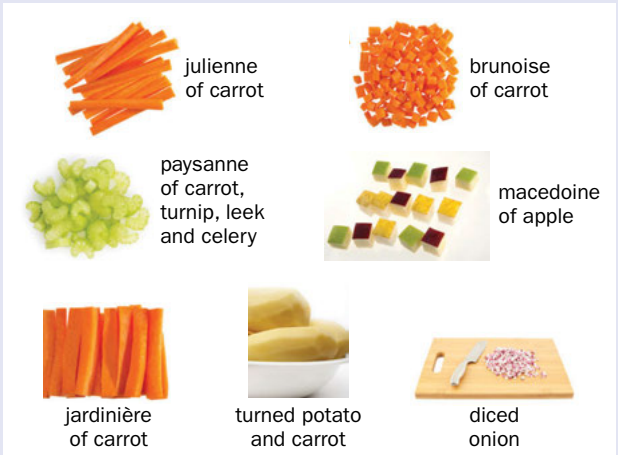


Figure 10.18 Precision cuts

Waste-minimisation techniques and environmental considerations

Hospitality establishments need to look continually at the amount of waste they produce and examine ways to minimise this waste in order to save money and also help save the environment. All hospitality establishments should aim to cut down on their waste. This can be done by using the following techniques.

Correct portion control

This will avoid wasting food and money. Serves should be weighed and portioned accurately to avoid surplus food. If meals are consistently not being finished by customers, the portion size may need to be reduced.

Correct storage, handling and preparation of foodstuffs

All foods must be stored and handled correctly to minimise the rate of deterioration. Fresh foods of a high quality should be purchased, as they will last longer than poorer quality foods. Don't order excess stock, as it may deteriorate before you can use it. All stock should be rotated so older foods are used first. When preparing foods, minimise wastage when peeling and trimming by only cutting off what is not needed. Correct food preparation will also minimise wastage that may occur through disposal of foods due to incorrect and/or unsafe preparation.

Use of off-cuts

Off-cuts or trimmings from foods should not be discarded but saved for use as mirepoix or in stock pots. Some off-cuts can also be used in soups and stews. Using off-cuts reduces waste and is also cost efficient for the establishment.

Waste minimisation techniques

- Accurate measurements and calculations are necessary to avoid creating excess waste.
- Recyclable products should not be placed into the rubbish, but separated and recycled.
- Items such as glass, paper, cardboard and PET containers can be recycled
- Use resources wisely to minimise waste.

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Storage and handling of dairy products

Dairy foods are those that are derived from milk. They include butter, cheeses, cream, sour cream, yoghurt, ice-cream and milk. They also include alternatives such as soy products. All dairy products are perishable, and need to be stored in the cool room or refrigerator at a temperature between 1°C and 4°C, except ice-cream, which needs to be stored in a freezer below –18°C.

When handling dairy products, it is important to minimise the time they spend in the danger zone of 5–60°C. Dairy products have a variety of uses in food preparation, including desserts (puddings, cakes, cheesecakes), sauces (béchamel), soups (cream of mushroom), egg dishes (quiche, frittata, omelette), main meals (in the cooking of fish, pasta or vegetables), cold drinks (milkshakes, smoothies, iced chocolate) and hot drinks (hot chocolate, tea and coffee).

Dry goods

Dry goods include foods such as flours, sugars, pastas and rice. Sifting is a common preparation technique used with some dry goods, especially flours. It is the passing of dry ingredients through a fine mesh sifter to remove any foreign objects, add air and remove lumps.

General food items

General food items include sauces, condiments and flavourings, garnishes, coatings and batters. Some establishments will purchase these pre-prepared, while others will prepare them fresh.

Clarified butter

Also called ghee, clarified butter has had all the milk solids removed, allowing it to be heated to a higher temperature. To clarify butter, melt it in a saucepan over low heat, skim off any scum or froth that comes to the surface and then carefully strain through filter paper, leaving the sediment behind. As it can be heated to a higher temperature before it burns, clarified butter is a useful medium for frying and sautéing. Croutons, for example, commonly are fried in clarified butter.

Roux

A roux is a cooked mixture of equal quantities of fat and flour. It is the foundation of most sauces and, depending on the length of time it is cooked, it is white, blond or brown. A roux is never used by itself, but added to other liquids and brought to the boil to thicken them. To prepare a roux, melt fat in a saucepan, add an equal amount of flour and stir over moderate heat until the required colour is reached.

- **White roux** is cooked just long enough to remove the raw taste. It will be smooth at first, then become crumbly, and when it is smooth again, it is cooked. White roux is used for béchamel sauce.
- **Blond roux** is cooked until it has a blond tinge on the bottom of the saucepan. It is used for sauces based on white stocks – for example, a chicken or fish velouté.
- **Brown roux** is cooked to a light brown colour and has a fresh, nutty smell. It can also be prepared by browning the flour first in an oven and then adding it to the fat. Brown roux is added to brown beef stock to create brown sauces such as demi-glace.

If not using a roux immediately, it should be stored with a buttered cartouche on the surface to prevent a skin forming.

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Concassé

Concassé is peeled and seeded tomato cut into 1 cm squares. After the tomato is peeled, it is cut in half horizontally and all the seeds are removed before the flesh is diced into 1 cm squares. Concassé may be cooked or used raw. Common menu items incorporating concassé include bruschetta, parmigiana and pastas. Once prepared, concassé should be covered and stored in the cool room until use.

Chopped parsley

Chopped parsley is used in compound butters, duxelles, sauces, garnishes and stuffings.

To chop parsley:

1. Separate the parsley from the stem and wash in a bowl of cold water.
2. Finely chop the parsley with a chef's knife.
3. Place the parsley in a clean cloth, fold over and wash under running cold water to remove the chlorophyll.
4. Squeeze out the water to leave the parsley dry and loose so it can be sprinkled if necessary.

Chopped parsley should be covered and stored in the cool room. It is important to keep it dry.

Duxelles

Duxelles is a mixture of finely chopped mushrooms and onions that is cooked in butter until most of the moisture has evaporated. It is then seasoned with salt and pepper and finished with chopped parsley. Duxelles is commonly used in vegetable and meat stuffings – for example, stuffed capsicum or zucchini. If not being used immediately, duxelles would be stored in the cool room.

Croutons

Croutons or sippets are small pieces of diced bread used for garnishing soups and salads. They are prepared by removing the crusts from bread, cutting into 8 mm cubes, lightly frying until golden brown and then draining on absorbent paper. Croutons can also be cooked in the oven. Caesar salad is a well-known menu item that incorporates croutons. Croutons should be stored in an airtight container at room temperature to protect them from moisture, which will make them soggy.

Bouquet garni

A bouquet garni is a tied-together bundle of herbs and flavouring agents used to impart flavour to sauces, stocks, soups and stews. The ingredients are tied together to enable them to be easily removed before service.

A bouquet garni consists of thyme, parsley stalks, celery, bay leaf and leek. Bouquet garnis are generally made prior to use; however, if preparing them in advance, they would be stored in the cool room.

Marinades

Marinades are used to impart flavour, tenderise and preserve. They may be cooked or uncooked, liquid or dry. Dry marinades are rubbed on to the food, while liquid marinades have the food steeped in them. Food that is being marinated is stored in the cool room. If you are using the marinade liquid to serve as a sauce with the food, it is essential to boil the liquid to kill any micro-organisms. Common marinades include soy sauce and red wine.

Activity 10.7

Prepare and take a photo for your portfolio of the basic food product techniques:

- roux
- marinade
- bouquet garni
- croutons
- duxelles
- chopped parsley
- clarified butter.

Write a work flow for each technique.

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Garnishes

A range of simple and complex garnishes such as twists, curls, wedges, fans, roses, turning, scoring and croutons can be used to add interest and colour to a dish.

Batters

Batters are flour mixtures that contain enough liquid to be beaten or stirred. They can form the basis of a meal, such as pancakes, crepes, waffles, scones or muffins, or they may be used to coat pieces of food before frying, such as fruit fritters, fish and vegetables.

Batters may be of a pouring, dropping or coating consistency, and different types may contain yeast, beer, flour, egg and milk. Common examples of batters include beer, tempura, crepe, pancake and waffle. All foods fried in batter need to be served immediately so they do not lose their texture, appearance or crispness.

Appropriate equipment to use when preparing batters includes bowls, wooden spoons, ladles, crepe pans, waffle irons, whisks and sifters.

Coatings

Food is coated before frying to seal in the juices and protect the frying fat and natural flavour of the food. There are two types of coatings:

- **wet** – including batters, flour and egg, flour and milk, and cornflour and egg white
- **dry** – including breadcrumbs, cornflakes, cereals and nuts.

Foods suitable to be coated include meats, fish, shellfish, vegetables, ice-cream and cheeses. Schnitzel is an example of a coated food.

The crumbing process involves seasoning the food, coating it in flour, dipping it in egg wash and then pressing on the crumbs. When crumbing foods, you need to use one hand for the dry ingredients (flour and crumbs) and one hand for the wet ingredients (product and egg wash).

Coated foods should be covered and stored in the refrigerator until they are cooked, and once cooked they should be served immediately to maintain the quality of the food.



Figure 10.19 The crumbing process



Activity 10.8

For practical experience:

- crumb a piece of chicken
- crumb a piece of fish.

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10.4 Prepare meat, seafood and poultry

Standard cuts

Meat

Standard cuts for meat include:

- **rump** – cut from the hindquarter into steaks or roasts
- **T-bone** – cut from the centre of the short loin; it includes the top loin and tenderloin muscles and the T-shaped bone, hence the name
- **fillet** – cut across the grain from the tenderloin muscle and the most tender cut.





Seafood

Standard cuts for seafood include:

- **fillet** – fish fillets have the skin and bones removed
- **cutlet** – fish cutlets are sections of fish that have been cut vertically. Prawn cutlets have the head and shell removed, leaving the tail intact.

Poultry

Standard cuts for poultry include:

- **breast fillet** – the breast piece with the skin and bones removed
- **thigh fillet** – the portion of the leg above the knee joint, which has the skin and bones removed
- **tenderloin** – the long and slender cut from under the breast
- **drumstick** – the lower portion of the leg quarter, between the knee joint and hock
- **wing** – the wing portion of the bird, comprising three sections of the drumette, mid-section and tip.



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Preparing meat

Meat is the edible flesh from cattle, sheep and pigs. It also includes game and specialty meats, such as emu, crocodile and kangaroo.



Equipment

The following equipment is commonly used when preparing meat:

- **meat mallet** – used to flatten and tenderise meat
- **mincer** – a machine through which meat is passed to turn it into mince (finely shredded pieces)
- **meat slicer** – a machine that slices meat to the desired thickness; commonly used in delicatessens to slice ham
- **knives** – cook's knife (for slicing, chopping and portioning), meat cleaver (for chopping and cutting through meat with bones), and carving knife and fork (to carve cooked meats off the bone). A fine metal-mesh glove can be worn as a safety precaution when preparing meat. It can be worn on the free hand when using knives or a cleaver and should be worn when using mincing or slicing machines.

Preparation techniques

When purchasing meat, cuts should be chosen that will give the greatest number of portions after trimming. All portions must be weighed and cut accurately to minimise waste and cost.

- **Cutting and trimming**. Trimming is the cutting of meat to a certain size and shape, and the removal of all excess fat to improve its presentation. After trimming, meat needs to be cut into useable cuts such as steaks, chops, schnitzel, strips and cutlets. Some establishments purchase their meat pre-cut and sliced from their supplier.
- **Mincing.** This is the process of putting boneless, trimmed pieces of meat through a mincing machine or grinder.
- **Tenderising.** Tough meat can be tenderised by ageing (hanging in the cool room for several days or weeks), hammering with a mallet to break up the muscle fibres, mechanical tenderisation using a machine, applying chemicals to break down the cell structure and mincing.
- **Curing.** Curing is the process of adding salt to meat to preserve it and extend its shelf life.
- **Weighing and portioning.** To accurately portion meat, a cook's knife and a set of scales are used. It is important for cost, portion control and wastage reasons that meat is portioned accurately. Some establishments purchase their meat pre-cut or pre-portioned.

Preparing seafood

Seafood includes all edible animals from the sea, such as fish, prawns, lobsters, oysters, squid, pippies, octopus, Balmain Bugs, crabs, scallops, mussels, abalone and cuttlefish.

Equipment

The following equipment is commonly used when preparing seafood:

- **fish scaler** – used to remove scales from the skin of fish
- **filleting knife** – used to skin and fillet fish
- **kitchen scissors** – used to cut seafood.

Preparation techniques

- **Scaling.** To scale a fish, hold it by the tail and with the back of your knife or a

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Figure 10.20 Equipment for preparing seafood

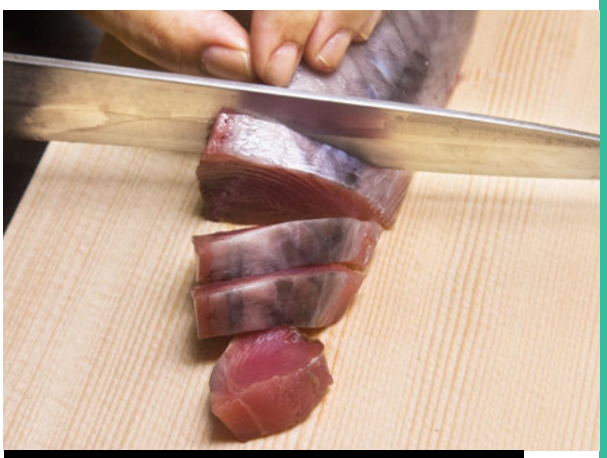


Figure 10.21 Filleting a fish

fish scaler, scrape over the skin from the tail to the head. This will lift the scales and dislodge them from the skin. Rinse the fish under cold, running water to remove any dislodged scales. Be careful, as scales tend to fly everywhere.

- **Gutting.** To gut a fish, insert the point of your knife, or scissors, into the vent end of the fish and cut towards the head along the belly. Place the fish on its side, scrape the gut out with your knife and rinse the cavity thoroughly with cold running water.
- **Cleaning.** Once a fish has been caught, it is important to gut it as soon as possible. Gutting, scaling and removal of fins – which are all done with sharp scissors – are part of the cleaning process for fish. All seafood should be thoroughly washed under running cold water before preparation.
- **Removal of skin.** Skin can be removed from fillets if required. Place the fillet on your chopping board, skin side down. Hold the tail end and make an incision between the skin and fillet. Carefully work your knife towards the head end, while pulling the skin tightly.
- **Filleting.** Both round and flat fish can be filleted. Round fish yield two fillets and flat fish yield four. A sharp, flexible filleting knife should be used.
  - To fillet a round fish, lay the fish on its side and make an incision behind its gills, angling into the back of the head. Cut along the backbone on the top side of the dorsal fin from head to tail, then turn the fish over and repeat on the other side. Any bones left in the fillet can be removed with fish tweezers.
  - To fillet a flat fish, place the fish on a board and make a cut around the head. Cut in a straight line from the head to the tail to create two separate sections. Carefully put your knife under one fillet and cut between the flesh and bone to remove it. Remove the second fillet in the same way and then turn the fish over and repeat on the other side.

Preparing poultry

Poultry is the meat obtained from birds such as chicken, turkey, duck, goose, guinea fowl, quail and pigeon.

Equipment

The following equipment is commonly used when preparing poultry.

- **knives** – boning (to get as close as possible to the bone when cutting raw poultry), cook's (for slicing, chopping and portioning) and carving (to carve cooked poultry off the bone)
- **poultry shears** – used to cut poultry into portions.

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Figure 10.22 Equipment for preparing poultry

Preparation techniques

- **Trussing.** This involves tying a whole chicken with string to improve its appearance and ensure even cooking. This can be done with a needle, string or skewers.
- **De-boning.** This involves the removal of bones from the bird.
- **Slicing.** Poultry is often cut into smaller cuts that are suitable for different methods of cookery.
- **Portioning.** The most common cuts for poultry are whole, supremes (breast), legs, thigh (top part of the leg), drumstick (lower leg) and wings. These portions may be purchased already cut from the supplier or can be portioned by the chef.
- **Stuffing.** This is the placing of a mixture (usually seasoned, moist breadcrumbs), inside the washed and trimmed cavity of the bird.
- **Marinating.** Marinating adds flavour and moisture, and usually creates a more tender product. Chicken is an ideal food to marinate with rubs, liquid, glazes and sauces.

Storage of meat, seafood and poultry

Meat, seafood and poultry are highly perishable foods and must be stored using high standards of hygiene to minimise the risk of food spoilage and contamination, and food wastage.

Fresh meat should be stored between –1°C and 3°C for two to three days for smaller cuts and up to ten days for larger cuts. Frozen meat should be kept between –18°C and –24°C, and can be stored for three to six months. When storing fresh meat, place pieces in single layers on trays covered with plastic wrap, with the fat side upwards. Don't mix different types of meat, and never place raw and cooked meats together. Cooked meat should be cooled quickly to below 5°C, then stored in the cool room between –1°C and 3°C and used within three days.

Fresh poultry should also be stored on covered trays in the refrigerator between –1°C and 3°C, where it can last three days. Frozen poultry should be individually packaged and stored for up to three months between –18°C and –24°C. Once a frozen item has thawed, it shouldn't be re-frozen. Cooked poultry should also be cooled quickly to below 5°C and then stored in the cool room between –1°C and 3°C.

Fish should be stored in a fish fridge or in the coldest section of the cool room. They should only be stored for one to two days, at a temperature of 1°C. Fish should be stored on trays of crushed ice in the refrigerator. If fish are to be frozen, they should be wrapped in plastic and kept between –18°C and –24°C.

All items should be labelled and dated, and a stock rotation system such as first in, first out (FIFO) should be maintained.

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Unit summary

At the completion of this unit, students will have discussed, researched and analysed:

- safe and hygienic work practices and procedures
- classification of equipment
- types of equipment
- suitable cutting surfaces
- knowledge of knives, including parts, handling techniques and sharpening
- standard recipes
- types of menus
- team problem-solving activities
- measurement of dry and wet ingredients
- criteria for the selection of quality fresh, frozen, preserved and pre-prepared ingredients
- mise en place
- workflow
- portion control
- washing, peeling, trimming and cutting techniques for fruit and vegetables
- waste-minimisation techniques and environmental considerations relating to food preparation
- storage and handling of dairy products
- the use of dry goods, including sifting
- general food items
- preparation of basic food products and garnishes
- preparation and use of batters and coatings
- standard cuts for meat, seafood and poultry
- preparing meat, including equipment required and preparation techniques
- preparing seafood, including equipment required and preparation techniques
- preparing poultry, including equipment required and preparation techniques
- safe and hygienic storage of meat, seafood and poultry.



Unit summary questions

1 Define the following equipment terms: utensils, mechanical or fixed.
2 What is the main purpose of a standard recipe card?
3 Explain the following types of menus:
   a table d'hôte
   b set menu
   c à la carte
   d function
   e buffet
   f cyclic.
4 Identify criteria for the selection of quality fresh, frozen, preserved and prepared ingredients for:
   a dry goods
   b meat, poultry and seafood
   c fruit
   d vegetables.
5 Define mise en place and list six common mise en place tasks.
6 Why is workflow important?
7 What is portion control and why is it important?
8 Define the following precision cuts:
   a julienne
   b brunoise
   c paysanne
   d macedoine
   e jardinière
   f turning
   g dicing.
9 Why are waste-minimisation techniques and environmental considerations relating to food preparation an important issue in today's society?

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10 Explain how to store and handle dairy products.

11 Describe basic food items:
   a clarified butter
   b roux
   c concassé
   d chopped parsley
   e duxelles
   f croutons
   g bouquet garni
   h marinade.

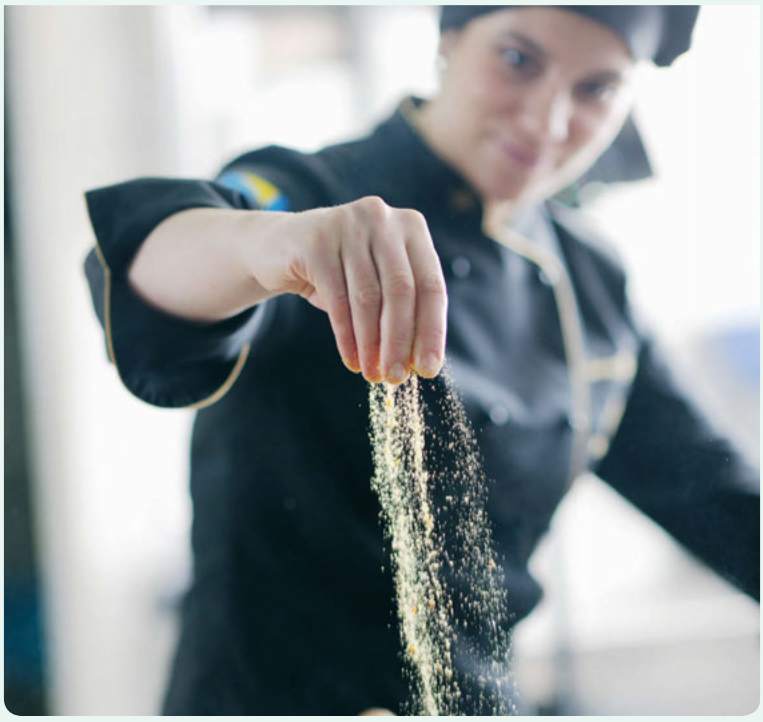
12 Outline the equipment required, preparation techniques for and suitable storage of meat, seafood and poultry.



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Kitchen operations and cookery stream

Unit	Unit code	Unit title
10	SITHCCC101	Use food-preparation equipment
11	SITHCCC201	Produce dishes using basic methods of cookery
12	SITHKOP101	Clean kitchen premises and equipment
13	SITXFSA201	Participate in safe food-handling practices
14	SITHCCC207	Use cookery skills effectively (holistic)



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Kitchen operations and cookery stream

Unit 11
Produce dishes using basic methods of cookery

Subject code: SITHCCC201

Prerequisite subjects:
This unit must be assessed after the following prerequisite unit:
SITXFSA101 – Use hygienic practices for food safety

Indicative HSC hours:
40 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to use a range of basic cookery methods to prepare dishes.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
commodities
court bouillon
methods of cookery
preparation of menu items/dishes
problems with the cookery process
time efficiency
waste minimisation
workflow

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11.1 Select ingredients

Calculating quantities and ratios for different methods of cookery

commodities a term used to describe general foods (e.g. meat, vegetable and dairy products) commonly used in commercial kitchens

When cooking in commercial kitchens, you will be required to use a range of different **commodities** or ingredients. Dishes to be prepared must use a range of commonly found commodities, including:

- dairy products, such as milk, butter, yoghurt, cheeses and alternatives
- dry goods, such as flours, sugars, pastas and rice
- fruits and vegetables
- meat, seafood and poultry, which may be fresh, frozen, preserved or pre-prepared, and may also include meat products such as standard cuts, sausages, hams, salamis and other meat products
- general food items, such as oils, sauces, condiments and flavourings, garnishes, coatings and batters.



Standard recipes

Recipe Costing Template

Recipe:	**Portobello mushroom soup**				
Restaurant:					
Author:	David Buchanan			Date:	
Number of Portions:	1	Cost		Menu Price:	$10.00
Serving Size:		Cost per Portion:	$3.00	Food Cost % Budget:	5.0%
Unit of Measure Per Person:		Cost per Recipe:	$3.00	Food Cost % Actual:	3.0%
		Margin per Portion:	$7.00	Ideal Selling Price:	$10.00

EP = Edible Portion after Trim **AP$ = As Purchased cost (out of the box)** **EP$ = Edible Portion Cost**

For common Yields use these tools: Produce Yields | Fruit Yields | Fish Yields | Spice Yields

	Recipe Quantity (EP)			Yield Costing				Recipe
Ingredients	Quantity	Weight	Volume	AP$ / Unit	Unit	Yield %	EP$ / Unit	Cost
Onions, diced	1		Cup		Cup		$0.50	$0.50
Clarified butter	3		Oz		Oz		$0.50	$1.50
Garlic, minced	2		Tbl		Tbl		$0.50	$1.00
Mushrooms, chopped duxelle	4		Lb		Lb		$0.50	$2.00
Fresh thyme	2		Tsp		Tsp		$0.50	$1.00
Brandy	1		Cup		Cup		$2.00	$2.00
Chicken stock	2		L		L		$0.70	$1.40
Bay leaves	2		Each		Each		$0.70	$1.40
Heavy cream	2		Cup		Cup		$2.00	$4.00
Brown roux	2				0		$0.25	$0.50
Red wine vinegar							$0.30	$0.00
Salt							$0.10	$0.00

Method

1. Caramelise the onions, butter. 2. Add garlic, sauté. 3. Add mushrooms. Cook as for duxelle mushrooms until dry. 4. Add thyme. 5. Deglaze brandy. Reduce by half. 6. Add chicken stock, bay leave. Heat to simmer, 15 minutes. 7. Brown roux. 8. Add red wine vinegar, remove bay leaves. Puree the soup, press through chinois. 9. Flambé the brandy, add to soup. Adjust seasonings.

Figure 11.1 A standard recipe sheet

Standard recipe cards are essential to the operation of a successful kitchen. Recipe cards act as a standardising tool within the industry. They enable a consistent standard of production of menu items at every service. Because of the standard recipe card, dishes are consistent in portion size, presentation and composition. Standard recipe cards eliminate inconsistencies and ensure all staff cook and serve the menu item consistently. The recipe is tested, portioned and priced prior to placement on the menu. Trials, tests and experimentation take place with new cookery styles, in-season produce and the cuisine of the restaurant or catering establishment. The following is valuable information that should be included in a standard recipe card:

- name of the dish
- section/file number
- date costed

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- portion size – quantity served, portion size yield for the recipe
- portion yield – number of serves the recipe provides
- ingredients – listed in order of use
- quantity of ingredients, including measurements
- unit cost – price of ingredients when recipe developed
- total cost of ingredients – unit cost multiplied by the quantity
- method
- photograph/illustration
- recipe reference/page number.

Recipe cards can also include the food cost percentage and the selling price, and include yield test results showing the wastage, percentage and usable weight.

Food-production requirements

Food-production requirements are confirmed through the food-preparation list and the use of standard recipes. Calculation of the ingredient amounts needs to be accurate. This accuracy ensures that the quantity is adequate to fulfil the recipe needs for the catering needs. Double-checking final calculations is best practice.

Selection of ingredients from the store is the next step in food production. Quality of ingredients should be of the highest standard and freshness. Therefore, delivery on or closest to the day of the function preparation provides the freshest ingredients. If recipe ingredients used are from the dry store, the use-by date order is important. In this instance, stock rotation/first in first out (FIFO) is best practice. Dry store stocks have different use-by date requirements, and following good stock-rotation requirements will enable produce to be of the highest standard.

Stock-rotation labels help eliminate the risk of food-borne illness and food waste by using the first-stocked, first-served method.



Figure 11.2 Stock-rotation labels

The set of labels includes one roll of each label type.

Day-of-the-week labels make weekly-use food items fast and easy to stock and rotate, while the shelf-life label is used for long-term storage of food items. These labels provide information about what a product is, when it was stocked, when it expires, the manager in charge and the employee who stocked it.

'Use first' labels enable awareness and attention to products as they near expiration. This ensures products are used before they spoil.



Figure 11.3 Fresh produce from Margan's kitchen garden

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Mise en place (see Unit 10) is the process and key to good preparation, cooking of the menu and presenting food for service.



Presentation of the meal

The final step in the process is the presentation of the food being prepared. Food presentation is the art of modifying, processing, arranging or decorating food to enhance its aesthetic appeal. Plating and presentation are essential to finalise the process. People eat with their eyes as well as their mouths, and in an instant a meal can be either appealing or unappealing.

Many plating principles relate to the colour, texture and shapes of the food on the plate, as well as to the method of cookery used in preparation, and the quality and quantity of food used. When plating food attractively, it is important to remember that the actual plate is critical to the final presentation.

Choose your plates carefully, and remember that the plate is the frame of the presentation. When plating a dish, you should decide on a focal point and ensure the plate is kept neat and tidy at all times. Garnishes and decorations can also enhance your plate presentation. Choose garnishes that are appropriate to the dish and that echo some of the ingredients.

11.2 Select, prepare and use cooking equipment

Equipment

The equipment used within the hospitality industry varies widely from small- to large-scale equipment. Selection of correct equipment for the task is important. It is necessary to ensure that the type and size of the equipment relate to its purpose.

Follow the manufacturer's instructions for usage and correct assembly to ensure the machine is safe for the operator. These safety procedures must be adhered to before use.

Machine cleanliness is a major concern, and it is good practice to ensure that machines are disassembled and washed correctly after use and ready for immediate use when required. If there is any doubt

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about cleanliness, clean immediately before use. This preparation routine ensures good work practices are being adhered to.

Cutlery and utensils

Cutlery and utensils are tools used for everyday preparation and consumption of foods:



- **Utensils** are instruments, implements or containers used in the kitchen for food preparation.



- **Cutlery** items are tools for cutting and eating food, such as knives, forks and spoons.

Mechanical equipment

Mechanical equipment is equipment powered by electricity or batteries that is used in food-preparation areas. The equipment listed below is not fixed in position and can be moved around as required:



- **food processors** – appliances consisting of a container housing interchangeable, rotating blades, used for preparing foods by shredding, slicing, chopping or pureeing



- **blenders** – electrically powered mixers with whirling blades that mix, chop, liquefy and blend foods in a jug-shaped container



- **mixers** – devices used to blend or mix substances by mechanical agitation – that is, beaters in a bowl

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- **steamers** – a tiered cooking system that uses steam to cook food



- **slicers** – equipment with rotating blades used to cut food into slices of varying thickness.

Fixed equipment

Fixed equipment includes large pieces of equipment that are located in a fixed position within the food-preparation area:



- **electric, gas or induction ranges** – cookery equipment in a commercial kitchen, comprising ovens, grills and burners



- **ovens, including combi ovens** – have a chamber or enclosed compartment for heating, baking or roasting food



- **microwaves** – use high-frequency electromagnetic waves that cause the water molecules in food to vibrate, which cooks the food; these are used to warm, thaw and cook food



- **grills and griddles** – have a steel surface (either flat or ribbed) that is heated to cook food

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- **deep-fryers** – vessels used to heat oil and cook submerged food



- **salamanders** – heated stoves for grilling or broiling foods



- **tilting fry pans/bratt pans** – used for frying or cooking food in large quantities; tilting enables the removal of excess oil via a lip in the front of the pan.

All of these pieces of equipment vary in size and efficiency, depending on the kitchen requirements and the size of the kitchen. The type and number of facilities/equipment in each commercial kitchen are dependent on the type of cuisine that needs to be prepared there, as well as the number of customers served.

Equipment is quite costly, but it will last for a long time if routine maintenance is completed and care is taken with its use. Therefore, it is necessary for all staff to be trained in the correct operation of all equipment, as well as the cleaning and maintenance required by the manufacturer's instructions.

All equipment that works with electricity or gas will have a maintenance program, including servicing on a regular basis. Disassembling and reassembling of equipment requires knowledge of its workings, and should only occur after proper training. All machinery needs careful handling, and should be used hygienically, safely and in accordance with the manufacturer's instructions.



Safe work practices for working with cooking utensils and equipment

It is important to be aware of safe handling techniques for all utensils and equipment. For example, the handling of knives is an everyday occurrence in the food-preparation area of hospitality industry businesses. Therefore, it is essential to follow the rules for correct knife-handling techniques.

Knowledge of safe work practices and procedures for working with heated surfaces is necessary to ensure staff are not harmed or burnt when working with hot surfaces.

Many workspaces have hot areas with warning signs – this helps staff be aware of those particular areas. A heat alert safety

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device can also be attached to a surface in order to warn individuals that the surface is hot. Some large appliances come fitted with warning lights as an added safety feature.

However, if signs are not used within the workplace, a commonsense approach is essential when working in food-preparation areas.

Tips for handling knives safely

Do:

- keep knives sharpened and let other staff know when knives have been newly sharpened
- use knives only for their intended purpose
- use the appropriate knife for the job
- store knives properly in racks or knife drawers
- carry knives with the cutting edge away from your body.



Figure 11.4 Always use knives correctly

Don't:

- touch knife blades
- try to catch a falling knife – let it fall
- pass a knife to someone – put it down on the work surface and let others pick it up
- cover knives – always leave knives in full view
- leave knives soaking in the sink
- get distracted or talk to others while using knives.

11.3 Hygienic work practices

Personal hygiene

Personal hygiene is cleanliness relating to the body. The human body carries dangerous germs and bacteria, so good personal hygiene means fewer hygiene risks. All clothing must be clean and uniforms should not be worn outside the workplace. Staff involved in food preparation and handling should wear protective clothing such as a chef's uniform. This includes enclosed leather shoes and hair covers. Jewellery and ornate rings are not permitted. All food handlers should wash and dry their hands according to correct procedure (see Unit 1).

Hands should be washed:

- before handling food
- immediately after handling raw food, especially raw meat or poultry
- after going to the toilet
- after handling money
- after smoking
- after blowing the nose, sneezing or coughing
- after breaks.

Where practicable, protective food-handling gloves and food-handling tongs should be used.

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Food business owners and licence-holders are responsible for ensuring that all food handlers receive adequate supervision, instruction and training in food hygiene.

Food hygiene

Good food hygiene is achieved by ensuring that food-preparation, handling and storage areas are kept clean, and food handlers maintain good standards of personal hygiene.

All foods should be cooked properly – especially meat. It is important that raw foods are prevented from cross-contaminating ready-to-eat foods. Foods must be kept at the right temperature. Chilled foods must be kept at constantly low temperatures and hot foods cooled as quickly as possible and then chilled.

Food-handling areas must be designed to permit food handlers to work hygienically and keep the premises clean. All areas should be adequately protected from pests. Food should be handled carefully to prevent contamination and handlers should avoid unnecessary handling of food.



11.4 Assembly and preparation of ingredients









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Prepare and cook food using basic methods of cookery

Cookery methods

When food is cooked, heat is transferred to the food via a cooking medium (e.g. oil, water, stock) in three possible ways:

- **conduction** – a process whereby heat is passed to food in direct contact with the heat source (e.g. frying pan, hotplate)
- **convection** – a process whereby heat is passed to the food via another medium (e.g. hot air in an oven, hot water in a saucepan)
- **radiation** – a process whereby heat is passed directly to food via radiation (e.g. infrared or electromagnetic waves).

Many cooking processes involve a combination of these three methods. Each method of cookery has specific requirements, and each is better suited to particular types of foods and dishes than others. Culinary terms and principles, and practices of different cookery methods, include:



- baking



- blanching



- boiling



- braising



- deep-frying



- grilling

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- poaching



- roasting



- shallow-frying



- pan-frying



- sautéing



- stir-frying



- steaming



- stewing

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- microwaving.

Baking

Baking is the principle of cookery where food is subjected to dry heat in an oven. The dry heat converts the water content of the food into steam, which bakes the food.

Suitable foods

Nearly all food can be baked. Meat, fish, chicken, fruit and vegetables are all suitable for baking.

Characteristics of baked food

- Tender larger cuts are used.
- Meat and vegetables retain moisture due to the sealing of the outside during cooking.



Utensils and equipment

The equipment for baking varies due to the large variety of foods suited to baking. Some of the utensils include baking trays, water baths and cooling racks.

The oven is the largest piece of equipment essential for baking. The oven needs accurate thermostat controls and an even temperature throughout. Fan-forced ovens push hot air around the oven and save approximately 30 per cent of the cooking time. Some ovens have steam-injection systems that are used when steam is required.

Baking requires high temperatures, so the use of oven gloves is essential when removing items from the oven. Always load an oven from the top shelf downwards.

Procedures for baking

Baking is a method of cooking food in an oven. A conventional or convection gas oven, an electric oven or a microwave or convection microwave can be used to bake food. Even heat is the major contributing factor in producing quality baked products.

When baking in an oven, the oven should be pre-heated well in advance to ensure it is ready for cooking. Food needs to be put in the correct position in the oven. Ensure the temperature is set during the entire cooking time. Handle all items with care, as heat affects the cooking vessels. Test for doneness prior to removing from the oven.

Safe and hygienic work practices for baking

- Follow correct personal hygiene prior to cooking.
- Ensure cooking utensils and containers are clean.
- Use a pot appropriate to the size of the recipe.
- Use appropriate heat-proof gloves when removing containers from the oven.
- Be careful when removing baking pans from the oven due to the weight of the contents.

Suitable recipes

Suitable foods for baking include:

- baked stuffed eggplant
- baked Alaska
- baked apples
- baked rice custard.

Associated culinary terms



- **Bain-marie** – a tray of water that food/containers of food are placed in before cooking in the oven. This helps food to

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cook evenly and assists the setting of the proteins and emulsifiers through slow cooking.



- **En papillote** – refers to the cooking of food in a hot oven in a buttered and sealed envelope or bag made of aluminium foil or greaseproof paper.
- **Blind bake** – refers to cooking a pastry case without filling by docking (pricking) the case with a fork, lining it with grease-proof paper and putting a quantity of dried beans or rice in the pastry case to retain its shape during baking.

Common problems and solutions

- **Pastry is tough and chewy** – wrong flour used; too much liquid; too much fat used; temperature too low.
- **Pastry has shrunk** – too much liquid or not enough fat in the mixture; over-mixed or not rested prior to cooking.
- **Food is too dark** – the temperature is too high or the item was put on the wrong shelf in the oven.
- **Egg custard not set properly** – it could be under-cooked or the measurements were incorrect in preparation.
- **Uneven texture of egg custard** – the temperature was too high during the cooking process or the item was placed in the wrong position in the oven.

Effect on nutrient value of food

Minimal nutrient loss occurs using this cookery method, as all the nutrients lost from meat and vegetables remain in the cooking liquid and are re-used as part of the gravy or sauce for service.

Waste-minimisation techniques

The waste in baked products is minimal; the whole cooked product can be eaten, so there is little or no loss of food.

Activity 11.1

1 Select baked recipes using some of the ingredients below:
   - eggs
   - chicken
   - flour
   - potato
   - rice
   - fish.

2 Using a standard recipe card, design a summer meal for four people consisting of a salad and a meat dish.
   - **a** Calculate the number of portions.
   - **b** Weigh and measure ingredients.
   - **c** Determine cooking times and temperatures.

Boiling

Boiling is a process of cooking food that mainly requires rapid movement of the cooking liquid. Foods that suit this method of cookery are pasta, rice, and fresh and dried vegetables. Food is cooked by bringing liquid (usually water) to the boil quickly and maintaining it at a temperature of 100°C.

Suitable foods

Suitable foods for boiling include the following:

- **Green vegetables** – start the cooking process by adding to already boiling water. Refresh in cold water to retain colour and texture. Refreshing stops the cooking process and helps

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the vegetables retain vitamins and minerals.

- **Root vegetables** – start the cooking process in cold water. Cover with water and put the lid on.
- **Fresh meat and poultry** – start in cold water and cover during the cooking process.
- **Cured meats, such as corned silverside** – cooking of these can be started in cold water. Keep the meat fully submerged during the cooking process.
- **Farinaceous foods, such as rice, pasta and grains** – start cooking by adding to boiling water. Stir occasionally with the lid off. Cook pasta until it is 'al dente'. Refresh to separate once cooked.
- **Bones for stocks and bouillons** – start in cold water. Skim off any scum. Simmer only. Blanch bones in boiling water first before cooking to produce a clear stock.



Characteristics of boiled food

- Tougher, cheaper cuts of meat can be used, as the boiling process breaks down the connective tissue in the meat, giving it a more palatable taste.
- Transference of heat is rapid and efficient.
- The food is moist and does not dry out, and become tough and hard.
- The food will not burn unless the water evaporates completely.
- Flavour and colour may be lost from the food into the liquid.
- There is a high loss of water-soluble nutrients.

Utensils and equipment

The equipment used for boiling and simmering includes the stove, stockpots, electric stockpots, spiders, balers, ladles, chinois and filters. Very large stockpots have a tap at the base or a mechanical tilt to remove the stock.

Procedures for boiling

- A lid on the saucepan will conserve energy and bring liquid to the boil faster.
- Remove lids when boiling everything except root vegetables.
- Food being boiled should be fully immersed throughout the cooking process.
- Allow for evaporation of the cooking liquid.
- The selection of the cooking vessel should reflect the size of the food.
- Pasta is an exception: it requires 10 parts liquid to one part pasta.
- Skim off any scum forming on the surface of the water to prevent discolouration of the liquid.
- Care is needed when removing hot stock or hot liquids. Always pour away from the body.
- Do not use bicarbonate of soda to preserve the colour of green vegetables, as it breaks down the cellular structure and destroys the vitamins.
- Never boil green vegetables with the lid on, as they will discolour and possibly over-cook.

Safe and hygienic work practices for boiling

- Follow correct personal hygiene rules prior to cooking.
- Ensure cooking utensils and containers are clean.
- Beware of removing lids from saucepans when contents are boiling, as steam burns. Remove lids away from the body.

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Suitable recipes

Suitable recipes for boiling include:

- spaghetti Bolognese
- salmon kedgeree
- boiled eggs
- corned silverside.

Associated culinary terms

- **Simmering** – a gentle boil at a temperature of 95–98°C. Boiling is a faster movement in the water than simmering. When simmering occurs, tiny bubbles of air rise from the bottom of the pan and break on the surface. Simmering is best for stocks, sauces, soups, meat and poultry. The same cookery process as boiling is required for simmering foods.
- **Blanching** – the process whereby food is brought rapidly to the boil in salted water and boiled for a short period. The food is refreshed by plunging it into iced water or rinsed to stop the cooking process. The ratio of water to food for blanching is 10:1. This process is started in cold or hot water, depending on what is blanched. A cold-water start causes the cells to open and strong flavours, blood and impurities to be leached out, whereas a boiling water start causes the cells to close, and seal in the flavours and natural juices. After bones are blanched, they are rinsed under running water and started again in fresh water.

Common problems and solutions

- **Discoloured boiled eggs** – over-cooked.
- **Cloudy stock** – boiled too vigorously or not skimmed effectively.
- **Pasta too soft** – over-cooked or held too long before service.

Effects on the nutrient value of food

- High loss of water-soluble vitamins B and C.
- Re-using boiling water in stock, soups and gravies is a good way of retaining the lost vitamins.

Waste-minimisation techniques

If boiling liquid is re-used, there is little waste.

Activity 11.2

Research six recipes that use boiling as the main cooking method. Select one of the recipes and prepare it in class to observe the cooking process. Visually identify the difference between simmering and boiling.

Braising

Braising is when food is slowly cooked in liquid in a firm-lidded, heatproof vessel. The ingredients are in large pieces and the liquid half-covers the meat during cooking. The liquid used can be the accompanying sauce. However, if vegetables are used, the liquid is not usually made into sauce due to the strong flavour produced by the vegetables in the cooking process.



Suitable foods

Suitable foods for braising include the following:

- **Meat** – lamb, beef, pork and furred game are suitable. Tough and coarse meat braise well, as does topside, flank, rump, round, shoulder and neck.

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- **Offal** – oxtail, heart and sweetbreads.
- **Poultry and feathered game** – chicken, duck, pheasant and guinea fowl.
- **Vegetables** – celery, fennel, witlof, leek, lettuce, cabbage and onion (vegetables need to be blanched prior to cooking, using the braising method, to leach out any acidity).

Characteristics of braised food

- Food retains its colour.
- Braising softens all texture and breaks down the connective tissues in meat.
- Vegetables are soft and very tender.
- **larding** improves flavour and moisture content in braised foods.

larding the insertion of pork back fat or bacon fat into joints or cuts of meat to improve the flavour and moisture content

chinois a cone-shaped strainer

Utensils and equipment

The braising pan is called a braisiere. This is a heavy, thick-sided pan with a tight-fitting lid. The thickness and the enamelled cast iron enable the pan to hold heat. The pan should suit the size of the food cooked (not too big or too small). Other equipment used includes sauté pans used to seal the meat, ladles and **chinois** to prepare the sauce.

Procedures for braising

- Braised dishes are prepared in the oven or on the stove on a low heat.
- First, the vegetables are blanched before cooking. After the vegetables are cooked, a sauce made separately from the braising liquid is served with the dish. A mirepoix is usually the basis of braising, as it lifts the meat from the base of the pan to improve the flavour and add colour to the meat and sauce.
- The meat is sealed in hot fat/oil to retain the meat juices. This method of sealing provides the colour and flavour to the base sauce.
- The process of braising is very slow, and this tenderises the meat and allows the interchange of flavours from the meat and the liquid. The change that occurs in the cooking process is similar to a filtering process. The external temperature forces the meat juices away from the heat source towards the centre of the meat. When the centre of the meat is hot, the juices release excess water as vapour. This process helps the breakdown of the connective tissue in meat and enables the juices to enter the cooking liquid, giving it flavour.
- The temperature for braising is 180–200°C for meat and 140–160°C for vegetables. To test whether food is cooked, use a skewer; if it can be pushed in with little resistance, the food is cooked.

If the liquid is too thin, it can be thickened by reduction or with a starch (such as cornflour). If the sauce is too thick, adding more stock will improve consistency.

The use of thick, good-quality oven gloves will prevent injury when removing the braising pan from the stove or the oven.

Safe and hygienic work practices for braising

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning of cooking utensils and containers.
- Use a pot appropriate to size of the recipe.
- Use appropriate heat-proof gloves/pot mitt when removing a container from the stove.
- Remember to be careful when lifting or transporting the hot container.
- Beware of removing lids from a braising pan, as steam burns. Ensure the lid can be moved away from the body.

Suitable recipes

Suitable recipes for braising include:

- Cajun braised lamb shanks
- braised pork chops with fresh tomato soup
- braised steak and onions
- braised chicken with fennel and white beans.

Associated culinary terms

- **Mirepoix** – evenly diced vegetables, usually a combination of celery, onion, carrot or turnip.
- **Marinade** – used to impart flavour, tenderise and preserve. Can be cooked liquid, uncooked liquid or dry. A reduced marinade is used to intensify the aromatic flavour of some dishes.
- **Larding** – used to improve the flavour of meat before braising. It is the insertion

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of pork back fat or bacon fat into joints or cuts of meat.
- **Trussing** – the wrapping of meat with butcher's twine to ensure even cooking and to retain the shape of the meat.

Common problems and solutions
- **Loss of liquid or over-thickening** – the temperature is too high during the cooking process or the lid is not tight enough when cooking.
- **Meat has shrunk too much** – the fat or oven is too hot when browning or the meat has been cooked too long.
- **Sauce too thin** – the liquid is not reduced enough, or too little thickening is added, or too much liquid is used at the start of the cooking process.
- **Sauce too dark or too pale** – the meat and vegetables are either burnt or not browned enough.

Effect on nutrient value of food
Minimal nutrient loss occurs in this cookery method as all the nutrients lost from meat and vegetables remain in the cooking liquid and are re-used as part of the gravy or sauce for service.

Waste-minimisation techniques
This is a cheap method of cookery due to being suited to cheaper cuts of meat. There is little or no wastage in the final product due to the liquids being used in the sauces.

Activity 11.3

Find three suitable recipes from recent magazines that use braising as the major cookery method. From your selection, design a three-course meal for a winter menu based on one of your selections.

Deep-frying
Deep-frying is where food is cooked by fully immersing it in extremely hot fat or oil. This is a fast cookery method and incorporates flavour from the item itself, the coating or batter (if used) and the oil.

Suitable foods
- Most foods are suitable for deep-frying; however, food coated with a covering (such as batter or breadcrumbs) enables all the juices to be sealed in to retain the tenderness of the food.
- Poultry, meats, fish, vegetables, potatoes, cheese, yeast products and even ice-cream are suitable for deep-frying.
- Vegetables are best deep-fried raw, as the heat of the oil will thoroughly cook them as the moisture in the cells of the vegetables turns to steam.
- Potatoes are one of the world's favourite deep-fried foods in the form of French fries or chips. Other forms of deep-fried potato include matchstick fries, straw fries and wafer potatoes.
- The best method for cooking chips is to blanch sliced potato batons in oil at 150°C until soft and then finish at 190°C until crisp. Season and serve immediately for best taste and presentation.
- If deep-frying frozen food, it should always be fried frozen, never defrosted first, as the food will be soggy and fall apart in the oil.

Suitable coatings for deep-fried food include the following:
- **Paner a l'Anglaise** – a coating of flour, then egg wash (equal parts egg and milk), then breadcrumbs.
- **Paner à la Milanaise** – coated with flour, dipped in egg wash, then into a one-third parmesan and two-thirds fresh breadcrumb mix
- **À la Francaise** – coated with milk and flour.
- **À l'Orly** – dipped into a thin yeast batter.

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- **À la Juive** – coated in flour and dipped into beaten egg.
- Yeast and beer batters.
- **Velveting** – a slippery coating created by dipping in cornflour and then egg white.

Suitable frying mediums include the following:

- **Commercial rendered fats (lard and dripping)** – these are solid at room temperature, have a good keeping quality, are chemically stabilised (hydrogenated) and all impurities and acids have been removed.
- **Compounds** – a combination of hard and soft fats that have a long life. This means they do not break down quickly and have a higher burning point.
- **Vegetable oil** – this is liquid at room temperature; it is easy to handle and has a better draining quality.



Characteristics of deep-fried food

- Hot oil seals the food and prevents absorption of fat, reduces sticking together and develops colour. Golden brown is the colour terminology.
- The presentation side of a piece of meat or fish is always placed in first.
- Drain all fried food prior to service to remove excess oil appearance and ensure the food has a glossy, crunchy appearance.
- Fried foods are crunchy on the outside with softer textures on the inside.

Utensils and equipment

Commercial equipment varies, depending on the user's requirements. Deep-fryers include gas or electric versions. It is important when buying a commercial deep-fryer to consider the ability to drain used oil, the capacity, accurate thermostatic controls, the ability to recover temperature quickly and whether the filtering is available and easy to use. Some modern equipment has a design called a 'cool' or 'cold' zone – a feature where debris falls into a space below the heating element, preventing food burning on the heating element.

Small equipment used includes spiders, racks, baskets, trays, buckets, chinois and filtering paper.

Some tips for acquiring and using equipment are as follows:

- Do not use equipment containing copper, as this can contaminate the oil.
- Take care with tongs, as hot oil may run up the tong and burn you.
- Caring for deep-fryers extends the life of the equipment. The manufacturer's instructions should be followed to ensure the warranty is valid.
- Deep-fryers should be drained, thoroughly cleaned and dried prior to refilling with fresh oil.



Figure 11.5 Deep fryers should be maintained regularly

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Procedures for deep-frying

- The deep-fryer is the major source of conduction heat when deep-frying using oil. The temperature suitable for deep-frying of most foods is between 177°C and 195°C.
- Food should be seasoned prior to coating.
- The temperature must be hot enough to seal the food as soon as it enters the oil. To test for readiness of oil:
  - Check for a light haze rising from the surface of the oil.
  - Place a piece of bread into the oil. If it turns a light brown colour immediately, the oil is hot enough.
- If it turns a dark colour immediately, the oil is too hot and should be allowed to cool down before adding food.
- Ensure the deep-fryer is full to the recommended level on the vessel. Too much food in the deep-fryer will cause overcrowding and overflowing of the oil.
- The temperature will drop with the addition of food. Use a basket to lower food into the oil to avoid spatters and risk of burns.
- Remove excess coatings prior to cooking.
- Allow oil to recover temperature between batches of food. If oil is not being used, put the deep-fryer on a holding temperature of 90–100°C.
- Use a spider or frying basket to remove food from the oil, and drain well on absorbent paper for the removal of excess oil from each item.
- Strain the oil after every service. This straining removes excess food particles that could burn and flavour the oil.
- Food should be uniform in size to ensure even cooking time.
- Food needs to be chilled after breadcrumb coating to ensure coating adheres to the food. Shake excess crumbs from the food when coating.
- Battered food should be drained to remove excess batter and then slowly lowered into the fryer.
- If food is frozen, add to the fryer in small quantities to enable the oil to regain its temperature.
- Skim the oil regularly to remove food particles.



Figure 11.6 Fish and chips: a popular deep-fried meal

- Ensure the frying medium is of the correct temperature when adding food. If the oil isn't hot enough, food will absorb oil and lose its flavour.
- Always dry food before adding to the frying medium. Foods high in moisture cause steam when cooking, and this causes the fat to bubble and spit.
- Drain food over the deep-fryer to allow excess oil to drip from the food. Then put the food items on absorbent paper away from the deep-fryer to soak up more excess oil.
- Season foods after cooking, then serve immediately.
- The surface of the food should be crisp. Fried foods will cool quickly and cannot be reheated successfully.

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Safe and hygienic work practices for deep-frying

- Use a spider or skimmer to remove floating particles (food left will cause the fat to deteriorate).
- Filter fat daily after service.
- Ensure the correct level of fat is used in deep fryers according to the manufacturer's instructions.
- Never turn on an empty deep-fryer.
- Do not mix purchased and home-rendered fats.
- Do not add fresh oil to old oil.
- Fat should not be allowed to smoke: this is a fire hazard. Smoking fat is extremely hot and can catch fire easily. It also produces a nasty smell and taste in the oil.
- Do not over-fill or overload a deep-fryer.
- Place food carefully into the hot fat away from the body.
- Keep sleeves rolled down when using fat to prevent burns.
- Never leave hot fat unattended.
- Never operate a deep-fryer unless you are trained and know the safety procedures.
- Ensure knowledge of safety procedures for oil fires. It is important to remember that oil and water do not mix, and that throwing water on an oil fire will make the situation much worse.

Suitable recipes

Suitable recipes for deep-frying include:

- spring rolls
- apple fritters
- fish and chips
- deep-fried ice-cream.

For a selection of these recipes, refer to Cambridge GO.

Associated culinary terms

- **Sautéing** – refers to the turning over of food while frying in minimal oil to ensure both sides of the food are cooked evenly.
- **Spider** – a circular wire device used for straining.

Effect on nutrient value of food

Fat content in deep-fried foods is high due to fat being the major cooking factor. In addition, fat-soluble vitamins are also reduced within the coating and in deep-fried foods.

Waste-minimisation techniques

The use of good-quality food makes for less food wastage. Oil heated to the correct temperature will prevent wastage of food, as will cooking the required amount of food. Excess deep-fried food does not reheat and is not palatable when cold.

Activity 11.4

1. What is the disposal method for old and used oil within your school and local community?
2. How can you be proactive and show initiative to minimise food wastage within a commercial kitchen?
3. What are the safety rules for preparing the following:
   a. deep-fried fish and chips
   b. beef and vegetable stir-fry
   c. baked dinner
   d. steamed fish
   e. microwave pudding?
4. List five rules that should be strictly adhered to when working safely in the kitchen.

Shallow-frying

Shallow-frying is cooking food in a small amount of fat in a pan. These principles include sautéing, pan-frying and stir-frying. Some fried foods are crumbed (coated with breadcrumbs) prior to cooking. When frying foods, it is essential to use food with an even thickness to prevent uneven cooking. Pan-fried foods often leave sediment in the frying pan. This can be deglazed with wine

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or stock to make flavoursome sauces due to the flavour and colour produced by the fried food.

Suitable foods

- More tender foods are suited to this method of cookery.
- Schnitzels, medallions and cutlets are best suited, whereas tougher cuts of meat can be suitable if minced or chopped finely and formed into meat patties. Lean meat is also good for shallow-frying, as the oil keeps it moist. Fillets and whole fish as well as lobster, squid and prawns cook well in this fast method of cookery.
- Most vegetables are able to be shallow fried. In addition, whole or chopped fruits can be shallow fried.
- Other dishes cooked by this method include egg dishes, omelettes, pancakes, pre-cooked pasta and rice. Eggs need to be fresh to retain their shape when fried.



Figure 11.7 Tempura

Characteristics of shallow-fried food

- In shallow-frying, the coating of oil on the food stops it from burning and assists in the distribution of heat to all the food as soon as the cooking process begins. The method of cookery is conduction, where heat is transferred from the heat source through the pan to the food through oil or fat.
- Shallow-frying has an intense flavour developed using oil and the cooking process. The food remains tender and moist on the inside, and crisp and a golden colour on the outside. Browning occurs when the high temperatures cause the natural sugars in the food to brown, while the crispness is due to the heat driving off the liquids in the coatings or the outer layer of the food.

Utensils and equipment

- Frying is cooking food by using a solid cooking surface or the base of a pan. Pans for shallow-frying have low sides and a heavy base.
- Equipment for shallow-frying is required to withstand high temperatures without buckling or melting. Therefore, good-quality pans are required. Palette knives, egg lifters and tongs are used to turn food.
- Use a curved-sided pan if tossing food during the cooking process (such as pancakes).
- A wok is used for stir-frying.
- Some specialist pans such as crepe pans and omelette pans are available.
- To cook fish, use a pan the size of the fish.

Procedures for shallow-frying

- Pre-heat the pan and oil prior to adding the food.
- A hot pan seals the food and prevents absorption of fat, reduces sticking and develops colour.
- The presentation side of a piece of meat or fish is always cooked first.
- Move the frying pan during cooking, as this maintains an even speed of cooking and browning.
- Season food before cooking as it develops the flavour during cooking.
- Drain all fried food prior to service. Excessive oil on the service plate is not appealing.
- Never crowd food when frying. Adding too much food will lower the whole temperature in the pan, and juices will

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be released into the oil, reducing any likelihood of a golden colour.
- Turn food over when moisture appears on the food surface.
- Ensure all preparation is complete prior to shallow-frying, as the oil may burn if you leave it during the cooking process and if you reduce the heat, the food will absorb the oil and be ruined.

Some recipes require sweating to occur. Sweating is when the food is gently cooked in oil to release maximum flavour, without letting the food become brown. This is often done with onions, mirepoix, bacon and garlic.

Safe and hygienic work practices for shallow-frying

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning of cooking utensils and containers.
- Ensure the correct level of fat is used according to the manufacturer's instructions.
- Do not mix purchased and home-rendered fats.
- Do not add fresh oil to old oil.
- Salt breaks down fat.
- Fat should not be allowed to smoke: this is a fire hazard. Smoking fat is extremely hot and can catch fire easily. It also produces a nasty smell and taste in the oil.
- Place food carefully into the hot fat away from the body.
- Keep sleeves rolled down when using fat to prevent burns.
- Steam rising from the fat can also burn.
- Never leave hot fat unattended.
- Never operate a fryer unless you are trained and know the safety procedures.
- Ensure knowledge of safety procedures for oil fires. Remember that oil and water do not mix, and throwing water on an oil fire will make the situation much worse.

Suitable recipes

Suitable recipes for shallow-frying include:

- Southern fried chicken
- shallow-fried scallops
- crumbed veal schnitzels
- shallow-fried eggs and tomato.

Associated culinary terms

- **Dry frying** – food fried on a lightly greased hot plate or shallow pan.
- **Griddle pan** – a thick-bottomed metal plate used to cook steaks, cutlets and chops.
- **Sweating** – the food is partially cooked in butter and oil, which enhances the flavour of the dish. Gentle heat and frequent stirring prevent colouring and give an even cooking of the vegetables. Usually used in preparing ingredients for soup.

Common problems and solutions

- **Yolk on a fried egg breaks** – egg was not fresh or was treated roughly during the cooking process.
- **Sautéed vegetables broken or discoloured** – frying was too fast or too slow, too many being cooked at the one time or food tossed too vigorously.
- **Sautéed meat not brown** – when cooking the meat, the oil was not hot enough or the meat was damp prior to cooking; too much meat was cooked in the one pan.

Effect on nutrient value of food

Some fat-soluble vitamins are lost during the cooking process. This method of cooking is relatively high in fat.

Waste-minimisation techniques

Minimal fat is used in this method of cookery; it is mainly absorbed in the food during the cooking process. Waste oil is collected on absorbent paper when draining foods prior to service. It should also be noted that some shallow-fried foods do not reheat well.



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Activity 11.5

1 'Season the pan' is a common culinary term. To what does it refer?
2 What is the difference between stir-frying and sautéing?
3 Flambé comes from the French word *flamber*, which means flame. What is a flambé?

Stir-frying

Stir-frying is the most popular Chinese cooking technique, primarily because it is quick and doesn't use much oil. The method of stir-frying is when ingredients are added to a heated pan and moved continually during cooking. Although food is normally stir-fried in a wok, a frying pan can be used as a substitute.

Suitable foods

Suitable foods for stir-frying include:

- **a range of vegetables** – asparagus, beans, bok choy, broccoli, cabbage, carrots, cauliflower etc.
- **tofu**
- **a range of noodles and rice**
- **beef** – blade (boneless), fillet, rib eye, round, sirloin, topside
- **lamb** – eye of loin, fillet, round, topside
- **pork** – loin medallion steaks, rump steaks, leg steaks, loin steaks
- **poultry** – fillet of breast, fillet of thigh, tenderloin
- **seafood** – prawns, scallops, mussels.

Characteristics of stir-fried foods

- Vegetable are of a consistent size.
- Food is crunchy in texture, vivid in colour and glossy.
- The meat is soft in texture and moist.
- All the food's natural colours are enhanced.

Utensils and equipment

- **Wok** – deep pan with round bottom used in several ways. Woks are available in iron, stainless steel and stainless steel with a layer of copper on the bottom. Iron woks heat most evenly, but should be seasoned before using or food will stick. If you don't have a wok, a deep, heavy-based frypan can be used effectively.



- **All-purpose knives** – used for paring, cutting, slicing, chopping and carving.
- **Iron palette** – comes in square or round front. Rounded ones are easier to use with Chinese woks. Use for frying, sautéing and basting.
- **Iron spoon** – use back side for mixing food with minimum breakage.

Procedures for stir-frying

- Pre-heat the wok on medium-high to high heat for at least a minute before adding oil. Skip this step if you have a non-stick pan, as it can damage the coating.
- Always drizzle the oil so it coats both the sides and the bottom of the wok. The oil heats faster this way.
- Cook stir-fries uncovered.
- Ensure you have all the ingredients prepared and cut to the same size before you start. This ensures even, quick cooking.
- Never try to prepare food while stir-frying.
- Seasoning in stir-frying is usually done with garlic and ginger.
- If the recipe calls for meat and vegetables, cook the meat on a high

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heat to seal in the juices first and then set it aside. Never add too much meat at a time and remove when it changes colour. Add the meat back when the vegetables are almost cooked. This ensures the meat is not over-cooked, and that the meat and vegetables retain their individual flavours.
- When stir-frying meat, wait a few seconds before tossing so that it has a chance to brown; when stir-frying vegetables, begin moving them immediately.
- Stir-fry vegetables according to density, with the densest vegetables being stir-fried first and for the longest time. Denser vegetables include broccoli, carrots and eggplant. If possible, wash the vegetables ahead of time to ensure that they have drained and are not too wet. However, if the vegetables are too dry, try adding a few drops of water while stir-frying.
- **Hint**: when adding sauce to vegetables and/or meat, form a 'well' in the middle by pushing the ingredients up the sides of the wok. Add the sauce in the middle and stir to thicken before combining with the other ingredients.
- Always serve the stir-fried dish immediately.

Safe and hygienic work practices
- Follow correct personal hygiene rules prior to cooking.
- Ensure cooking utensils and containers are clean before use.
- Beware of splattering of hot oil when cooking.
- Keep sleeves rolled down to prevent burns.
- Steam rising from the wok can also burn.
- Do not overfill or overload a wok.
- Place food carefully into the wok, away from the body.
- Never leave a hot wok unattended.
- Never operate a wok unless you are trained and know the safety procedures This is essential in a commercial cookery premises.
- Ensure knowledge of safety procedures for oil fires. Remember that oil and water do not mix and throwing water on an oil fire will make the situation much worse.

Suitable recipes
Suitable recipes for stir-frying include:
- snow peas, broccoli and chicken stir-fry
- squid, basil and chilli noodle stir-fry
- stir-fried noodles with satay chicken and mushrooms
- Hoisin eggplant, prawn and bok choy stir-fry.

Associated culinary terms
- **Boa technique** – the wok is heated to a dull red glow. With the wok hot, the oil, seasonings and meats are added in rapid succession with no pause in between. The food is continually tossed, stopping for several seconds only to add other ingredients such as various seasonings, broths or vegetables. When the food is deemed to be cooked, it is poured and ladled out of the wok. The wok must then be rinsed quickly to prevent food residues from charring and burning to the wok bottom because of residual heat.
- **Chao** technique – similar to the Western concept of braising.

Common problems and solutions
- Do not overfill or overload a wok. Too much in a wok will reduce the effectiveness of the stir-fry method and cause an increase in liquid from the food, acting as braising not stir-frying.
- Keep the temperature high enough and ensuring movement of the vegetable ingredients while cooking. A low temperature will not result in good stir-frying.
- Cook meat separately and ensure browning prior to turning. Meat will only be 80 per cent cooked before removing, and will finish cooking when returned to the wok after the vegetables are cooked.
- Ensure vegetables are even sized for cooking, or larger vegetables will be undercooked at service.

Effect on the nutritional value of food
Stir-frying is a nutritious cookery method. All nutrients remain due to the cooking process because the ingredients are cooked rapidly; they retain much of their vitamin and mineral content. It is also a low-fat method

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of cookery due to the pan being so hot that it is possible to stir-fry with very little fat.

Waste-minimisation techniques

The use of good-quality food makes for less food wastage. Oil heated to the correct temperature will prevent wastage of food, as will cooking the required amount of food.

Excess stir-fried food does not reheat well and is not as palatable when cold.

Activity 11.6

Design and produce a stir-fry using your favourite four ingredients. Photograph the result and create a recipe card. Your recipe card is an example of your hospitality employability skills. Include it in your personal résumé as evidence of your skills and competencies.

Pan-frying

Pan-frying is a dry-heat cooking method whereby food is semi-submerged in hot oil in a pan on the stove top. Unlike deep frying, where the food is completely immersed in oil, pan-frying requires the oil to be no higher than half the height of the food. Another important distinction is that in pan-frying the food touches the bottom of the pan.

Suitable foods

Suitable foods for pan-frying include tender cuts of meat and delicate meats like cutlets, short-loin and middle-loin chops, eye of short loin, lamb fillet, rump chops and steaks, thick flank and topside steaks. Lamb schnitzel, lamb topside and silverside steaks are also good to pan-fry, as are fish and shellfish.

The food must be less than 2.5 cm thick. Thin cutlets are the best.

Characteristics of pan-fried foods

- Can be glossy in appearance.
- Colour is bright and golden brown in tone.
- Have crisp outer texture and are tender and moist on the inside.

Utensils and equipment

- **Stainless steel deep-fry pans** – allow rapid browning and deep-frying, as they have good heat-resistance properties. The easy cleaning and maintenance features make stainless steel the most sought after component for making utensils.



Figure 11.8 An omelette

- **Deep-fry pans** – nicely sloped pans with shallow sides allowing moisture to escape easily for better frying results. These pans can be plain or have a non-stick coating. Rugged and durable, the polished finish of stainless steel deep-fry pans do not tarnish or corrode.

Procedures for pan-frying

- For even cooking, ensure meat is of even thickness. Some cuts (e.g. lamb cutlets, schnitzels) can be batted out or lightly pounded with a meat mallet to flatten slightly. First cover the meat with plastic wrap to prevent the mallet sticking to it.
- Pat meat dry before frying. Wet meat will not brown well. Drain marinated meat well before frying, then blot dry

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with paper towels. When pan-frying thin slices or strips of beef or lamb, a protective coating keeps meat moist and aids browning. Coat with flour or a flour/spice mixture immediately before cooking. Some other coatings are cornflour, pea flour, and beaten egg or egg whites and breadcrumbs.
- Use a suitably wide pan so that meat is not crowded during cooking. Too much meat added to a small pan reduces temperature and slows cooking.
- Place the food in the oil, wait until the first side is browned, immediately turn and then cook until the second side browns.
- The second side requires less time, since the food is hotter than when you started.
- Later batches of food will also brown more quickly due to the degradation of the oil and food contaminating it.
- Strain out food particles between batches, and add additional fresh oil if necessary.
- Do not save the oil and re-use it.
- For frying, use clean, fresh fat or oil. Heat oil/fat to the correct temperature before putting meat in. It should 'haze' or shimmer, not smoke. If oil is too cool, food can absorb it and meat will not brown quickly enough. During frying, adjust temperature to keep heat moderate to high so food sears quickly without burning.
- To keep food crisp after frying, drain it well on absorbent paper.

Safe and hygienic work practices
- Follow correct personal hygiene rules prior to cooking.
- Ensure cooking utensils and containers are clean.
- Beware of removing food, as the pan still contains hot oil.
- Be careful with removing residue oil from the pan.
- Pour oil away from the body when cleaning the pan.

Suitable recipes
Suitable recipes for pan-frying include:
- crumbed lamb cutlets
- pan-fried fish fillets with lemon and dill
- pan-fried chicken with a julienne of vegetables
- pan-fried tuna.

Associated culinary terms
- **Frying mediums** – various oils and fats that do not burn at high temperatures and have a long life are most commonly used for frying.
- **Frying pans or skillets** – the base of a skillet should be thick so that the heat spreads evenly and food cooks at the same speed without burning. Copper and cast iron frying pans are preferred because they conduct heat evenly.

Common problems and solutions
- **Do not overcrowd the pan** – cook a large quantity of food in batches.
- **If food is too thick, the surface of the food will burn before the centre is cooked** – slice foods thinly and evenly.
- When adding food to hot oil, the temperature of the oil will drop. Adding a lot of food will lower it so much that it cannot recover quickly enough before sufficient steam is produced to prevent the oil from infiltrating the food.
- Allow refrigerated food to warm to room temperature before introducing it to the oil.

Effect on the nutritional value of food
All ingredient nutrients are maintained in the cooking process. This is due to the rapid cooking technique. Only some fat-soluble vitamins are lost.

Waste-minimisation techniques
- The use of good-quality food makes for less food wastage. Oil heated to the correct temperature will prevent wastage of food, as will cooking the required amount of food.
- Excess pan-fried food does not reheat very well.

Grilling
Grilling is where food is cooked by radiated heat directed from above or below the food. The source of the heat can be gas, electricity or charcoal.

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Suitable foods

- Any fruit or vegetable is suitable for grilling.
- Fish should be scaled, skinned and the fins cut off. Whole, small, round fish, flat fish and fillets are suitable for grilling on grill plates or under a salamander.
- Meat to be grilled needs to be the right size, tender and trimmed of unwanted fat, bones and sinew. Lamb chops, pork cutlets and medallions, beef sirloin steaks, T-bone steaks and fillet steaks are suitable for grilling. Ham steaks, bacon and ham are also suitable for all types of grilling.
- Tomatoes, onions and pineapples are suited to grilling on a grill plate and under a salamander, whereas mushrooms and eggs are only suited to flat-top plates.

Characteristics of grilled food

- Grilling is a quick, healthy and easy method of cooking.
- Grilling produces tasty food that is easily digested.
- Grilled foods do not reheat well, as they tend to dry out and toughen.
- Use more tender, expensive cuts of meats when grilling.

Utensils and equipment

A large range of grills exists. Following are some of the types available:

- **charglo griller** – gas-fired with hot rocks under the grill
- **grill or griddle plates** – flat, solid plate heated by gas or electricity
- **charcoal grill** – heated by hot charcoal under the grill
- **infrared or contact grill** – a double-sided electric grill
- **salamander** – overhead grill, powered by gas or electricity
- **barbecue kettles** – gas, electric or charcoal-fired.



Figure 11.9 Grilling is quick, healthy and easy

Procedures for grilling

- Always pre-heat a grill before adding food.
- Lightly oil the grill to prevent food from sticking and seal the meat immediately. The grill plate needs to be hot to seal and colour the food instantly.
- When grilling, use tongs rather than a fork to turn the food. Forks pierce the food and allow juices to escape.
- Cooking times will vary according to the type of food, size, thickness and physical properties of the food. The degree of doneness is a personal preference in grilling. Other factors that influence the cooking time are the initial temperature of the food (whether it has been taken straight from the refrigerator or is closer to room temperature) and the distance between the food and the heat source.
- Red meat requires high heat to seal and then, like white meat, a moderate temperature to cook right through. Always choose good-quality, tender foods and ensure the grill plate is clean.
- Always cook fish separately from other meats as they each have a strong flavour that can overpower other foods.

Safe and hygienic work practices for grilling

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning of cooking utensils and containers.
- When grilling, use tongs.
- Always remember that the grill is a hot area, and use caution when placing and removing food.
- Preparation is very important when grilling to ensure ease of movement around the grill area.

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Suitable recipes

Suitable recipes for grilling include:

- Hawaiian grilled chicken
- grilled corn on the cob
- grilled sweet potato and mango salad
- grilled red chilli prawns with green papaya salad.

For a selection of these recipes, refer to Cambridge GO.

Associated culinary terms

- **Trellising** – the marking of meat by searing or cutting a trellis or lattice pattern on the surface.
- **Broiling** – an American term referring to food grilled under a salamander.
- **Barbecuing** – food cooked on bars over hot coals or on a hotplate.
- **Gratinating** – browning or glazing a cooked dish under a salamander or in a very hot oven, typically using breadcrumbs or cheese.



Figure 11.10 Barbecues are a form of grill

Common problems and solutions

- **Meat not browned** – the temperature of the grill was too low.
- **Fish dry and of a bad appearance** – it is over-cooked, the temperature was too high in the cooking process and there was not enough covering over the fish prior to cooking.
- **Mushrooms dry** – not brushed with enough oil or held too long before service.

Effect on nutrient value of food

Grilling results in little loss of nutrients; however, some fat-soluble vitamins are lost with well-done red meats.

Waste-minimisation techniques

Little or no waste results from this method of cooking, due to individual portion sizes being used in the initial cookery process. However, reheating of excess grilled food is not highly successful, as foods tend to become dry and tough.

Activity 11.7

Describe the following methods of testing for doneness:

- touch and squeeze method
- timing
- piercing the thickest part with a needle
- testing the internal temperature.

Poaching

Poaching is the principle of cookery where food is submerged completely in liquid just below boiling point. There should be no visible movement of the liquid when cooking is in progress.

court bouillon an acidic, aromatic liquid used for poaching

Suitable foods

Suitable foods for poaching include the following:

- **Meat** – use tender cuts such as fillet or sirloin.
- **Offal** – pre-cook delicate offal (such as brains and sweetbread) before poaching in a **court bouillon**, as this helps retain the food's structure during the cooking process.
- **Eggs** – best cooked in a deep pan with the water just below simmering. This will allow the egg to float and retain

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an oval shape. Salt added during the cookery process will stabilise the egg protein and add flavour, whereas vinegar enhances the colour and keeps the egg white firm.

- **Seafood** – large, whole fish should start in a cold court bouillon to enable the cooking process to be even, whereas small fish and cutlets should be started in a hot court bouillon.
- **Poultry** – best cooked in a boiling liquid (usually stock) to seal in the flavour and to retain moisture. For service while hot, serve immediately from the stock to prevent drying out. If required cold for service, keep in liquid to retain moisture.
- **Fruit** – fresh or dried fruits are poached in stock syrup. Fruit will tend to float due to its buoyant nature, often resulting in discolouration and an uneven cooking process. To keep fruit submerged, use a **cartouche**, a circle of greaseproof paper used to cover the surface of the liquid. A plate smaller than the diameter of the pan may be used to hold it down. Suitable fresh fruits for poaching are peaches, pears, plums, apricots, apples, figs, cherries blackberries, gooseberries and pineapple. The dried fruits that are suitable include prunes, apples, pears, apricots and figs. Dried fruit is best soaked overnight in cold water to reconstitute it prior to poaching. (Reconstitution is the regaining of shape and texture of the food.)

Characteristics of poached food

- Tender and good-quality produce will remain tender during the poaching process.
- Tough cuts of meat will retain their toughness if poached.
- Food remains moist and has a glossy appearance from the poaching liquid.

Utensils and equipment

Utensils and equipment for poaching are pots and saucepans, spoons, ladles, spatulas, baskets and fish kettles. Cleanliness of the equipment is essential to prevent discolouration of the food. Equipment must retain and regain heat efficiently. It must not react to acidic poaching liquids.

Procedures for poaching

- Heat the liquid to boiling point and reduce the temperature until little liquid movement is occurring.
- Gently lower food into the cooking liquid (except for whole large fish; see ingredient information below). Cover according to food item.
- Allow food to remain in liquid until cooked.
- Remove the food and reserve liquid for sauce if required.
- Food needs to be completely immersed during the cooking process.
- Temperature should be maintained at 93–95°C, or just below simmering. At this temperature, there is little movement in the liquid, which ensures the food is undisturbed while cooking. Higher temperatures toughen the protein, break up textures and shrink delicate foods.

cartouche a circle of greaseproof paper used to cover the surface of food to stop it from drying out or discolouring

Poaching liquids

- **Court bouillon** – an aromatic liquid, which enhances the flavour of the food being poached. Court bouillon contains acid (either with vinegar, lemon juice or white wine). The acid stabilises the protein and can affect the colour of the food.
- **Stocks** – should relate to the food being cooked (e.g. chicken stock is used for poaching chicken breasts).



Figure 11.11 Poached pears

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- **Stock syrup** – used for poaching fresh or dried fruits.
- **Milk** – used for some desserts or fish, such as smoked cod.

Safe and hygienic work practices for poaching

- Follow correct personal hygiene rules prior to cooking.
- Ensure cooking utensils and containers are clean.
- Beware of removing lids from saucepans when contents are poaching, as steam burns. Remove lids away from the body.

Suitable recipes

Suitable recipes for boiling include:

- eggs Benedict (using poached eggs)
- poached pears with passionfruit syrup
- poached salmon seasoned with fresh dill
- poached chicken breasts with basil-lemon sauce.

Associated culinary terms

- **Submerge** – to place food below water or other liquid.
- **Immerse** – to put food into water or other liquid.
- **Cartouche** – a circle of greaseproof paper used to keep moisture in and food submerged (see instructions on making a cartouche below).

Common problems and solutions

- **Poached fish is too rubbery or tough** – the temperature of the liquid is too high.
- **The food breaks up** – the temperature of the liquid is too high and the food has become over-cooked.
- **Fruit is discoloured** – fruit was not fully submerged during the cookery process or oxidation occurred during preparation (oxidation occurs through exposure to air after peeling – for example, in apples).

Effects on nutrient value of food

- There is a loss of water-soluble vitamins in this cookery process. Vitamins B and C are affected.
- The making of stocks, sauces, gravies and soups from the leftover liquid will help retain the vitamins otherwise lost.

Waste-minimisation techniques

Re-use the poaching liquid where possible.

Activity 11.8

Test the effects of several poaching liquids on the structure, colour and texture of a poached egg. Suggested poaching mediums include:

- chicken stock
- water with vinegar
- water with salt
- water with sugar.

How to make a cartouche to fit a round pan

1. Fold a square sheet of greaseproof paper into quarters.
2. Fold diagonally again to form a triangle.
3. Repeat the folding a few more times until you make a narrow dart shape.
4. Place the tip of the dart over the centre of the pan and make a mark on the paper where it reaches the edge of the pan, then cut along this mark.

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Roasting

Roasting is where food (in particular, large pieces of meat) is cooked in an oven. Spit-roasting involves rotating large pieces of meat on a spit within an oven, or above or next to a heat source. The meat is basted during the cooking process with fat from either the item roasting or extra melted dripping, lard or oil.



Figure 11.12 A roast chicken

Suitable foods

- Most joints of good-quality, tender meat (with or without the bone), game and poultry are suitable for roasting. Root vegetables are also suitable for roasting.
- Spit-roasting is best when using whole carcasses, very large joints or whole chickens.
- Pot-roasting is suitable for most joints of meat, poultry and feathered game.

Characteristics of roasted food

- Basting of roast meat provides colour and prevents it from drying out.
- Meat is tender, depending on the quality of meat roasted.
- Meat and vegetables remain moist, with a crust on the outside.

Utensils and equipment

- Roasting requires specific roasting pans and racks; the pans have low sides to prevent moisture from collecting around the food. The size of the pan is important, as it requires a size large enough for the roast, but not too large. If the dripping is spread too thin on the bottom of the pan, it will burn.
- Ladles, spoons and meat forks are essential for basting the roast during the cooking process, as well as for moving the roast.
- A thermometer is used to check whether the roast is done. It is essential when reading the thermometer that it does not touch a bone or fat, as this will make the reading inaccurate.
- The main equipment required is the oven. It is necessary to have the shelves in the right position and ensure that the oven itself is big enough for the roast. In addition, foil is used to cover areas of the roast that could dry out or over-cook.

Procedures for roasting

- Roasting is a simple technique. The meat usually requires trimming or **trussing** prior to cooking.
- To ensure the food is cooked to perfection, selection of the temperature is important. Temperature selection depends on the type of meat, its size and shape, as well as the quality of the meat, the fat content and the desired degree of doneness. A higher temperature will seal the meat juices within and promote a brown crust. Meat conducts heat slowly and if too high a heat continues for too long the meat will dry out. Therefore, you should reduce the oven temperature once the desired colour is reached. Poultry is always cooked well-done to prevent any possible transmission of bacteria.
- There are many methods of roasting. Each chef has preferences regarding positioning of the meat – some prefer the meat fat side up so the fat self-bastes the meat, while others prefer meat to be the other way around, and use a spoon or baster to scoop the fat and baste the meat.

trussing the wrapping of meat using twine or elastic net to make it hold its shape and allow even cooking

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- In spit-roasting, it is difficult to control the temperature due to the size of the meat and the means of suspending the meat above the fire to cook. Pot-roasting is done in an enclosed ovenproof vessel in an oven. Slow-roasting is roasting for a long period of time in specially designed ovens between the temperatures of 80°C and 100°C. The meat is sealed and browned, and retains its size due to less weight-loss from meat juices being lost.

Safe and hygienic work practices for roasting

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning of cooking utensils and containers.
- Use a pot appropriate to size of the recipe.
- Use appropriate heat-proof gloves when removing containers from the oven.
- Beware of removing roasting pan from the oven.
- Remember the weight of roasting content when removing from the oven.

Suitable recipes

Suitable recipes for roasting include:

- roast chicken
- roasted potato salad
- roasted leg of lamb seasoned with rosemary
- medley of oven roasted root vegetables.

Associated culinary terms

- **Carry-over cooking** – the continuation of cooking when the roast is removed from the oven. The internal heat continues the cooking process.
- **Trussing and netting** – wrapping the meat using twine or elastic net to hold it in shape and allow even cooking
- **Needle test** – a meat skewer is inserted into the thickest part of the roast. The colour of the meat juices indicates the degree to which the meat is cooked.
- **Meat thermometer** – indicates the internal temperature of the meat. It is an accurate measure of doneness.
- **Tests for doneness** – the customer's preference for the doneness of meat.
- **Sauces and accompaniments** – sauces, gravy and food served traditionally with roasts.

Common problems and solutions

- **Weight loss of roast** – varies with the degree of doneness and method of cooking.
- **Food tough and dry** – could be over-cooked; oven temperature was too high; meat was not basted enough; turning was not completed; meat needed larding; meat not suited to roasting.
- **Surface of the meat is burnt** – initial temperature was too high; trussing not completed correctly; over-exposure to heat.
- **Surface of the meat not brown** – oven not hot enough.



Traditional accompaniments for roasts

- Roast lamb – mint sauce and gravy
- Roast mutton – onion sauce and gravy
- Roast pork – sage and onion stuffing, apple sauce and gravy
- Roast veal – thyme, lemon and parsley stuffing and gravy
- Roast beef – Yorkshire pudding, horseradish sauce and gravy
- Roast chicken – thyme, lemon and parsley stuffing and gravy
- Roast duck – sage and onion stuffing, apple sauce and gravy
- Roast turkey – chestnut or parsley stuffing, bread sauce, gravy, cranberry sauce or jelly
- Roast game – cranberry sauce

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Figure 11.13 Ovens should be pre-heated well before use

Effect on nutrient value of food

Minimal nutrient loss occurs in this cookery method, as all the nutrients lost from meat and vegetables remain in the cooking liquid and are re-used as part of the gravy or sauce for service.

Waste-minimisation techniques

There is little wastage in roasting, as all the meat can be used. Fat is removed prior to cooking or after the cooking process. However, the fat can be used in the basting process during the cooking of the roast.

Activity 11.9

The roast lamb dinner has been a traditional Sunday meal in Australia for many years. How has this tradition changed in the past 20 years? Design a typical Sunday family dinner menu that you could offer in your restaurant.

Steaming

Steaming cooks food with heat in the form of steam surrounding the food. The pressure is either atmospheric or high. The food is suspended above boiling liquid and steam rises to move around the food. The steam should be contained within the cooking vessel.

Suitable foods

Foods suitable for atmospheric steaming include:

- **meats** – tender cuts
- **poultry** – any type, whole or portioned
- **fruit** – dried only (fresh fruit deteriorates and loses colour)
- **vegetables** – most vegetables (some green vegetables will discolour)
- **seafood** – any type, whole or portioned
- **puddings** – sponge puddings.

Foods suitable for high-pressure steaming include:

- **meat** – any tough cuts
- **offal** – tongue and oxtail
- **poultry** – broiler hens
- **vegetables** – frozen vegetables.

Steaming is best suited to foods that can be cooked without deterioration of colour, texture and flavour. Steaming vegetables is faster and retains more ascorbic acid (vitamin C) in the cooking process than boiling. Steaming is very successful in the cooking of poultry; however, it is not as successful with other types of meat.

Characteristics of steamed food

- Foods have a bright appearance and good, clear colour.



Figure 11.14 Steamed dim sims

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- Vegetables have a crisp, firm texture, depending on the length of time steamed.

Green vegetables should only be steamed for short periods of time, due to the loss of chlorophyll (green colouring) from the vegetables, resulting in poor visual appearance if over-cooked.

Utensils and equipment

Utensils used for steaming include convection steamers, high-pressure steamers, combi-steamers, perforated trays, baskets, lids and tongs. Convection steamers are atmospheric, fan-forced steamers in which steam is evenly distributed. These include Chinese bamboo and metal steamers, fixed steaming cabinets and saucepans with steaming baskets and fixed lids. Ensure steamers are well sealed and the lid remains on during the cooking process.

For safety and efficiency, high-pressure units are sealed and will not operate until locked closed. Combi steamers roast and steam the food. The pressure and steam are controlled in selected ratios to increase moisture in roasted meats, for example. Perforated trays allow the steam to surround the food and cook evenly. Pre-heat the steamer prior to use, enabling the cooking process to start immediately.

In atmospheric steaming, the steam induced into the chamber is in a continuous flow and pressure is built up slowly. The food cooks by steam a little above the normal atmospheric temperature of steam (103°C). In high-pressure steaming, the steam within the cooking chamber increases with pressure, cooking the food rapidly. A safety valve releases pressure when needed. Steaming is a nutritional method of cookery, as the food retains its natural flavours and nutrients.

Procedures for steaming

- Prepare food as desired.
- Place water in the lower section of the steamer and bring it to the boil. Water must be kept boiling during the entire cooking process. Replenish water when required with boiling water to maintain steam level.
- Place food on the perforated tray. Ensure the steamer has a tight seal to prevent loss of steam. Ensure there is space around food to allow the steam to move around the food and cook it.
- When food is cooked, remove from the steamer. Be careful removing the lid; lift it towards your body so the steam goes away from the body and doesn't burn you.

Safe and hygienic work practices for steaming

- Follow correct personal hygiene rules prior to cooking.
- Ensure cooking utensils and containers are clean.
- Beware of removing lids from steaming units as steam burns. Therefore, ensure the lid can be moved away from the body.

Suitable recipes

Suitable recipes for steaming include:

- steamed blue swimmer crabs
- steamed buns with barbecue pork
- steamed fish with thyme and tomato vinaigrette
- steamed chocolate pudding.

Associated culinary terms

- **Direct steaming** – where the food is in direct contact with the steam.
- **Indirect steaming** – where there is a barrier between the food and the steam.

Common problems and solutions

- **Steamed pudding is heavy** – wrong proportions of ingredients; high-pressure steaming may have suppressed the raising agent in the dough.
- **Green vegetables are flavourless and not crisp** – started in a cold steamer or over-cooked.
- **Vegetables are not equally cooked** – uneven portion sizes.
- **Steamed pudding is soggy** – needs wrapping to prevent moisture from entering the pudding.
- **Steam has a higher temperature than boiling water** – burns and scalds can occur if incorrectly using equipment. Take care when lifting lids and remove

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lids towards the body to prevent steam from hitting the face and body.
- Stand at the hinged side when opening a steaming cabinet.
- To reduce pressure in a pressure cooker, remove from the heat source and open the valve.
- Always wipe out steamer cabinets after use.
- Always check safety valves for corrosion and blockages before use.

Effect on nutrient value of food

This is an extremely nutritious method of cookery, as there is less nutrient loss than with any other method. The food's natural colours, flavours and vitamin C remain stable.

Waste-minimisation techniques

This is an energy-efficient method of cookery, as it is faster than boiling and economical to use.

There is very little waste from the food prepared. Water used that was not turned into steam can be re-used when the cookery process is completed.

Activity 11.10

Make a cartouche and select a recipe that would require its usage. Record the recipe to prepare in a future practical lesson.

Stewing

Stewing is the principle of cookery where the food is covered with liquid and cooked slowly. It is a long process, giving concentrated colour and flavour to the food and sauce.

A stew is a combination of solid food ingredients that have been cooked in water or another water-based liquid, typically by simmering, and that are then served without being drained.

Suitable foods

Foods suitable for stewing include:
- **tougher/cheaper cuts of meat** – lamb, beef, pork, and chicken
- **fish** – fresh, ocean or shellfish (using a slow heat)
- **vegetables** – garlic, tomatoes, capsicum, zucchinis and all root vegetables such as potatoes and onions
- **fruit** – including apples, rhubarb, figs, peaches and pineapple.

Characteristics of stewed foods

- Stewing is suitable for the least tender cuts of meat, which become tender and juicy with the slow moist heat method.
- Cuts with a certain amount of marbling and gelatinous connective tissue give moist, juicy stews, while lean meat may easily become dry.
- The vegetables are characteristically tender, due to the slow cooking process, and very nutritious with the retention of all the nutrients in the cooking medium.

Utensils and equipment

Equipment used in stew production includes bratt pans and casserole dishes. The choice



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of pan or dish depends on the amount being stewed. Use a plastic or wooden spoon, as metal can discolour the food being prepared. Beware of splatters, as the heat of the stew will cause a burn. Have two people work together when transporting or removing food from large pans.

Procedures for stewing

- Food prepared for stewing is cut into even, bite-sized pieces. Meat is sealed and browned by shallow-frying in hot oil. The shallow-frying seals the meat, and the juices from the meat caramelise in the pan. These sediments flavour and colour the stew. The sediments are loosened from the pan base by the liquid used in the stew. This is called **deglazing**, and can be done with wine, stock or water. The ingredients are covered with a liquid and medium heat applied to begin the cooking process.
- Seasoning and flavourings are added prior to cooking. However, the use of salt is not required until the end, as the natural salts in the meat gradually flavour the stew. The tougher cuts of meat that are used in stewing become tender during the cooking process.
- The connective tissue in the meat breaks down during the long cooking time, softening the meat (collagen converts to gelatine). This slow cooking also allows the flavours from the other ingredients to combine with the meat flavours. Reduction of the liquid intensifies the flavour of the stew.
- Food should be cut into 3 cm cubes.
- Brown and seal meat for brown stews.
- Never boil stews.
- Use appropriate stock and thickening agents.
- Cover fruit stews with a cartouche.
- Blanch meat for a blanquette (white stew), as blood causes a grey colouring.
- Season meat prior to sealing.
- For fish stews, cut pieces larger in size and cook gently.
- A stew can be left to cook unattended for long periods of time before serving.
- Stews can be made in advance and reheated, which can actually improve the flavour.

deglazing adding liquid such as stock or wine to a pan to loosen and dissolve food sediments on the bottom

Safe and hygienic work practices for stewing

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning of cooking utensils and containers.
- Use a pot appropriate to the size of the recipe.
- Use appropriate heat-proof gloves when removing containers from the stove.
- Beware of removing lids from a stewing unit, as steam burns. Therefore, ensure lids can be moved away from the body.

Suitable recipes

Suitable recipes for stewing include:

- Thai-style pork stew
- ratatouille
- bouillabaisse
- stewed peaches.

Associated culinary terms

- **Roux or beurre manié** – dough consisting of equal parts of butter and flour
- **Blanch** – cover meat with cold water and bring to the boil, then drain and refresh under cold running water
- **Bouillabaisse** – a French fish soup/stew
- **Brown stews** – made with pieces of red meat that are first seared or browned. A browned mirepoix (and sometimes browned flour) plus liquids such as stock and wine are added, and the dish is simmered gently until tender.
- **White stews** – known as blanquettes or fricassees, white stews are made with lamb or veal that is blanched, or lightly seared without colouring, and cooked in stock.

Common problems and solutions

- **Stew is light brown when it should be white** – stock too dark; meat and vegetables allowed to colour during shallow-frying; roux over-cooked; stew burnt during cooking process.
- **Meat is tough** – meat under-cooked; meat too tough for length of cooking time.
- **Sauce is too greasy** – stew not skimmed adequately; fat not trimmed from meat; stew left standing too long prior to service.

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Effect on nutrient value of food

There is little nutrient loss from the ingredients in the process of stewing, as all the vitamins remain in the liquid used in the sauce or gravy for service.

Waste-minimisation techniques

This is a cheap method of cookery, good for tough cuts of meat. All the ingredients used remain when the stew is complete, enabling ingredients to be tender and flavoursome.

Activity 11.11

Stewed fruit is an economical method of preserving fruit when it is plentiful and in season. Find stewed fruit recipes for Australian seasonal summer and winter fruits. Choose one recipe and rewrite it using a combination of fruits to create a unique recipe.

Keep it with you to try out when the season permits.

Microwaving

Microwaving is the process of cooking in a microwave oven. This is an oven in which food is cooked, warmed or thawed by the heat produced as microwaves cause water molecules in the foodstuff to vibrate.

This kitchen appliance cooks food by passing an electromagnetic wave through it; heat results from the absorption of energy by the water molecules in the food Microwave ovens are very compact, and do not require extraction canopies.

A magnetron in a microwave oven generates electromagnetic waves of very high frequency and very short wavelength – hence the name microwave.

When food and similar substances are subjected to microwaves, they absorb energy and heat very quickly. The actual heating takes place by molecular friction within the food itself. This is why the surrounding area does not get hot. Because different foods absorb microwaves at different rates, the heating time varies.



Figure 11.15 Cooking in a microwave oven

Suitable foods

- Most foods are perfectly suited to everyday microwave cooking.
- Microwave ovens are not suitable for cooking red meats, but good results can be obtained with poultry, fish and foods with an open, porous texture.
- Dense (thick) food (such as boiled potatoes) takes longer to heat than lighter food such as zucchini. The food must be matched for size and density to achieve even heating.
- Frozen food placed in a microwave will thaw and heat unevenly because the ice crystals reflect the waves. With raw food, there is a danger that thawed patches will start to cook before other parts are completely thawed.

Characteristics of microwave food

- Little or no water or fat is necessary to cook in the microwave; therefore, health-conscious cooks can precisely control the fat content of healthy dishes.
- It is fast, convenient and saves money because less energy is used to cook food.
- Vegetables generally retain more of their heat-sensitive nutrients in the microwave, especially when they are steamed or cooked without immersion in water.

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- Hot food can be boosted to correct serving temperatures.
- Food can be kept cold, and single portions can be heated to order, thus keeping the food fresher.
- By combining a microwave oven with conventional cooking appliances, cooking times can be shortened.

Utensils and equipment

Special equipment is not necessary to microwave, but it is important to use 'microwave safe' containers and utensils.
Suitable for use are:

- glass, ceramics, regular dinnerware, stoneware, pottery
- paper towels and napkins
- waxed paper.
- paper or styrofoam plates and cups.
- plastic wrap, storage bags, cooking bags
- straw and wood
- most hard and soft plastics – look for a 'microwave safe' label.
- boxes lined with paper or plastic.

Not suitable for use are:

- anything made from metal or part metal
- pots and pans
- twist-ties
- aluminium foil or foil tins
- fittings (screws, handles, clamps, etc.) on glass, wood or pottery
- thermometers, unless microwave safe
- certain dinnerware, such as melamine plastic and dishes with metal trim.

Table 11.1 Helpful microwave equipment

Trivet	Fits inside its own dish or in another microwave dish. Keeps foods like pizza, egg rolls and sandwiches crisp and dry. Can substitute an inverted plate in a baking dish.
Dome	Prevents spatters and retains moisture during microwaving. More convenient and less expensive than plastic wrap or waxed paper. Can double as a casserole dish if it doesn't have vent holes on the top.
Ring mould	Available in fluted and straight-sided styles. The preferred shape because microwaves can reach every part of the food when arranged in a ring. Ideal for cakes, quick breads and other foods.

Procedure for microwaving

- Following of recipes is important.
- Accurate timing is essential. An error of 30–60 seconds' over-exposure can cause over-heating and spoiling.
- Microwaves can penetrate food to about 4 cm thickness.
- Large loads can increase the heating times due to the fact that the available energy in the microwave is fixed.
  For these reasons, the size, shape and thickness of the food must be standardised to even up the heating time as much as possible.

Safe and hygienic work practices for microwaving

- Cover food in containers to prevent spillage and splatter.
- Clean microwaves after each use.

Suitable recipes

- creamy pumpkin bake
- lemon and tarragon chicken
- potato and corn soup
- chocolate ginger snaps
- microwave stuffed apples

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Associated culinary terms

Table 11.2 Microwave cooking terminology

Method	How to do it	Why
Stir	Move a spoon from the outside to the centre of the dish.	Evens the temperature in the food. Shortens cooking time. Mixes ingredients so they can thicken.
Cover	Cover food by using waxed paper, plastic wrap, a glass lid, paper towels or a dome.	Prevents spattering. Shortens cooking time by holding in heat. Affects the texture of the finished food by holding in steam.
Vent	Fold or roll back one corner of the wrap.	Allows excess steam to escape so some foods do not get soggy. Prevents a build-up of excess steam that may cause the food to burst open.
Pierce	Poke holes in thick-skinned foods (like potatoes) or thick membranes (like egg yolks) with a fork to make holes in the food.	Prevents a build-up of excess steam that may cause the food to burst open.
Rotate or turn	Turn the dish cooking in the microwave a quarter or half a turn halfway through the total cooking time. Many microwaves have a carousel that continuously turns the food while it is cooking.	Cooks food more evenly.
Standing time	Allow the food in the dish to sit on the counter (with the lid on) for a set time after it has cooked in the microwave.	Allows food to continue to cook inside even after the microwave oven time has expired.
Arrange	Place in a ring with smaller and thinner pieces towards the centre of the dish. Thicker or denser foods are placed along the outside edge of a dish.	Maximises even penetration of microwaves into all sides of a food that has an uneven thickness. Increases the amount of microwave energy penetrating thicker or denser foods.
Turn over	Flip food over so the side that was down now faces up.	Ensures more even heating, especially during defrosting.

Common problems

- The pastry of pies and tarts containing moist fillings becomes soft and loses its texture because of the steam generated from the filling. If these goods are exposed to radiant heat such as an infrared light, the crispness of the pastry can be restored, but long exposure will lead to dryness.
- Other pastries can be heated successfully, but they tend to dry out if kept for any length of time.

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Waste-minimisation techniques

- Small quantities of food can be heated very quickly. It is particularly suitable for heating pre-plated or ready-to-eat food. If it is used correctly, there is no loss of flavour.
- Waste can be avoided by heating food only when required.
- Microwaving generally uses less heat for a shorter time, preserving nutrients in the food.

Measuring ingredients

Measuring is an important practical skill needed to ensure accuracy of all recipes. Measuring is weighing the mass of a food (whether wet or dry).

The key to measuring ingredients is consistency. Most recipes are best judged by taste and personal preference, so taste testing is essential at all times. Most all-purpose recipes contain liquid and dry measure equivalents. These are useful for converting spoon measurements into cup measurements, and for converting volume measurements into weight for use with kitchen scales.

Measuring dry ingredients

Measuring spoons



- Use Australian standard measuring spoons – serving spoons are not the same.
- Make sure ingredients are levelled off and even, which can be done with the flat edge of a knife.
- Use the same set of measuring spoons each time.

Measuring cups

- Measure cup measurements with an Australian standard dry measuring cup (liquid cups have a spout; dry measuring cups have an even rim).
- Make sure ingredients are level with the rim of the cup.



- Unless specified in a recipe, ingredients measured in cups should not be sifted.
- Use the same set of measuring cups each time.

Note

- To measure dry, liquid or chopped ingredients by weight, rather than volume, use kitchen scales. This is the most accurate way, due to the settling or compression of the ingredients.
- Carefully clean spoons and cups after each use.

Measuring wet ingredients

Measuring spoons

- Use an Australian standard set of measuring spoons to measure tablespoons and teaspoons.
- For less mess, dip the clean spoon into the liquid ingredient rather than pouring the ingredient into the spoon.

Measuring cups

- Measure cups with an Australian standard measuring cup. (Dry measuring cups can be used for liquid, but liquid measuring cups have a spout, with levels marked out along the sides of the cup.)

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- Make sure all measurements are roughly even with the rim of the cup or with the line on the side of the cup.

Using scales

- Ensure the container holding the ingredients is not weighed.
- Place ingredients in the container and read the weight from the display panel at the front. The display panel is either digital or analogue.

Note

Scales can be used to weigh all ingredients, either wet or dry.

Activity 11.12

Measuring is the key to success in the preparation of recipes. Different food sources require different measuring methods. Describe how to measure the following:

- chicken breasts
- minced lamb
- brown sugar
- honey
- peanut oil
- sour cream
- skim milk
- snow peas
- barramundi
- grapes.

Waste minimisation, environmental considerations and storing reusable by-products

Waste-minimisation techniques and environmental considerations relating to food preparation are important factors to consider. Reducing waste is a major environmental priority for many businesses today. Some factors to take into account when planning and preparing menu items include:

- correct portion control of all meals in order to reduce food waste
- correct storage, handling and preparation of foodstuffs in order to reduce spoilage
- use of off-cuts and recycling of food where possible for stocks/soups and sauces to reduce waste and unnecessary costs
- accurate measurements and calculations of all ingredients to reduce waste
- using recyclable products where possible to reduce the environmental impact of businesses
- resource efficiency in all areas of the food preparation, including only running appliances when necessary in order to reduce carbon footprints
- ensuring all food suitable for reusing is stored correctly.

Reusable products from a menu or function need special attention to reduce the

waste-minimisation reducing the amount of food discarded or not used to keep costs low and refuse to a minimum



Figure 11.16 Margan's kitchen

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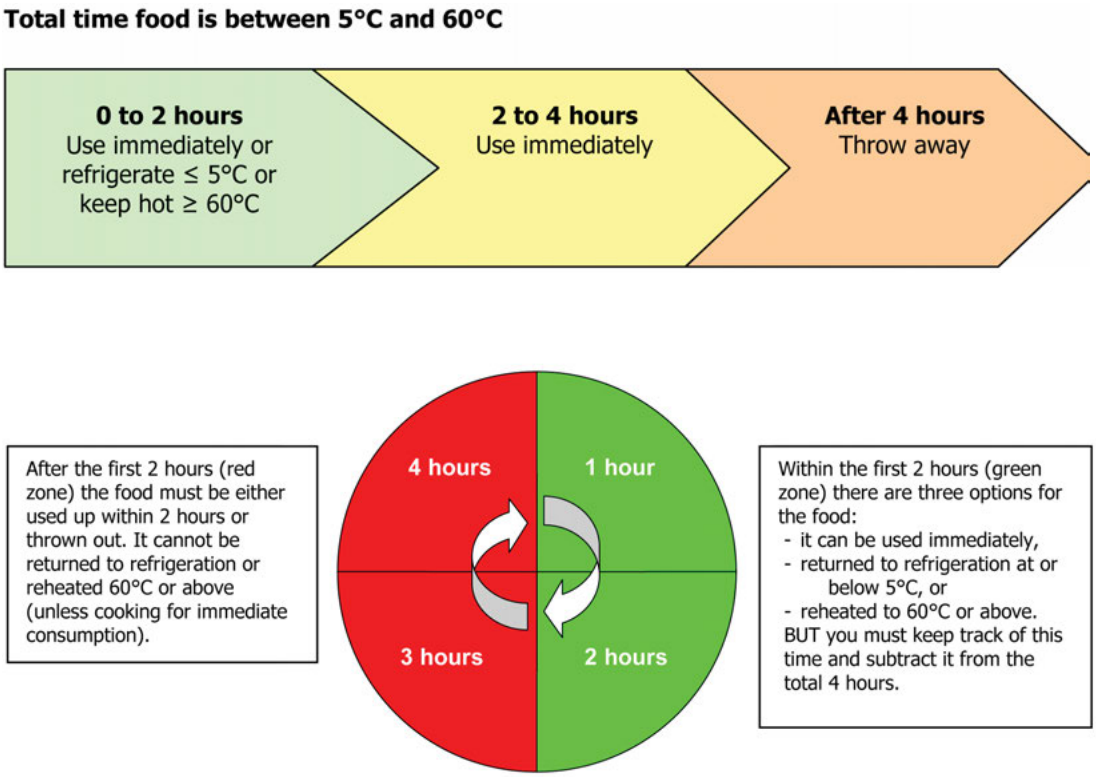


Figure 11.17 The four-hour, two-hour rule

possibility of micro-organism contamination. Excess produce or products prepared for a menu if suitable can be re-used under the following conditions:

- Ensure food is stored correctly, including packaging and labelling – date and time stored and/or use-by date.
- Ensure there has been no possibility of contamination by any source, including time, temperature control, physical or environmental contamination. Ensure the food is appropriately identified and timed out of temperature control.
- Ensure the four-hour, two-hour rule is implemented, so food is disposed of appropriately after four hours.

11.5 Completing the cooking process in a logical and safe manner

Workflow

Effective workflow management is vital to ensure the smooth running and operation of your kitchen. Workflow plans identify the precise steps of a task, enabling staff to quickly and effectively complete these steps, saving time and energy and providing an organised and effective working environment. Features of effective workflow management include:

- logical sequence
- time efficiency
- planning and organisation
- time constraints
- cooperation.

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Following these workflow steps will improve efficiency within the kitchen and service team, and ensure fast and efficient service. When teams work as a cohesive unit, the entire establishment is likely to be efficient and successful. The relationship that develops between food production, food and beverage, and room service reflects the workings of the establishment. For cooperative work between kitchen and front-of-house colleagues, it is necessary to ensure timely preparation of dishes. The result is a fully functioning kitchen that requires minimal energy, but delivers maximum efficiency and quality.



The effect poor workflow has on colleagues, customers and the workplace is huge – it retards the growth of the business, results in poor customer service, and produces excessive stress, staff conflict, higher absenteeism and loss of profits. Therefore, it is essential for businesses to ensure they maintain a high standard in their workflow.

Activity 11.13

You are the manager of a sandwich bar in the city. At lunchtime, approximately 200 lunches are prepared within a 90-minute period from 11.30 am to 1 pm. Five staff are employed in the business – one staff member is a trainee. The business is a shopfront only, with a commercial grade kitchen behind.

Design a lunchtime menu suitable for the summer season. Complete a job task sheet for each employee.

For presentation of the case study:

1 Produce a portfolio of your research findings on small businesses, summer foods, lunchtime menus, time allocations for food preparation, costing and profits.
2 Questions to ask while preparing job task sheets:
   - Where do you begin?
   - What mise en place is required for the day?
   - What preparation will ease the hectic pace during the lunch rush?
   - Who is allocated specific roles?

Submit a portfolio with all research materials, including menu card and finalised job sheets for daily duties.



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Safe work practices

Within the hospitality industry, safe work practices include safe posture, manual handling and safe work techniques for using equipment. Safe work techniques are essential to ensure the safety of all staff. This involves training in and the knowledge of use, cleaning and maintenance of all equipment.

Activity 11.14

1 Design a poster for hospitality staff warning about the hazards of incorrect manual handling.
2 Using role-play, show and explain the correct manual handling technique to a colleague in a workplace situation. (Use a large box as a prop.)

Identifying problems with the cooking process and taking corrective action

The identification of, and ability to fix, problems with the cooking process are crucial in commercial kitchens. It is necessary to identify problems with the cooking process promptly and take corrective action as soon as possible.

Many problems can occur with the texture, colour, flavour, viscosity and aroma of the food being cooked. These problems are commonly due to incorrect procedures or improper use of equipment in the cooking process. Being able to anticipate potential issues will help avoid or limit the seriousness of problems. To reduce problems, it is necessary to check temperatures, times, methods of cookery and ingredients prior to cooking. The selection and/or use of utensils and equipment are also important.



Strategies to deal with a range of problems when preparing food are required for the normal running of any business. These strategies are known as contingency plans. Problems with ingredient quality, available commodities, meals produced and the cooking process are key issues about which it is important to be aware. The shortage of food items, spillages, mistakes and equipment failure can all contribute to the failure of prepared food at any business – staff members need to have the ability to adapt to changes and use their initiative to solve problems within a short timeframe. This ability comes with experience and knowledge of food.

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Working with colleagues to ensure timely preparation of dishes

Team-building and effective teamwork are basic principles to ensure timely preparation and efficiency from the kitchen to the front of house to the customer.

Team-building generally refers to the selection, development and collective motivation of result-oriented teams. Features and characteristics of successful teamwork include:

- identification of purpose and aim of team
- goal-setting
- planning and organising work routines.

Teamwork will only be successful if there is a cooperative working environment. This environment needs to include:

- good communication
- mutual respect
- understanding of roles and responsibilities
- positive working relationships
- application of codes of conduct, and workplace policies and procedures
- teamwork.

There are many negative consequences of not maintaining positive and effective working relationships. These include loss of business, loss of staff, accidents/unsafe work practices and customer dissatisfaction. Therefore, it is necessary for the key areas of food production, food and beverage, and front of house to have good relationships and an understanding of each key area's needs and expectations.





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Unit summary

At the completion of this unit, you will have discussed, researched and analysed:

- initiative and enterprise skills to minimise wastage
- literacy skills to read menus, recipes and task sheets
- numeracy skills to:
  - calculate the number of portions
  - weigh and measure ingredients
  - determine cooking times and temperatures
- planning and organising skills to work in a logical and planned way
- problem-solving skills to respond to problems in the cooking process
- self-management skills to:
  - work safely in the kitchen
  - deal with pressure of work and kitchen conditions
- technology skills to use food preparation and cooking equipment.



Unit summary questions

1 Food is cooked through the action of heat by various methods. Explain the following terms:
   a conduction
   b convection
   c radiation.
2 What is a fish kettle? Explain how it is used.
3 What is court bouillon?
4 Suitable thickening agents for stewing are beurre manié and flour. Describe each, and explain why they are effective thickening agents.
5 What cookery methods are most suitable for tough cuts of meat?
6 What cookery methods are most suitable for tender cuts of meat?
7 What is the difference between the following cookery terms?
   a pan-frying and sautéing
   b refreshing and blanching
   c braising and stewing
   d baking and roasting.
8 Design a work safety poster that provides information for safe use of large-scale equipment.
9 Using oil as a cooking medium requires special attention. List the work safety practices that need to be observed when cooking with oil.
10 List and give reasons why environmental factors relate specifically to cost-control measures within the hospitality industry.
11 Why are the following important within the commercial hospitality industry?
   a menu
   b recipes
   c task sheets
12 Planning and organising skills are important when working on a time plan or workflow. Design a workflow for the production of a roast chicken Caesar salad wrap for six people.
13 What personal pressures do employees face when working under commercial kitchen function conditions?
14 Name five technology skills used in food preparation.
15 Name four pieces of commercial cookery equipment that use technology.

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Kitchen operations and cookery stream

Unit	Unit code	Unit title
10	SITHCCC101	Use food-preparation equipment
11	SITHCCC201	Produce dishes using basic methods of cookery
12	SITHKOP101	Clean kitchen premises and equipment
13	SITXFSA201	Participate in safe food-handling practices
14	SITHCCC207	Use cookery skills effectively (holistic)



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Kitchen operations and cookery stream

Unit 12
Clean kitchen premises and equipment

Subject code: SITHKOP101
Replaces but is not equivalent to SITHCCC004B – Clean and maintain kitchen premises
Some performance criteria removed that duplicated content of related unit SITHACS101 – Clean premises and equipment.
Prerequisite subjects:
This unit must be assessed after the following prerequisite unit:
SITXFSA101 – Use hygienic practices for food safety

Indicative HSC hours:
10 hours

Unit overview
This unit introduces the key skills, knowledge and performance requirements necessary to clean and maintain kitchens, food-preparation areas and storage areas in a hospitality or catering operation. The types of chemicals, techniques and equipment required to effectively and safely clean these areas will also be examined.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
chemical accidents
clean
cleaning agents/chemicals
cleaning equipment
cleaning schedules
kitchen equipment
linen
maintain
safe and hygienic work practices
sanitise
surfaces
waste disposal

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12.1 Clean, sanitise and store kitchen equipment

clean free from dirt, unsoiled, unstained, free from foreign matter

Cleaning and maintenance services are essential in the hospitality industry to ensure that hygiene and safety levels comply with legislation and regulations. In addition, the overall quality of service provided by every hospitality business is highly dependent on cleaning services. For customers to receive the best service possible, all areas and equipment need to be **clean** and well presented.



Select and prepare cleaning agents and chemicals according to product instructions

maintain to keep in a condition that meets standards and requirements

cleaning equipment tools or machinery used for the purpose of cleaning – that is, to reduce dirt, dust, bacteria and moulds from objects

As well as federal and state government standards regulating food safety and environmental standards that must be met, there are a range of work health and safety (WHS) procedures relevant to cleaning and **maintaining** kitchen premises. These include:

- the use of protective clothing and personal protective equipment (PPE)
- manual handling safe work practices
- safe handling and storage of chemicals, poisons and dangerous materials
- hazard identification and control
- an understanding of the need to take reasonable care and responsibility for the safety of others
- provision of information, instructions and training
- the establishment's own standard procedures and work practices.

WHS guidelines provide general principles for the implementation of the regulations and legal requirements relating to a specific hazard or activity in the workplace.

Employees and employers require knowledge of the range of cleaning and sanitising agents and chemicals that are available and the WHS guidelines that relate to the specific substances being used.

Every cleaning agent requires the user to read and follow the instructions and requirements on the label. This includes using the correct quantities, PPE and **cleaning equipment** to ensure safe practice.

It is essential to follow WHS guidelines and regulations relating to cleaning agents,



For information on work health and safety legislation, go to:
www.cambridge.edu.au/hosp3weblinks

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Figure 12.1 Correct methods of cleaning procedures are in place to avoid injury or strain or other accidents

chemicals and equipment usage in order to ensure the safety of users and others.

The WHS laws were developed using the model WHS laws developed by Safe Work Australia. WorkCover administers and provides advice on the:

- *Work Health and Safety Act 2011* (*WHS Act*)
- Work Health and Safety Regulation 2011 (WHS Regulation)



Figure 12.2 Use personal protective equipment (PPE) when handling chemicals

The *WHS Act* sets out the legal obligations that must be complied with to provide for the health and safety of workers.

In the workplace, you may be required to use the following cleaning agents:

- **General all-purpose sprays** – sprays that can be used to remove common waste and stains on most surfaces.
- **Disinfectants** – chemical agents used to destroy or inhibit the growth of harmful organisms. These are commonly used in bathrooms and on garbage receptacles to reduce the spread of harmful germs. Gloves should always be worn when using disinfectants.
- **Cream cleansers** – smooth, thick liquid scouring agents used to remove heavier stains or grime form surfaces.
- **Bleaches** – chemical agents used to whiten or remove colour from textiles, paper, food, and other substances and materials. Chlorine, sodium hypochlorite, and hydrogen peroxide are contained in bleaches. Gloves must be worn when handling bleaches.
- **Detergents** – any group of synthetic, organic, liquid or water-soluble cleaning agents that (unlike soaps) are not

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made from fats and oils. Detergents are commonly used to wash crockery and glassware.

- **Abrasives** – substances used for grinding or polishing, such as pumice or sandpaper.
- **Polishes** – substances containing chemical agents or abrasive particles that are applied to smooth or shine a surface. Polishes are commonly used on woodwork such as tables.



Figure 12.3 Detergents are used to wash crockery and glassware



Figure 12.4 Pesticides are used to kill harmful animals or plants



Warning

Caustic soda is capable of burning, corroding and destroying skin and living tissue.

- **Glass cleaners** – detergents, solvents and other additives are mixed in varying proportions to produce glass cleaners. Glass cleaners commonly are used to clean glass objects such as windows and glass table-tops.
- **Degreasers** – substances that commonly contain caustic soda. They are used to remove grease and oil, and commonly are used in kitchen areas on cooking utensils and ovens and cook tops. Special care and protective equipment should be used when handling degreasers.
- **Pesticides** – used to kill harmful vermin or plants. Pesticides are used especially in agriculture and around areas where humans live. Some are harmful to humans, either from direct contact or as residue on food, or harmful to the environment because of their high toxicity. Pesticides include fungicides, herbicides, insecticides and rodenticides (e.g. rat poison). Pesticides should only be applied by trained professionals.

The importance of product labels and material safety data sheets

Material safety data sheets (MSDS) provide detailed information about hazardous substances that are used in the workplace. They give more details than labels found on chemicals and hazardous substances, including safety requirements and first-aid responses. Manufacturers and suppliers of hazardous substances provide MSDS for users of their products.

When using chemicals in a commercial setting, it is necessary for the user to be familiar with the MSDS relating to the chemicals being used. All employers and employees must have access to MSDS and be aware of the following factors before handling particular cleaning and sanitising products:

- Directions and precautions for use must be read thoroughly and understood.
- Recommended dosages and dilution of chemicals need to be adhered to and followed accurately – double check and have someone else check quantities for safety purposes if using very sensitive chemicals.

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- Safe-handling requirements (including PPE) must be followed where and when required.
- Knowledge of first-aid procedures and access to first aid equipment is essential.
- Correct disposal methods should be used – follow WHS guidelines and MSDS.
- Suitable storage measures are vital – ensure all chemicals are kept in their original container and in a recommended storage position.

The information relating to each specific chemical is different, so all staff need to be aware of the safety requirements for each cleaning and sanitising agent or chemical they are using.

MSDS should be clearly displayed on site, and staff should have access to them at all times in case they are unsure. Training on the use of MSDS is a priority for all persons on their initial site visit. When people are dealing with chemicals on a regular basis, it is crucial to remain updated on all information contained in the MSDS.

Activity 12.1

Visit the University of Western Australia's website (go to www.cambridge.edu.au/hosp3weblinks) and look at the university's personal protective equipment guidelines:

- Read and summarise the information listed under the heading, the categories of PPE.
- The information is specific for each category in relation to cleaning, maintenance, care, safe and unsafe practices.
- As a class group, discuss the different types of PPE used during cleaning. Why do they vary?
- There are a number of additional factors that need to be considered when selecting, using and maintaining PPE. What are they?

Clean and sanitise kitchen equipment to ensure safety of food prepared and served to customers

It is important to understand the differences between cleaning and sanitising. Cleaning involves scraping, rinsing, washing and rinsing again to remove all traces of soap. To **sanitise** involves sterilising an area using anti-bacterial sprays/wipes or a sanitising product after cleaning. Sanitisers are available from chemical suppliers. Bleach is the basis of most sanitising products. Heat is also a sanitiser when water or oven temperatures exceed 75°C.

Although you should always clean and sanitise equipment according to the manufacturer's instructions, some basic steps need to be followed when cleaning equipment:

- **Step 1** – clean roughly by scraping or brushing off matter into the bin.
- **Step 2** – wash in hot water with approved detergent.
- **Step 3** – rinse thoroughly in hot water.
- **Step 4** – sanitise with an approved sanitising agent. Follow directions for use with quantities.
- **Step 5** – Allow to dry, either by air or with a clean cloth.

The following are some basic cleaning and sanitising procedures for equipment you will encounter in most commercial kitchens:

- **Large fixed equipment and small equipment** – follow specific cleaning instructions from the manufacturer.

sanitise reduce or eliminate harmful micro-organisms such as salmonella and listeria; sterilise

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Dismantle equipment where necessary. Be careful, as some equipment may cause harm if not handled correctly when dismantled – for example, sharp blades from a food processor.

- **Utensils and cutlery** – use a dishwasher according to the manufacturer's instructions, or wash and sanitise manually. To clean kitchen utensils and cutlery, you could use mild detergent or sanitiser. To clean pots and pans, you could use a heavy-duty detergent.
- **Crockery, glassware and service ware** – use a dishwasher according to the manufacturer's instructions, or wash and sanitise manually. To clean crockery and glassware, you could use mild detergent and sanitiser, or wash in the dishwasher using dishwasher detergent.

Types of cleaning equipment

The range of cleaning equipment available to hospitality businesses is extensive. Each piece of equipment plays a specific role in the cleaning and maintenance of commercial kitchens. The most commonly used equipment includes:

- **Dishwashers** – mechanical devices for cleaning dishes and eating utensils. Large heavy-duty dishwashers are available for use in commercial establishments such as hotels and restaurants, where a large number of dishes must be cleaned. Commercial machines can wash a rack of dishes in just a few minutes. Commercial dishwashers are large-scale pieces of equipment that vary in size, depending



Figure 12.5 Dishwashers should be dismantled for periodic cleaning and maintenance

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on the size of the kitchen premises. The cleaning of the dishwasher should take place daily to ensure it has been cleaned and sanitised following the manufacturer's instructions. Dishwashers should be dismantled for periodic cleaning and maintenance.

- **Pressurised steam and water cleaners** – these use the high-pressure force of the water or steam to remove grease and dirt from equipment. They can be used to clean a wide range of equipment, often without the need for **cleaning agents and chemicals**.



- **Mops** – have a head (made of cotton or synthetic fibres) mounted on a handle (made of wood or plastic) and are used for cleaning floors and mopping up spills. Certain types of mops are also used to dust large surfaces such as hardwood floors.
- **Brooms and brushes** – cleaning tools consisting of stiff fibres attached to a handle. Brooms are commonly used to sweep up dry materials before mopping. Brushes are generally used for scrubbing wet areas.
- **Cleaning cloths** – can be used wet or dry for a range of cleaning tasks. Today, there are a number of different types of cleaning cloths available, some of which provide a non-toxic and chemical-free cleaning solution.
- **Buckets and pans** – vessels that hold water or cleaning fluid for use in the cleaning process. Some buckets are designed exclusively for use with mops. These buckets have a foot-operated roller system for wringing out excess water from mops during cleaning.
- **Sinks** – bowl-shaped fixtures that are used for washing hands or small objects such as food and dishes. Sinks generally have taps that supply hot and cold water, and may include a spray feature to be used for faster rinsing. They also include a drain to remove used water. There are many different types of sinks, each with different purposes. For example, a waste sink is used for the cleaning of mops. The waste sink has an area for the removal of dirty water and the mop can be cleaned and sanitised ready for use again.
- **Garbage receptacles** – containers of various sizes that are used for unwanted materials.
- **Storage areas** – locations where goods/products/equipment are stored for safekeeping.

cleaning agents and chemicals any materials with a chemical composition that assists with the removal of dirt, dust, bacteria and mould from the surface of an object

Activity 12.2

As a class, design a cleaning schedule for your school kitchen. Make a list of daily, weekly and monthly tasks that are necessary for a hygienically clean kitchen.

1 Allocate these tasks to each member of your class.
2 Follow the cleaning schedule for one month.
3 Evaluate the process and then redesign another schedule and continue the same process for a semester.

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Attention!

When using cleaning equipment:
- Use correct bending and lifting techniques.
- Only carry equipment following correct weight guidelines.
- Always follow the manufacturer's instructions.

Store cleaned equipment in a designated place

kitchen equipment portable and fixed tools and machinery, such as ovens, that can be used for cooking or preparing food

Kitchen equipment is a valuable resource for any business, and should be stored in a secure, stable and (when necessary) climatically controlled area to ensure it is kept safe and in good working order. The store needs to be set up according to WHS guidelines, and to offer ease of access to workers retrieving and storing equipment. It should never block doorways or be left with cords exposed, as these create tripping risks.

Whether large or small, equipment needs to be returned to its correct storage area when not in use. This will enable other employees to access it when required. In larger businesses, timing and scheduling of the equipment is taken into account to ensure the equipment is available for use when needed.

Safe storage of chemicals and hazardous substances requires special attention to detail. This includes:
- storage in a separate well-lit and well-ventilated storeroom
- always using sealed, labelled containers with directions for use as well as first-aid directions
- never storing chemicals in old food/drink containers
- always following the manufacturer's instructions printed on containers
- storage in accordance with the material safety data sheet (MSDS)
- never mix chemicals.

Clean serviceware and utensils

Cleaning of all serviceware and utensils within a hospitality establishment is a major task, but one that is essential for quality hygiene principles to be enforced.

Clean equipment and utensils prior to use

Properly cleaned and sanitised equipment and utensils should be bacteriologically safe prior to use. Should contamination be suspected, the equipment and/or utensils should not be used, but re-cleaned and sanitised.

Soiled equipment and utensils

During use, equipment and utensils become soiled and contaminated with bacteria.

Scraping, pre-flushing and pre-soaking

Scraping, pre-flushing and pre-soaking are methods for removing gross amounts and stubborn soil from equipment and utensils.

Cleaning

There are four steps in the cleaning process: washing, rinsing, sanitising and air drying.
- **Washing** removes the remaining soil from equipment and utensils, using proper detergents, cleaners, chemicals and abrasives. This is both a physical and a chemical process. The soil and bacteria, as well as cleaning compounds, are suspended in the wash water.

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- **Rinsing** removes most of the suspended soil, bacteria and cleaning compounds from the equipment and utensils. Although the equipment and utensils look visibly clean at this point, they are still contaminated with many bacteria.
- **Sanitising** kills the remaining pathogenic organisms on the equipment and utensils. Sanitisation will occur when certain specific chemical concentrations, temperature requirements, time requirements and water conditions are satisfied. These conditions are crucial for effective sanitisation.
- **Air drying** can involve hot air in the dishwasher or cold air, depending on the equipment being washed and the length of time before the equipment is required for future service. For the majority of equipment, hot air dry in the commercial dishwasher is the preferred solution unless the equipment is not able to be washed in this way.

Handy hints for dishwashers

- Sort serviceware and utensils, and load dishwasher with appropriate items.
- Put like equipment together.
- Do not put sharp knives or equipment in the dishwasher.
- Do not over-stack the dishwasher and use appropriate racks for each equipment: utensil holders/glass rack/plate rack.
- Hand-wash any items not appropriate for dishwasher (especially sharp or large-scale equipment).
- Dispose of broken or chipped serviceware, within scope of responsibility, and report losses to supervisors.
- Ensure that sufficient supplies of clean, undamaged crockery are available at all times during the service period.

12.2 Clean and sanitise kitchen premises

Follow organisational cleaning schedules

Daily cleaning list

- ☐ Walls
- ☐ Mirrors
- ☐ Doors
- ☐ Floors
- ☐ Washrooms and toilet
- ☐ Carpets
- ☐ Empty, wash and sanitise reach-in
- ☐ Coolers
- ☐ De-lime sinks and faucets
- ☐ Clean dishwashers
- ☐ Clean coffee machine
- ☐ Clean ovens
- ☐ Clear drains

Figure 12.6 Checklists are a method of recording on a daily basis

The cleaning and sanitising of kitchen premises is as important as personal hygiene and correct food-handling procedures. It is therefore important to have knowledge of the necessary workplace/organisation cleaning schedules. These schedules outline all of the cleaning tasks that need to be carried out and how often they need to be completed. Tasks may need to be completed daily, weekly or monthly. A spring cleaning event may also be required for different sectors of the premises or kitchen.

cleaning schedule a periodic table of cleaning tasks stating how often they should be done, the times at which they should be done and who is responsible for completing them

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Daily cleaning list

- ☐ Walls
- ☐ Mirrors
- ☐ Doors
- ☐ Floors
- ☐ Washrooms and toilet
- ☐ Clean the fryers
- ☐ Brush the grill
- ☐ Empty sanitising buckets
- ☐ Put all cleaning rags in dirty laundry
- ☐ Put all aprons and chefs coats in laundry
- ☐ Wash and sanitise all surfaces (cutting boards, reach-in, line, prep tables)
- ☐ Empty and clean steam table
- ☐ Wash meat and cheese slicer
- ☐ Clean microwaves
- ☐ Cover all bins in reach-in coolers with plastic wrap
- ☐ Wash floor mats
- ☐ Sweep and mop the kitchen floor
- ☐ Sweep walk-in refrigerator

Figure 12.7 A sample of a weekly cleaning schedule

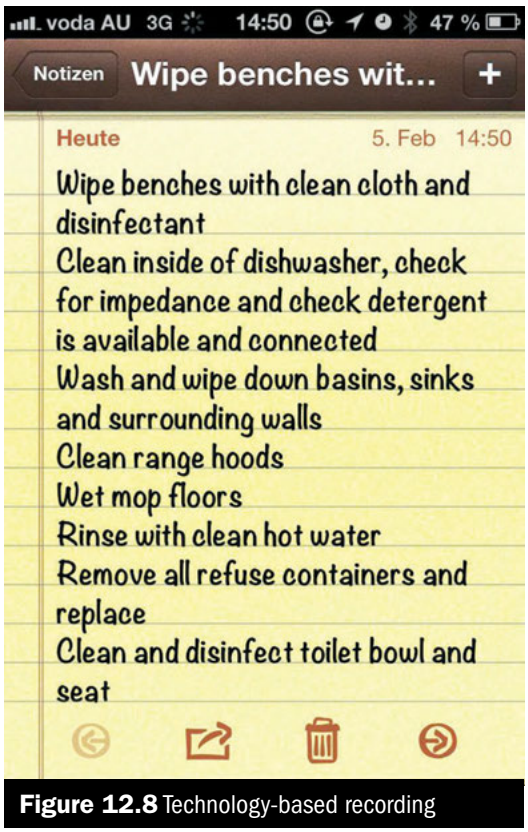


Figure 12.8 Technology-based recording



The times at which each task needs to be completed will depend on staff availability and the working requirements of the kitchen. Cleaning staff need to follow time schedules closely to ensure that all tasks are completed prior to active kitchen duties. Large-scale cleaning of equipment needs to be scheduled so as not to clash with busy food-preparation times.

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Clean and sanitise kitchen surfaces and food preparation and storage areas to ensure the safety of food prepared and served to customers

Cleaning of both domestic and commercial kitchens requires organisation and procedures to be put in place to ensure all surfaces – including food-preparation and storage areas – are cleaned and sanitised on a regular schedule.

The scheduling for cleaning the workplace/organisation is a large task. Once workflows are developed, they should be adhered to. Schedules and checklists in regard to cleaning schedules need to be in a logical and easy-to-follow sequence. All areas of the workplace have a range of surfaces and equipment for cleaning and sanitising. These areas include walls, floors, shelving, benches, working surfaces and storage spaces.

The larger equipment takes longer to clean. This includes ovens, stoves, cooking equipment and appliances. Large-scale equipment in the food-preparation areas that needs regular cleaning includes fridges, freezers and cool rooms. This equipment demands attention to detail on a rotational basis to ensuring it meets high hygienic standards. Cleaning is important for spills





Figure 12.9 Cleaning and sanitising of kitchen premises is important

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and general cleaning as you work, but other equipment – including refrigerators – needs attention on a weekly basis. Extraction fans, storerooms and cupboards also need maintenance and cleaning on a regular basis. Depending on the business and size of the premises and stock rotation, these areas could be cleaned on a weekly to monthly rotation.

Cleaning of kitchen areas can be an onerous task, but if a logical sequence and a time-efficient workflow are followed, the tasks can be manageable.

This cleaning regime ensures the safety of food prepared and served to customers.

Important information

In order to increase efficiency and reduce workloads, most hospitality establishments adopt a 'clean as you go' philosophy. As the name suggests, this philosophy requires staff to clean up small spills at the time they happen – reducing the need for larger clean-ups later.



Activity 12.3

Describe in detail the cleaning schedule for the kitchen in which you worked during your kitchen placement. In particular, describe the cleaning of large-scale and small-scale pieces of equipment.

Clean areas of animal and pest waste and report incidents of infestation

Pest-control procedures

Rats, mice, cockroaches, flies, beetles and weevils are the most common pests found in hospitality industry environments. These pests carry bacteria on their bodies and in their droppings that can present a major problem if found within a food-preparation area.

To control pests, do the following:

- Implement a cleaning roster.
- Wipe spills immediately.
- Repair cracked, chipped or broken benchtops, floor and wall tiles to prevent pest entry.
- Routinely employ professional pest controllers.
- Report signs of pests to supervisors.
- Dispose of any food or packaging that has been contaminated by any pest or pest-control chemical.

Do not:

- leave food out overnight
- leave food unprotected
- leave screen doors and other entrances to the outside open.

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12.3 Follow safety procedures in the event of a chemical accident

Policies and procedures for dealing with chemical spills

When using hazardous chemicals, it is necessary to have a response strategy in place in case of **chemical accidents**. The appropriate response will be determined by the amount of chemical spilled and the degree to which it is hazardous. Chemical spills can be divided into two categories, minor and major spills.

A **minor chemical spill** is when:

- less than a litre of chemical is spilled
- the chemical spill has a low to moderate hazard rating
- no one has been exposed to the chemical.

A **major chemical spill** is when:

- a chemical is flammable, reactive or highly toxic
- someone is exposed to the chemical
- the spill is greater than a litre in volume
- too much of a chemical has been spilled for it to be disposed of without employing professionals.



Figure 12.10 It is necessary to have a response strategy in place in case of chemical accidents

chemical accidents accidental spills, explosions, fires or other harmful incidents involving chemical substances that are toxic or hazardous materials

What to do after a minor chemical spill

1. **Protect yourself and alert others**. Avoid direct contact with the spilled material; wear PPE during clean-up; treat all chemicals as if they are hazardous materials.
2. **Contain the spill.** Cordon off the spill area; use a chemical spill sign to alert people to the spill; do not walk through, or allow others to walk through, the spilled material.
3. **Clean up the spill.** Use MSDS to follow directions for the cleaning up of the chemical; dispose of the chemical; contaminated gloves and absorbents should be placed in the disposal bag for removal; properly label the disposal bag to alert others.
4. **Clean up.** Wash your hands thoroughly, even if there is no visible contamination.

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What to do after a major chemical spill

1 **Protect yourself and others.** Shut off any sources of ignition and stop the source of the spill if you can do so without endangering yourself.



Figure 12.11 You may be exposed to cleaning agents or chemicals in an unsafe way

2 **Evacuate the immediate area.** Close any doors behind you; use a chemical spill sign to alert people to the spill.

3 **Set off the fire alarm if building evacuation is necessary.** A chemical reaction creates potential for a fire.

4 **Call the emergency number (000).** Be prepared to provide the following information: your name; specific location of the spill; name of the substances spilled; quantity spilled. Wait in a safe place for Emergency Services to arrive.

Always follow emergency policies and procedures in the event of an emergency. These will vary from business to business, depending on the types of chemicals used. Reports of all incidents need to be made to appropriate authorities (such as Emergency Services and WorkCover NSW), as well as colleagues and supervisors.

Procedures to deal with food and food-preparation areas exposed to chemicals

Any food exposed or within the vicinity of chemicals may be contaminated. This food should be destroyed immediately. The treatment of the food-preparation area, surfaces and equipment within the food preparation area requires all staff to follow the rules according to enterprise procedures. These procedures will assist in avoiding any risk to food.

Basic first-aid for injuries caused through use of cleaning agents and chemicals

There are a number of possible situations in which you, your colleagues or even customers may be exposed to cleaning agents or chemicals in an unsafe way. Depending on the type of chemical and the type of exposure, there are some basic first-aid responses that should be followed:

1 If a cleaning agent or chemical has been swallowed:
   – Take the container to the telephone, call the Poisons Information Centre on 13 11 26 and read the information on the label to the person who answers the phone.

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- Do NOT try to make the patient vomit.

2 If chemicals have come into direct contact with the skin:
   - Remove contaminated clothing, taking care to avoid contact with the chemical.
   - Flood the skin with cool running water.
   - Wash the affected area gently with soap and water and rinse well.
   - Contact a doctor if you are still concerned or if the skin appears unnaturally discoloured or scarred.

3 If a chemical has been splashed in the eyes:
   - Flood the eye with water from a cup, jug or running tap. Continue for at least 10 to 15 minutes, holding the eyelids open.
   - Don't rub the eye – this may cause further damage.
   - Don't put anything except water or contact lens saline rinse in the eye, and don't use eye drops unless instructed to do so.
   - If discomfort persists, call a doctor.

4 If the chemical or cleaning agent has been inhaled:
   - Get the person to fresh air quickly, without placing yourself at risk.
   - Open doors and windows wide, if it is safe to do so, and again seek medical help if necessary.
   - If symptoms such as headaches, nose or throat irritation, dizziness or drowsiness persist, seek medical attention.
   - Review the MSDS to determine what health effects are expected, including delayed effects.

12.4 Sort and remove linen according to organisational procedures

All food-preparation waste needs to be disposed of safely. It is essential to be correctly dressed when handling waste and soiled **linen**, as there are many possible health hazards. These include broken glass, opened cans and needles that can cause cuts, wounds and infection. The types of waste will vary, depending on the organisation in which you are working. Regardless of this, you commonly will be required to dispose of waste in waste bins, waste-disposal units, recycling units and compactors. Waste disposal should follow WHS requirements, and be hygienic and safe.

Dirty linen can contain bacteria, blood and other contaminants. Therefore, it is important for all employees' linen to be treated with care and respect in order to contain possible hazards.

Linen includes napkins, tablecloths, serving cloths, tea-towels, clothing and cleaning cloths. Linen is widely used in all areas of the hospitality industry, and it is necessary to treat it with caution, as it may be contaminated and cause infections. If affected, the linen should be wrapped in plastic and placed in a hazardous waste receptacle. If unaffected, it is placed in

linen articles or garments made from linen or a similar cloth, such as cotton (e.g. napkins, sheets and tablecloths)



Figure 12.12 Ensure that cleaning, sorting and storing of linen are all safe and hygienic

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a linen bag before it is removed from the premises.

Working with clean linen is similar to working with food, in that there are workplace policies and procedures to which it is necessary to adhere. These policies are in place to ensure that cleaning, sorting and storing of linen are safe and hygienic.

The schedules for cleaning are set out by housekeeping staff or external laundry contractors. Once cleaned and dried, linen is sorted into baskets and placed on shelves for storage and use. These storage rooms should be kept highly organised at all times, and be given the same routine cleaning as any food-storage area.

Linen stores need to be well maintained and stocked to ensure that sufficient linen products are available when needed – for example, front of house needs to be sure that extra tablecloths and serviettes are available for all guests in case of accidental spills.

12.5 Sort and promptly dispose of kitchen waste to avoid cross-contamination with food stocks

Sorting of garbage within a hospitality establishment is a good management process to ensure sustainability practices are put in place. Implementation of training practices and initiating policies for garbage disposal ensure that all employees and employers follow the practices and procedures required for correct disposal of kitchen waste.

Correct labelling of garbage bins and other waste receptacles makes easy recognition and waste disposal simpler.

Garbage areas need to be easily accessible for general use. The removal of food scraps from the kitchen at least daily – or more frequently if required – is an essential component of waste disposal. Do not allow garbage containers to overflow, and always use a bin liner. Ensure all rubbish is removed from internal bins and sealed when transporting or placing within a larger rubbish disposal unit. This prevents issues with rodents and smells prior to rubbish collection.

Regularly hose down and clean garbage containers, as this is a good way to ensure that the receptacle is kept as clean as possible and that harmful bacteria do not have time to grow on the inside of the unit. Keep lids tightly closed on garbage containers when in use, as this prevents contact with insects and is more hygienic within the kitchen.

It is also important to have regular garbage collection times and days. Garbage that is not collected for some time after disposal is very attractive to pests.

Note

Waste must not be allowed to accumulate.

Important

In warm climates, refrigerate food scraps to prevent bacteria growing to harmful levels quickly – but don't use a refrigerator with other non-waste food!

Note

Always wash your hands after handling garbage.

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Table 12.1 Waste-disposal guidelines

Follow procedures to dispose of food waste and scraps promptly and hygienically by:	• using the correct waste bin for specific waste following the company's guidelines • adhering to the waste-disposal policy • not allowing waste to build up in food-preparation areas • following the hand-washing procedure after dealing with waste
Avoid product contamination and cross-contamination at all stages of processing operations by:	• maintaining good personal hygiene • using correct colour-coded equipment • storing raw materials and finished products correctly at all stages of the process • keeping the floors in your work area clean • keeping work surfaces and equipment clean • preventing pest infestation
Follow the correct procedure for dealing with product contamination and cross-contamination by:	• informing the most senior person on the premises • following company traceability procedures to identify contaminated product/s • labelling the contaminated product with a 'do not use' notice until a decision is made about what is to be done with the product
Follow your organisation's procedures for items that may cause allergic reactions by:	• using separate storage and preparation areas for products known to cause allergic reactions • using separate production times for products known to cause allergic reactions • thorough cleaning and disinfection of tools, equipment and utensils • applying food labelling that lists all product content

12.6 Work safely and reduce negative environmental impacts

Use cleaning agents, chemicals and cleaning equipment safely and according to the manufacturer's instructions

The public are very aware of the effects of chemicals on the environment and the need to be more environmentally friendly. Therefore, it is everyone's responsibility to do their part in protecting the environment. One method of achieving this is through responsible purchases of products for cleaning and sanitising.

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Purchasing environmentally friendly products, recycling wastes, reducing food waste and reducing equipment usage all assist in protecting the environment.

To deal with difficult or unusual stains or soiling, it may be necessary to use problem-solving skills. To reduce the impact of harsh chemicals on the environment, it may be necessary to use alternative cleaning products. If you are unsure about the best cleaning products or chemicals to use on difficult or unusual stains, you may need to consult your supervisor.

Activity 12.4

Select a cleaning product and identify the main ingredients in the product. Research the components from the ingredients listed on the side of the container. Seek out an alternative environmentally friendly product and identify the main ingredients in the product.

1 Research the components from the ingredients list on the side of the container.
2 Write out an evaluation of your findings.
3 State the advantages and disadvantages of both products.

Knowledge of safe and hygienic work practices and procedures is essential for a business to run smoothly

All employees and employers need a full understanding of:

- the WHS guidelines and regulations relating to general workplace safety
- cleaning agents and chemicals
- hazardous substances
- equipment and manual handling
- storage requirements.

This assists in ensuring the prevention of injuries or illness.

Safety is a key component of any workplace. A safe environment is a healthy environment. Hygienic practices ensure the removal of dirt and germs for the health of employers, employees and customers.

Safe work practices and procedures are necessary to ensure that the workplace is as safe as possible for employers, employees and customers. Such practices are designed to ensure that WHS regulations are obeyed in the workplace.

Use personal protective equipment and safe manual handling techniques when cleaning equipment and premises

Use and application of personal protective equipment

Personal protective equipment (PPE) includes a range of clothing and equipment worn by employees, employers, contractors or visitors to protect their bodies from workplace hazards. PPE includes items such as:

- **eye protection** – goggles, glasses, visors
- **hearing protection** – ear muffs, ear plugs
- **respiratory protection** – respirators, face masks, cartridge filters
- **hand protection** – safety gloves, barrier creams
- **foot protection** – safety boots

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Figure 12.13 Safety boots should be worn to protect your body from workplace hazards



Figure 12.14 First-aid equipment

- **skin protection** – hats, sunscreens, long-sleeved clothes
- **head protection** – hard hats, hair covers, hats and caps
- **body protection** – aprons, safety harnesses.

Important

Knowledge of **safe and hygienic work practices** and procedures is essential for a business to run smoothly.

safe and hygienic work practices routines/processes to ensure a safe and hygienic workplace for staff and guests

Reduce negative environmental impacts through efficient use of energy, water and other resources

Kitchens are usually the highest users of power and resources within the hospitality business, so this is an area where even more savings can be made.

Negative environmental impacts within the hospitality industry can be reduced through:

- the business being sustainable
- ensuring a waste-management process is in place
- practising efficiency in energy use
- ensuring efficient resource use
- implementing a water resource management policy
- introducing a productive recycling and re-use policy.

Sustainability in the industry can be achieved through employers and employees working together to implement policies to reduce waste, and finding ways to use their resources more efficiently and effectively in order to reduce the impact on the environment. This includes practices such as using renewable energy sources, reducing waste, increasing the recycling and re-use of products and using less water.

Waste management is an important issue within the hospitality industry. A good waste-management plan should incorporate all elements of waste control, including collection, transportation, processing, recycling and/or disposal of materials. Each sector of the hospitality industry can improve its waste-management techniques through responsible management and organisation with procedures put in practice for:

- using and disposing of food responsibly (food and beverage sector)
- responsible disposal of e-waste (all sectors)

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- programs for recycling and re-using (all sectors)
- water waste management (accommodation and food and beverage sectors).

Reducing the use of energy is another way the hospitality industry can practise sustainability. Switching to environmentally sustainable energy sources such as solar or wind-generated power will help reduce the amount of coal-fuelled energy consumed by the hospitality industry. These practices include:

- swapping lighting to energy efficient options
- installing lighting that turns off automatically after everyone has left the room
- installing spring-loaded taps and hoses
- installing water tanks
- using steam cleaners
- air-conditioning to 23°C, with an auto turn-off if persons are not present within a certain timeframe
- use of efficient energy rating equipment/testing to ensure power usage is optimised for older equipment
- staff training about energy efficiency with equipment use, and techniques to use to reduce energy usage and resources
- minimising the use of resources such as plastic, paper and wood
- installing energy-saving technology to help reduce wasted power such as an auto switch-off setting
- changing to natural gas as a more environmentally friendly alternative to electricity.



Important

The golden rule is to reduce, re-use, recycle and treat waste that cannot be avoided, to make it less hazardous or reduce the volume.

Sort general waste from recyclables and dispose of waste in designated recycling bins

Recycling has become a common practice in both Australian businesses and households. Recycling is the practice of collecting and sorting materials such as paper, plastic and glass, and then the processing of these materials into new products. This preserves the raw materials that may have been used to make new products, and thus helps with sustainability and resource management. Re-use materials you would otherwise throw away, such as containers, boxes or bottles. The hospitality industry can contribute to recycling by being aware of the products it uses and putting recycling and re-use policies into place.

Safely dispose of all kitchen waste, especially hazardous substances, to minimise negative environmental impacts

Even when used properly, many chemicals can still harm human health and the environment. When these hazardous substances are thrown away, they become hazardous waste. Hazardous waste is most often a by-product of a manufacturing process – material left after products are made. Some hazardous wastes come from our homes: our garbage can include such hazardous wastes as old batteries, insect spray cans, cleaning chemicals, oil and paint thinners. Regardless of the source, unless we dispose of hazardous waste properly, it can create health risks for people and damage the environment.

When hazardous wastes are released into the air or water, or on the land, they can spread, contaminating even more of

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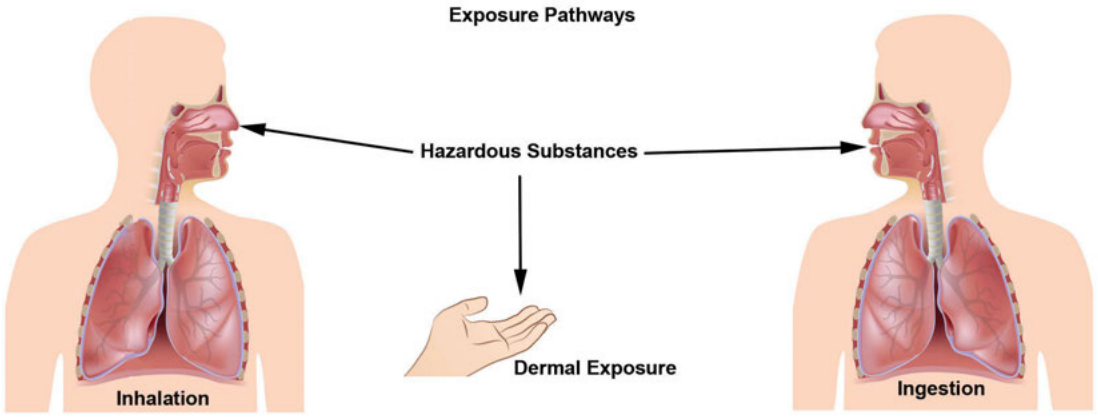


Figure 12.15 Exposure pathways of hazardous substances

the environment and posing greater threats to our health. Humans, plants and animals can be exposed to hazardous substances through inhalation, ingestion or dermal exposure.

A hazardous substance can cause injury or death to a person, plant or animal in a number of ways:

- **Inhalation.** We can breathe vapours from hazardous liquids or even from contaminated water while taking a shower.
- **Ingestion.** We can eat fish, fruits and vegetables, or meat that has been contaminated through exposure to hazardous substances. Small children often eat soil or household materials that may be contaminated, such as paint chips containing lead. Probably the most common type of exposure is drinking contaminated water.
- **Dermal exposure.** A substance can come into direct contact with and be absorbed by our skin.



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Unit summary

At the completion of this unit, students will have discussed, researched and analysed:

- hygiene and cross-contamination issues for kitchens and the importance and purpose of cleaning regimes
- different types of cleaning and sanitising products, chemicals for kitchens and equipment:
  - uses
  - safe use
  - safe storage
- safe practices for using and storing hazardous substances
- content of MSDS for cleaning agents and chemicals, or workplace documents or diagrams that interpret the content of MSDS
- cleaning, sanitising and disinfecting methods for:
  - kitchen floors, shelves and walls
  - kitchen equipment, serviceware and utensils
- correct use of personal protective equipment
- safe manual handling techniques for cleaning equipment and premises, especially bending, lifting and carrying heavy equipment
- environmental impacts of cleaning commercial kitchens and equipment and minimal impact practices to reduce these especially those that relate to water and energy use
- correct and environmentally sound disposal methods for kitchen waste, including hazardous substances, and recyclable glass and plastic bottles and containers
- equipment used to clean kitchen premises and equipment:
  - essential features and functions
  - safe operational practices
- documents for specific organisations:
  - contents of cleaning schedules
  - contents of safety procedures for chemical accidents
  - reporting mechanisms for infestations
  - standards of presentation for the premises.



Unit summary questions

1. What is the difference between ‘caustic’ and ‘corrosive’ cleaning agents?
2. Why are time schedules important when organising cleaning in food-preparation areas?
3. List five recommendations for the storage and security of chemicals and cleaning agents.
4. A colleague accidentally splashes liquid detergent in his eye. What should you do?
5. List five health and safety procedures relevant to cleaning.
6. How would you clean and sanitise a stainless steel workbench?
7. What are the time-management issues to consider when cleaning dry storage areas?
8. List five rules for the safe use and storage of chemicals and hazardous substances.
9. How would you deal with a spillage in the cool room?
10. What are the risk factors that must be considered when completing scheduled cleaning duties in a commercial kitchen?

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Kitchen operations and cookery stream

Unit	Unit code	Unit title
10	SITHCCC101	Use food preparation equipment
11	SITHCCC201	Produce dishes using basic methods of cookery
12	SITHKOP101	Clean kitchen premises and equipment
13	SITXFSA201	Participate in safe food-handling practices
14	SITHCCC207	Use cookery skills effectively (holistic)



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Kitchen operations and cookery stream

Unit 13
Participate in safe food-handling practices

Subject code: SITXFSA201
Replaces and is equivalent to SITXFSA001A – Implement food safety procedures.

Prerequisite subjects:
There are no perquisite subjects required to begin this subject.

Indicative HSC hours:
15 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to handle food safely during the storage, preparation, display, service and disposal of food. It requires the ability to follow predetermined procedures as outlined in a food safety program.

Employability skills
For a full range of employability skills relevant to this unit, refer to page x.

Key terms
cleaning and sanitising
contamination
critical control points
food-handling practices
food hazards
food safety
food safety monitoring
food safety program
food storage, preparation, display, service and disposal
food types
Hazard Analysis and Critical Control Points (HACCP)
policy and procedures
safe and hygienic work practices
single-use items

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13.1 Following a food safety program

Food safety policies and procedures

Food safety policies and procedures form part of any workplace food safety plan. Policies and procedures detail the tasks and responsibilities of each staff member and service area in order to ensure that the preparation and service of food is as safe and hygienic as possible. As well as internal policies and procedures relating to food safety, national, state and territory legislation governs food safety. This legislation takes a preventative approach to reducing food-borne contamination before it reaches the marketplace, by setting strict conditions on the way food is stored, prepared and served.

Hygiene and food safety legislation

Food Act 2003 (NSW) (as amended)

The Food Act 2003 (NSW) (as amended) is the Act governing the production and sale of food for human consumption in New South Wales. It aims to protect the health of the public by preventing the sale of unsafe food. The Act covers all aspects in relation to the handling of food. It also acts to prohibit misleading behaviour relating to the sale of food. It clearly states who is officially responsible for enforcement of the Act, and describes their powers in detail. For full details of the Act, go to www.cambridge.edu.au/hosp3weblinks.

Food Regulation 2004 (NSW)

The Food Regulation 2004 (NSW) retracts the *Food Production (Safety) Act 1998*, amends the *Food Act 2003*, and established the NSW Food Authority. It contains provisions for the regulation of certain matters relating to primary food production and amendments to various Acts and regulations. For full details of the Regulation, go to www.cambridge.edu.au/hosp3weblinks.

Food Standards Australia New Zealand (FSANZ)

FSANZ is a strong food regulatory system operated by the New Zealand and Australian governments. Its aim is to develop effective food standards for Australia and New Zealand. It develops food standards and endorses regulatory food policies following scientific assessments in relation to risks to public health and safety. Within Australia, the food standards are developed for the entire food supply chain from primary production through to manufactured food and retail outlets. For full details of FSANZ, go to www.cambridge.edu.au/hosp3weblinks.

State and local government food safety regulations and inspection regimes

In 1908, the development of an effective national food safety regulatory system became a priority in Australia. Inconsistencies and inefficiencies with state and territory legislation, rising costs of food production and regulation, and an increase in food-borne illness led to this development. However, it was not until the end of 2000 that the states and territories formally agreed to a national food safety regulatory system.

The national food safety regulatory system consists of nationally consistent *Food Acts*, mandatory standards for food safety practices and food premises and equipment, a 'model' standard for **food safety programs**, and supporting infrastructure projects to assist with its implementation.

food safety program guidelines designed to help businesses identify and manage risks associated with the storage, preparation and serving of food



Visit the Food Standards Australia New Zealand website (see www.cambridge.edu.au/hosp3weblinks) for full details on the system.

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The primary objective of the system is to reduce the incidence of food-borne illness in Australia by requiring food businesses to take responsibility for the safety of the food they handle and sell. It also encourages businesses to take a preventative approach to managing food safety risks.

Implications of failure to observe food safety regulations

Failure to observe food safety regulations can affect customers, employees and employers, and result in a number of negative consequences, including:

- **litigation** – businesses and individuals can have charges brought against them in court for failing to meet the food safety standards detailed in the Act. Theses charges can be brought by the government or by customers who have been exposed to unsafe food.
- **fines** – businesses and individuals can face large fines from the government for failing to meet the food safety standards detailed in the Act.
- **loss of business** – businesses can be forced to close their doors to the public for failing to meet food safety standards. In addition, word of mouth spreading about breaches of the Act can have very damaging effects on business.

Activity 13.1

Research the following Acts and regulatory body. Write a short summary of each.

- *Food Act 1989* (NSW)
- Food Regulations 2001 (NSW)
- Food Standards Australia New Zealand (FSANZ).

13.2 Food safety policies and procedures in the workplace

Food safety policies and procedures in the workplace govern food production processes, food-handling procedures, and **cleaning and sanitising** procedures and practices, as well as equipment maintenance and cleaning.

Other areas under the guidelines relate to the maintenance of personal hygiene – for example, the wearing of appropriate clothing and footwear and the regime for hand-washing.

Operational tasks, such as record-keeping and pest control, must also be carried out in accordance with policies and procedures to ensure each department meets its responsibilities in terms of a working food safety program. Food safety policies and procedures relate to the following areas:

cleaning and sanitising the removal of dirt and contaminants, as well as the sterilisation of an area to reduce the risk of contamination



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Purchasing

Purchasing of products and services should be from reputable, registered and approved suppliers. All goods supplied should have specifications, including weight, size, dimensions, grade, colour, texture, packaging, physical characteristics, delivery and product identification.

Delivery



Figure 13.1 The packaging of all food should be inspected on arrival

Each delivery requires a docket so store personnel can count goods delivered and monitor quantity and quality. Information such as the time of delivery, temperature of stock and quality of goods is recorded on the docket. There are additional specifications for receiving perishable food items and cold storage goods. This stock should be delivered at 4°C for fresh food and between –10°C and –1°C for frozen food. Refrigerated goods should be at no more than 5°C, or 15°C for tropical fruits and vegetables. The packaging of all food should be inspected on arrival to ensure contamination has not occurred during transit of the goods. Contamination can be detected by the sight of dented and/or damaged cans or containers, the presence of webs or pests, and stained or broken packaging.

Storage

General storage is the receipt of goods by the storeperson, who then transfers them to the appropriate storeroom or cool room, where they are stored correctly. All food items are controlled and the 'first in, first out' (FIFO) rule applies, especially for goods with a limited shelf life and those with use-by dates. Cool rooms should be monitored and temperatures recorded twice a day. Freezers should be checked when food is being frozen to ensure the food starts to freeze within two hours, otherwise it should be divided into smaller packages. Food should be below 5°C within four hours of the start of the freezing process.

Preparation and serving

food-handling practices procedures that reduce the potential for contamination of food during handling

Ongoing training, monitoring and testing of food handlers' knowledge is necessary to ensure safe **food-handling practices.** Examples of correct preparation and serving tasks include thorough washing of all fruits and vegetables in clean water before use (to remove soil, bacteria, insects and chemical residues) and correct food-storage practices.

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Safe food policies and procedures should especially be followed when cooling and heating foods. Food directly from the stove cannot be left on the bench for longer than two hours. Guidelines for cooling temperatures must be followed. Refrigerators should also be checked to ensure the temperature does not rise above 5°C while cooling foods.

When serving or using a bain-marie, food should be heated to above 75°C and held above 60°C in the bain-marie. Never mix old and fresh food together.

Foods being cooled should follow the two-hour, four-hour rule (the internal temperature of the food should be reduced from 60°C to 21°C within two hours and to 5°C within four hours). Remember the two golden rules:

- Leftover food that has already been frozen should not be refrozen.
- Food should be reheated to at least 75°C in as short a time as possible.

There are other specific rules essential to heating and cooling processes:

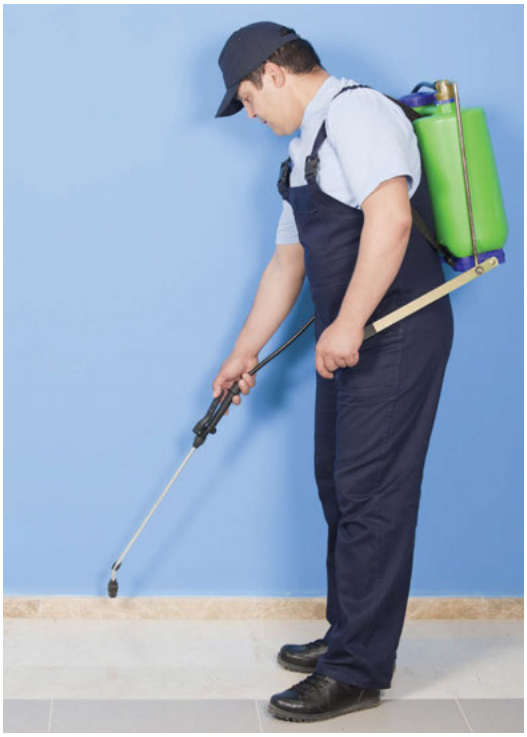
- Rethermalisation is reheating cold, cooked food to serving temperature within a short timeframe. It is used in specialised advanced meal systems, such as for tray food meals used on commercial aircraft.
- Self-service is an area that involves high-risk practices. Users in self-service areas may contaminate food. Special rules should be followed:
  - Never re-use any self-serve food.
  - Don't top up any self-serve food.
  - Refresh food displays regularly.
  - Provide utensils for each food item.
  - Ensure the correct temperatures are maintained and checked regularly.



Figure 13.2 Frozen foods should be between –10°C and –1°C when delivered

Pest control

Other food safety rules include ensuring premises are free from pests and vermin. This can be achieved by ensuring that premises are clean inside and outside, fly screens are in place on windows and doors, bins with closed lids are used, bins are emptied and cleaned regularly, and stock is checked on arrival for signs of pests. Pest control should be a daily routine.



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Cleaning and sanitisation

Cleaning and sanitation of equipment are tasks requiring efficiency and attention to detail. Manufacturers' instructions should be followed properly. Cleaning should remove all soiling and food build-up, but this will not necessarily eliminate germs. Sanitation is the next step. Methods of sanitation include the use of steam, hot water and chemical sanitisers. Sanitation is only effective if carried out efficiently. A daily checklist should be completed prior to production to ensure hygiene standards are maintained.

Personal hygiene

Personal hygiene should be maintained by all people handling and processing food. This is a key factor in reducing the risk of food poisoning. A high standard of personal hygiene is maintained by ensuring the following procedures are strictly adhered to.

Hand-washing

Hands must be washed and thoroughly dried on a regular basis and ALWAYS before preparing or handling food.

Hands must be washed after any of the following activities:

- before, during, and after preparing food
- before eating food
- before and after caring for someone who is sick
- before and after treating a cut or wound
- after using the toilet
- after changing diapers or cleaning up a child who has used the toilet



Figure 13.3 Hands need to be washed correctly



The right way to wash your hands

1. Wet your hands with clean running water (warm or cold) and apply soap.
2. Rub your hands together to make lather and scrub them well; be sure to scrub the backs of your hands, between your fingers and under your nails.
3. Continue rubbing your hands for at least 20 seconds. Need a timer? Hum 'Happy Birthday' from beginning to end twice.
4. Rinse your hands well under running water.
5. Dry your hands using a clean towel or air dry.

Washing hands with soap and water is the best way to reduce the number of germs on them. If soap and water are not available, use an alcohol-based hand sanitiser that contains at least 60 per cent alcohol. Alcohol-based hand sanitisers can quickly reduce the number of germs on hands in some situations, but sanitisers do not eliminate all types of germs.

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- after blowing your nose, coughing or sneezing
- after touching an animal, animal feed or animal waste
- after touching garbage
- After returning to work from any break
- after handling money
- after cleaning equipment
- after touching your hair or face, or scratching.

Personal grooming and cleanliness

- Appropriate clothing needs to be worn at all times.
- Hair must be tied back at all times.
- No jewellery is to be worn by anyone handling or preparing food (including wristbands).
- Nail polish is not worn and fingernails are kept short and clean.
- There is no smoking or eating in the kitchen.
- Personal cleanliness is maintained.
- Wounds or open cuts are treated appropriately (with a waterproof, brightly coloured Band-Aid – blue is the industry colour).

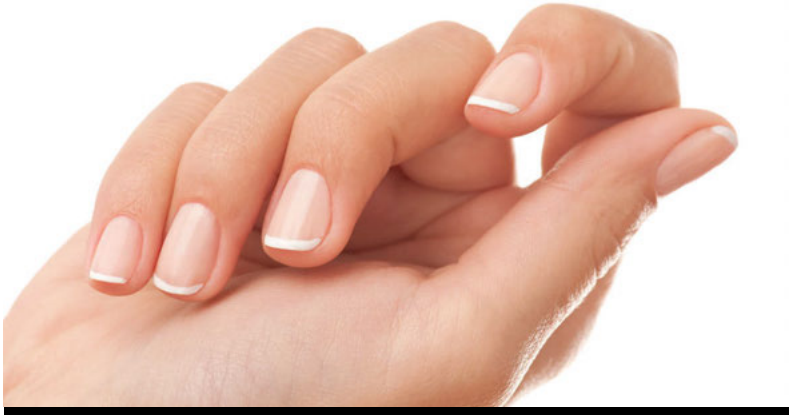


Figure 13.4 Fingernails should be kept short and clean

- Gloves MUST be worn over any waterproof wound dressing.
- Individuals preparing or handling food must NOT handle any money. An individual should be assigned specifically to handle money.
- Do NOT prepare or handle food if you are unwell.

13.3 Hazard Analysis and Critical Control Points (HACCP)

Hazard Analysis and Critical Control Points (HACCP) is a system that provides a framework for monitoring the total food system – from harvesting to consumption – to reduce the risk of food-borne illness. The system is designed to identify and control potential problems before they occur. The application of HACCP is based on technical and scientific principles. Currently, the food industry supports the use of HACCP and its principles as the best system available to reduce and prevent food-borne illness.

HACCP consists of seven steps used to monitor food as it flows through an establishment, whether it is a food-processing plant or a food-service operation. The seven steps of the HACCP system address the analysis and control of biological, chemical and physical hazards.



Hazard Analysis and Critical Control Points (HACCP) a systematic preventative approach to food safety that addresses physical, chemical and biological risks/problems in the food-production process, and recommends corrective action before food can pose a health risk to customers

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The HACCP principles

The HACCP principles are set out in seven steps that are easily applied in commercial and non-commercial settings. These steps deal with the issues of thorough cooking and cooling, which are the major causes of food-borne illness. In order for the HACCP principles to be effective in reducing the risk of food-borne illness, standard procedures for personal hygiene, basic sanitation and food storage need to be developed and followed. The seven procedures should take into consideration the types of foods that will be prepared, the number of food handlers involved in the food-preparation process and the type of equipment to be used. The principles can be listed in the form of a checklist, which can be checked off as each step is accomplished.



The seven steps

1 **Conduct a hazard analysis.** The purpose of a hazard analysis is to develop a list of hazards that are likely to cause injury or illness if they are not controlled. Points to be considered in this analysis can include the skill level of employees, transportation of food, volume cooling, thawing of potentially hazardous foods, degree of food handling and contact, adequacy of preparation and holding equipment available, storage and method of preparation.

2 **Determine Critical Control Points (CCPs).** This step determines where hazards could occur and identifies these spots as **Critical Control Points (CCPs)**. A CCP is any point in which hazards can be prevented, eliminated or reduced to acceptable levels. CCPs are usually practices or procedures that, when done incorrectly, are the leading causes of outbreaks of food-borne illness. Examples of CCPs include purchase, delivery and storage; preparation and cooking; cooling and storage; reheating; holding or displaying; and service. To determine CCPs, the following questions should be answered:

- At this step in preparation, can food become contaminated and/or can contamination increase?
- Can this hazard be prevented through corrective action?
- Can this hazard be prevented, eliminated or reduced by steps taken later in the preparation process?
- Can you monitor the CCP?
- How will you measure the CCP?
- Can you document the CCP?

3 **Establish critical limits.** At this stage, the necessary controls are implemented to prevent a hazard. These controls are called a critical limit. The critical limit ensures that a biological, chemical or physical hazard is controlled by a CCP. Each CCP should have at least one critical limit. Critical limits must be something that can be monitored by measurement or observation. They must be scientifically and/or regulatory based. Examples include temperature, time, and pH and water activity.

Critical Control Points (CCP) points at which controls can be applied and food safety hazards prevented or reduced to acceptable levels

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4 **Establish monitoring procedures.** Monitoring is a plan that includes observations or measurements to assess whether the CCP is being met. It provides a record of the processes throughout the establishment. If monitoring indicates that the critical limits are not being met, then action must be taken to bring the process back into control. The monitoring system should be easy to use and meet the needs of the food establishment, as well as the regulatory authority. It is important that the job of monitoring be assigned to a specific individual and that they are trained in the monitoring technique.

5 **Establish corrective action.** If the process for a CCP is not being met, some type of corrective action must be taken. The standards established in Step 3 must be met. Corrective actions may need to be put in place and could, for example, range from 'continue cooking until the established temperature is reached' to 'throw out the product', depending on the severity of the situation. HACCP plans should include details of who is responsible for implementing the corrective action and what corrective action was taken. Corrective action should be established in advance as part of the HACCP plan.

6 **Establish verification procedures.** These procedures are activities other than monitoring that determine the validity of the HACCP plan and ensure the system is operating according to the plan. One major aspect of verification is to determine whether the plan is scientifically and technically sound. It is also necessary to check that all the hazards have been identified, that the HACCP plan is properly implemented and that these hazards can be controlled effectively. Verification can be completed by obtaining expert advice and scientific studies; internal and external audits; observations of the preparation processes of the food; and measurements and evaluations. Another means of verification is an onsite review of the established critical limits, with each CCP having an independent assessor. This verification step provides an opportunity to make modifications to the HACCP plan if necessary.

7 **Establish record-keeping and documentation procedures.** Record-keeping and documentation procedures should be simple to complete and include information illustrating that the established standards are being met. Employees need to be trained in the record-keeping procedures and understand why it is a critical part of their job. Examples of records include time/temperature logs and checklists.

Seven practical steps for HACCP in commercial kitchens

1 Review menu and highlight potentially hazardous foods.
2 Review recipes that include potentially hazardous foods and highlight problem ingredients.
3 Include critical temperatures and times in the recipes/procedures.
4 Check food temperatures during preparation, holding, cooking and cooling. Food temperatures should be checked using a bi-metallic thermometer. Remember that the temperature danger zone is between 5°C and 60°C.
5 Ensure correct temperatures are being met. In some cases, the 'correction' may involve throwing the food item away because the food may have been mishandled during the preparation process.

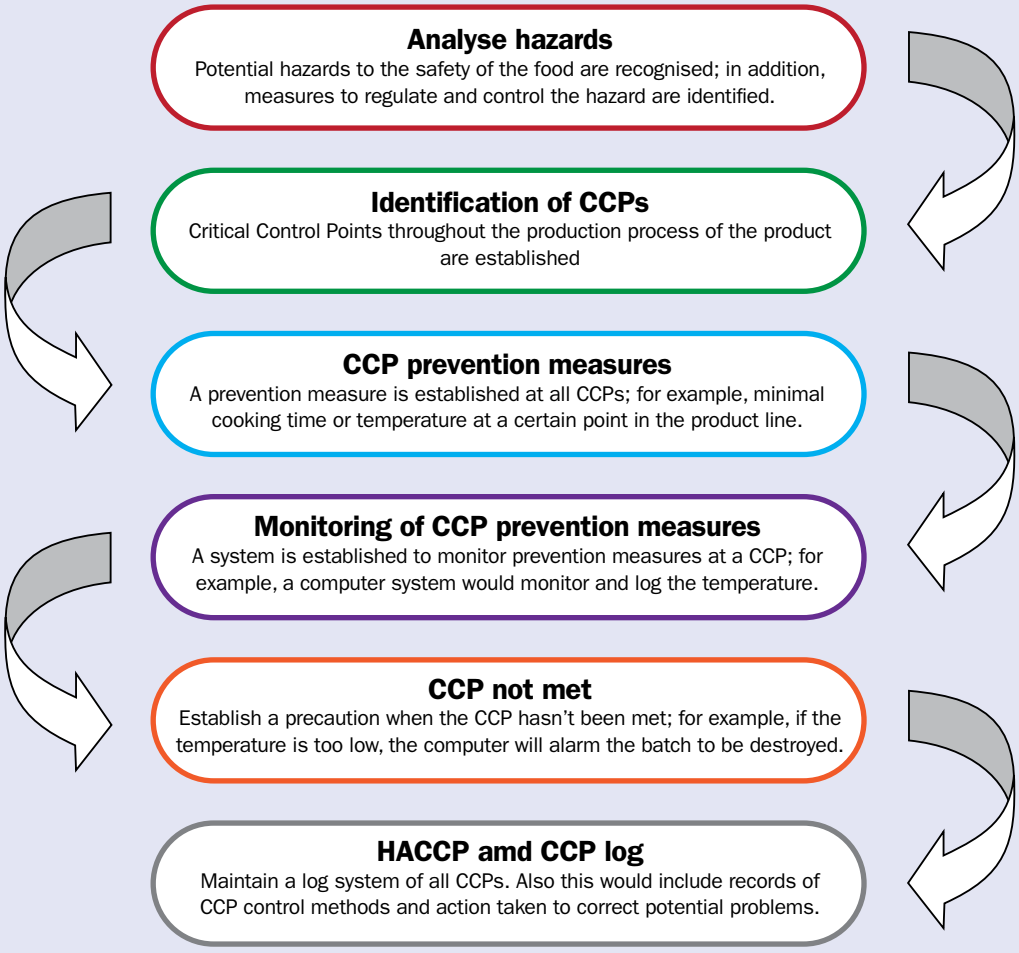
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6 Verify that the previous steps are being followed:
- review plan
- review deviations and corrections
- visual inspection.

7 Record time and temperatures.
A system for recording temperatures should be developed. This system can be in the form of a notebook or chart that includes the intervals at which the temperatures should be taken and space for recording them.

Activity 13.2

Visit the NSW Food Authority website (see www.cambridge.edu.au/hosp3weblinks). This website provides instructions on setting up a HACCP-based food safety program. Enter the terms 'HACCP' into the search function and follow the link to 'Food Safety Programs & HACCP'.



Answer the following questions based on your research:
1 What is a HACCP plan?
2 Why is food safety an important issue?
3 What do the initials CCP stand for?
4 What steps should be followed when setting up a food safety plan?
5 What are the outcomes for an establishment when high food safety standards are met?

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Policies and procedures for HACCP

There are many operational policies and procedures for HACCP in relation to hazardous foods, including meat (raw and cooked), fish, fish paste and shellfish, and poultry (raw and cooked). The following list outlines safe food procedures for these foods.

- Fresh meats should be delivered at 5°C and frozen at –10°C.
- There should be no visible signs of chemical or physical contamination.
- Packaging should be intact.
- Fresh meats should be stored below 5°C and frozen food below –15°C.
- All food should be kept covered.
- Food should be defrosted at 4°C or in the microwave.
- Food must not be held above 5°C for more than four hours.
- Preparation time should not exceed 90 minutes.
- Food should be cooked to an internal temperature of 75°C and the outside should be browned.
- Food should be held at 60°C after cooking.
- If reheating, food should be reheated to 75°C quickly, then held above 60°C for reserving.
- If cooling, food should be cooled to 5°C within four hours.

Handling of milk and milk products, and desserts consisting of egg and milk, should follow these procedures:

- Arrival temperature should be 5°C.
- There should be no visible signs of broken packaging.
- Food should be stored at 5°C.
- Milk should always be covered.
- Any product that is past its shelf life should be discarded.
- Preparation time for these food types should not exceed 90 minutes.
- Cooking time should be according to the recipe.
- Products should only be held at 60°C for a maximum of 90 minutes and then cooled to below 5°C within four hours.

Monitoring and documentation of these processes to control food spoilage and poisoning is necessary to ensure the food establishment meets all the operational policies and procedures.

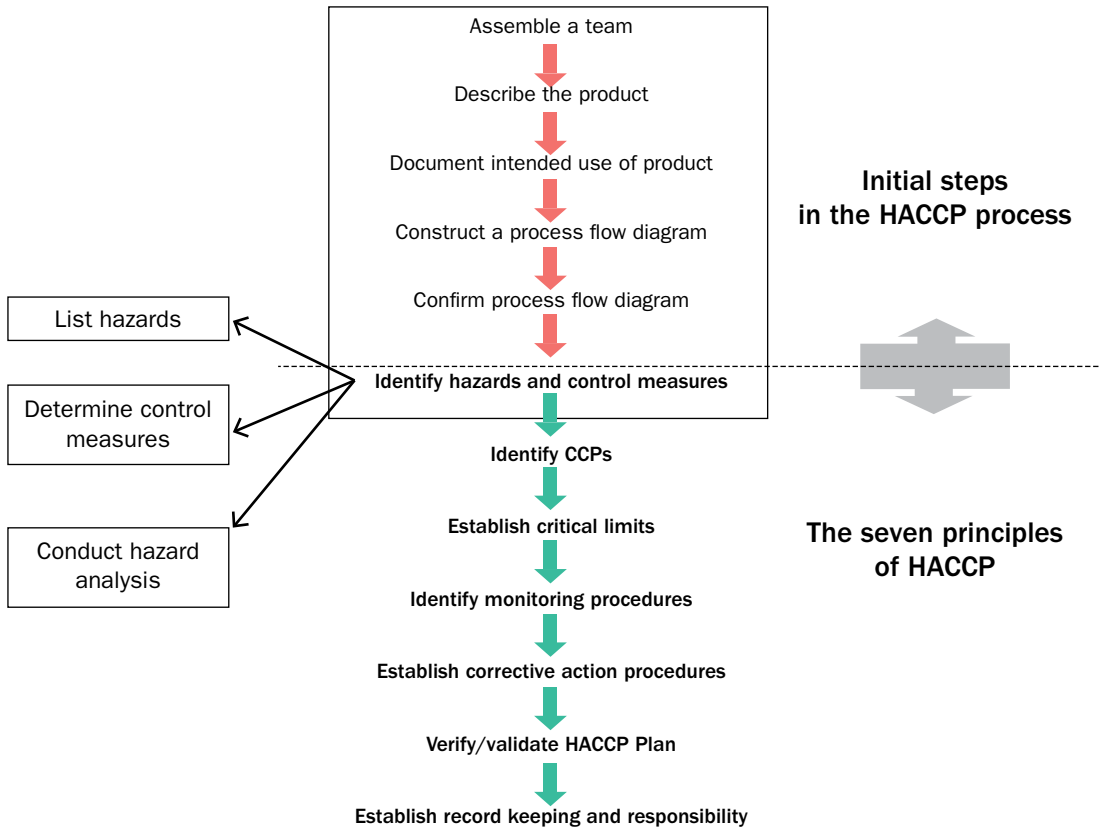
Food safety monitoring includes internal and external audits. Food establishments should monitor procedures for commodities, products, equipment, policies, procedures and practices. Internal audits are performed within the establishment by management, whereas external audits are performed by an independent body. Other documentation completed by management and food handlers includes reports, audit summaries and temperature charts. These reports include monitoring and recording temperatures of cold and hot storage equipment and food temperatures using a temperature probe, checking and recording that food is stored within appropriate time limits of receipt of goods and visual examination of food for quality review.

This record-keeping is essential for all establishments to comply with safety policies and procedures. If food safety policies do fail, this could result in loss of business due to poor practices, fines for infringements or litigation (a civil action or lawsuit) for not complying with laws.



food safety monitoring ongoing review of the hazards associated with food preparation and service, and the conditions to prevent the growth of bacteria that can cause food poisoning

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Activity 13.3

1 Design a HACCP plan for the preparation of a ham and cheese roll.
2 Describe the CCP in the delivery of fresh shellfish.
3 Describe the CCP in the preparation of a Caesar salad.



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Figure 13.5 Any product that is past its shelf life should be discarded





Figure 13.6 Wearing appropriate clothing is an important aspect of personal hygiene

Safety procedures at critical control points

The ability to maintain a high level of safety in food production is crucial for the survival of an establishment that sells food. When implemented thoroughly, safety procedures produce very positive outcomes. Satisfaction with the establishment's products creates consumer confidence. Satisfied customers provide repeat business, which results in profits. Efficiency within a business will create confidence in the establishment and in turn lead to high staff morale, since staff know they are providing a safe product for their customers. Another positive result of staff following food safety guidelines is the minimisation of loss of product and profit through spoilage of goods.

When food safety guidelines are not adhered to, it can result in many problems. These include the possibility of causing food poisoning from the sale of contaminated food, resulting in bad publicity for the business, possible legal action, lower profits from fewer customers and possible business closure. Staff involved can also be affected, experiencing low morale or even job loss.



Figure 13.7 How safe is this preparation area?

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policy and procedures rules and regulations

It is important for all staff to follow **policy and procedures**, especially when dealing with CCPs. CCPs can deal with either visible or invisible methods of contamination. Invisible contamination is unable to be seen by the naked eye, and is usually caused by microbes or germs, whereas visible contamination is usually obvious and you can tell that the food is spoilt.

Food spoilage makes food inedible by producing a change in the food's flavour, smell, colour and appearance, as a result of chemical, microbiological or physical changes on or within food. These changes are caused by hazards that affect food during the food-handling process, production, storage or service of the food.



temperature danger zone the temperature at which bacteria can grow quickly to unsafe levels on food – between 5°C and 60°C

The temperature danger zone

Foods that can cause food poisoning should be kept below 5°C (for cold foods) or above 60°C (for hot foods). Low temperatures prevent food poisoning bacteria, which may be present in the food, from multiplying to dangerous levels. High temperatures will kill bacteria and viruses. Because bacteria can grow to unsafe levels between 5°C and 60°C, this is known as the **temperature danger zone**.

Table 13.1 Identification and control of hazards

Types of hazard	Examples of hazard	Ways to prevent and control the hazard
Physical	• Glass fragments • Metal shavings • Packaging • Equipment • Foreign objects from the food handler • Pests	• Visual inspection • Correct waste disposal • Strict personal hygiene standards • Effective cleaning of work area • Covering and storage of food products • No smoking/eating by staff • Effective pest control
Microbiological	• Micro-organisms, including viruses, moulds and bacteria (Remember: some types of micro-organisms can grow without evidence and not cause a smell or sliminess)	• Purchase reputable brands • Check goods on delivery, and control temperature • Store at the correct temperature, cover food, rotate stock, avoid cross-contamination • Follow temperature guidelines: cook to the centre above 75°C; cool food rapidly (from 60°C to 5°C or below within four hours); reheat rapidly to 75°C (two hours maximum in the danger zone between 5°C and 60°C) • Cold holding below 5°C • Hot holding above 60°C
Chemical	• The presence of toxic chemicals in food. These include pesticides, insecticides, rat poison, cleaning agents and residue from food left in open cans	• Store chemicals away from food and food areas • Never store food in chemical containers • Clearly mark chemical containers • Rinse and clean chemicals from surfaces and equipment where food may come into contact with them

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High-risk areas

The high-risk areas that can be a cause for food poisoning are important to remember. These include the following:

- **Working with foods highly susceptible to microbiological contamination:**
  - raw, cooked or processed meats, poultry, fish and shellfish (especially oysters)
  - milk and milk products, custards and puddings, cream and cream products
  - shell eggs and egg products
  - rice and beans (especially lima beans, borlotti beans and chickpeas)
  - stuffing for meat and poultry
  - opened canned meats, gravies and sauces.
- **Working in temperatures that promote rapid growth of micro-organisms.** Between 5°C and 60°C is the temperature danger zone for promotion of rapid growth of micro-organisms.
- **Displays of food and buffets.** It is essential to check temperatures of displayed foods (hot food should be kept above 60°C and cold food below 5°C).
- **Touching food with the hands.** In these situations, hands must be washed thoroughly. Gloves should be changed regularly; you should never use the same gloves when handling money and raw and cooked food – this will cause **cross-contamination**.
- **Requirements for rethermalisation or defrosting**. Cooling of a product is required within four hours. Foods should be defrosted at below 5°C or in a microwave. Foods should be reheated to 75°C or above in as short a time as possible. Leftover food that has already been reheated should not be refrozen. Remember to stir food when reheating to hasten the heating process.

cross-contamination the process by which bacteria or other micro-organisms are unintentionally transferred from one substance or object to another, with harmful effects



Figure 13.8 Store milk products at 5°C

Two-hour, four-hour rule

The two-hour, four-hour rule applies to ready-to-eat, potentially hazardous food. It provides guidance on how long this type of food can be held safely at temperatures between 5°C and 60°C, and what should happen to it after certain times. The times refer to the whole life of the food, including preparation and cooling, not just to display times, so remember to add up the total time that the food has been between 5°C and 60°C.

Table 13.2 Time limits for the two-hour, four-hour rule

Total time limit between 5°C and 60°C	What you should do:
Less than two hours	Use immediately
Between two hours and four hours	Refrigerate or use immediately
More than four hours	Throw out

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Customer groups with a high risk of harm

Customer groups at the highest risk of harm from unsafe food-handling procedures include:

- babies and children
- pregnant women
- elderly people
- people with immune deficiencies
- people with allergies.

Reporting hazards

food hazards harmful substances in foods that can cause food poisoning if not handled appropriately

Reporting **food hazards** in the workplace is a requirement for all staff. Reporting hazards prevents the possibly of contamination and harm to customers. The reporting of food hazards should take place immediately, and be directed to the supervisor/team leader, manager or WHS officer.

Knowing the importance of acting and reporting within the level of authority at work is a trait of a good employee. The traits of initiative, problem-solving and decision-making are qualities that are highly sought after by all employers.

The reporting procedure ensures the safety of everyone, as it protects the business from potential harm. There are many reporting methods, and individual businesses will have reporting procedures in place. These methods consist of formal and informal notification, and verbal and written reports to the appropriate staff or employer.

Food hazard indicators

Indicators that food hazards are not under control include:

- customer complaints
- reports of food poisoning
- misuse of single-use items
- stocks of out-of-date foodstuffs
- spoilt or contaminated food
- unclean equipment
- existence of pests and vermin.

13.4 Store food safely

Depending on the types of food served at an establishment, different food storage environments are necessary. In general, the following storage environments will be required:

- **Dry storage.** Dry store units provide safe, secure and hygienic storage for catering stock.
- **Cold storage**. Cold storage facilities provide rooms with very low temperatures, suitable for the storage of perishable items like meat and vegetables.
- **Freezers**. Freezers are used to store food in a solid state for an extended period of time. Freezers generally keep food at around –18°C.



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Storage conditions for different food types

The storage conditions for food types will differ depending on the properties and characteristics of the frozen, fresh or cooked food. Other factors that contribute to the length of time food for which will be edible include:

- whether it has been stored in the correct area
- the temperature ranges at which it is stored
- the length of time for which it has been stored
- whether stock rotation is initiated in the storage routine when receiving goods.

The following list outlines some of the necessary storage requirements for different foods:

- **Eggs.** Refrigerate until ready for use. Keep the eggs in their original cartons, with the rounded ends up. Place the carton on the lowest rack or a little towards the back (the coldest areas of the refrigerator). Keep the egg cartons closed to minimise exposure to strong odours.
- **Dairy.** Put dairy products in the refrigerator within two hours of purchase and freeze ice-cream as soon as possible. Although pasteurisation controls many bacteria, some can still grow quickly when dairy products are not properly stored. Food kept at room temperature for more than two hours should be discarded. Check the expiry date on the package, and don't keep dairy products longer than recommended.
- **Meat.** Buy meat that is as fresh as possible. The fresher the meat, the better it will taste and the longer its

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shelf life will be. If you are buying pre-packaged meat, such as mince, check the expiry dates.

- **Fish.** Store fish separately from other foods and wash all utensils in soap with a scouring pad. Seal the fish in an airtight plastic bag if possible. Freeze or refrigerate promptly if you will not be eating it right away. Use caution when eating fish that has been fermented instead of refrigerated, such as anchovies, sardines and tuna.



Figure 13.9 A commercial cold storage

- **Fruit.** Keep citrus fruit at room temperature for up to a week. Keep in a cool dark place, out of direct sunlight, and be sure to check regularly for spoilage. Fruit should already be ripe before placing in the refrigerator, since lower temperatures slow down ripening. Allow to ripen at room temperature for a few days before placing in the refrigerator.
- **Vegetables.** Use the crisper in the refrigerator, which is designed to keep the moisture in vegetables. You can keep vegetables from a few days to a few weeks, depending on the type. Asparagus, beans, beets, carrots, broccoli and cauliflower should all be stored in the fridge. Certain types of vegetables do better in a cool, rather than cold, environment. Artichokes, Chinese cabbage, onions and potatoes can all be stored in a cool, dry location.
- **Dried goods.** Foods will keep longer when stored in a cool, dark place. Keep the pantry door shut to avoid exposure to sunlight.
- **Flour and cereals.** Freeze any amount over what you will use in three months. Store in airtight containers that have moisture barriers while in the freezer and out.
- **Beans, legumes and rice.** Store in airtight containers. You can freeze for a short time.
- **Dehydrated vegetables/dried fruits/nuts.** Place in airtight containers to prevent moisture, which can cause moulding, and keep out of direct light, which can discolour or bleach. Roasted nuts should not be stored long term, as the oils will become rancid.

Freezing cannot improve the flavour or texture of any food, but when properly done it can preserve most of the quality of the fresh product.

13.5 Prepare food safely

There are a range of safe and hygienic work practices relating to the preparation, handing and service of food. These include:

- personal hygiene
- safe and hygienic handling of food and beverages
- regular hand-washing
- correct food storage
- suitable dress and PPE
- avoidance of cross-contamination
- hygienic cleaning practices
- use of cleaning equipment, clothes and materials
- safe handling and disposal of linen and laundry
- appropriate handling and disposal of garbage
- cleaning and sanitising

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- following the workplace/organisation's food safety program
- understanding the temperature danger zone for the main food types
- adhering to the two-hour, four-hour rule
- knowing appropriate temperature levels for methods of food storage, production, display and service.

13.6 Food safety hazards associated with different serving methods

Hospitality organisations prepare and serve food in a number of different ways in order to meet the needs of their customers. Some restaurants and hotels serve food to order, while others (such as cafés and takeaway outlets) may offer a range of serving options. Each of these serving methods has associated safety risks that need to be taken into account.



Figure 13.10 Store dried goods in airtight containers

Self-service

This includes areas such as buffets, salad bars, condiments stations, tea and coffee stations, and drink dispensers. It is essential that food and beverages offered to customers in self-service situations be kept at safe temperatures. Cold foods and beverages, such as salads and milk, need to be kept at a constant temperature



Figure 13.11 It is essential that food and beverages offered to customers in self-service situations be kept at safe temperatures

below 5°C. Hot foods, such as pasta and meat, need to be kept at constant temperatures over 60°C. Staffs need to check temperatures regularly to ensure they are within safe limits.

- Hot foods should not be kept on display for longer than 90 minutes. After this period of time, food should be disposed of. New food should not be added to old food.
- As customers are expected to serve themselves, appropriate utensils (e.g. tongs, serving spoons) should be available so that no food is touched with hands. Each dish should have its own utensils to avoid cross-contamination.
- It is also important that self-service areas be kept under constant supervision, to ensure that customers

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do not contaminate the food by touching, coughing or sneezing on it. If this does occur, the contaminated food must be removed immediately.

Pre-packaged food items

These include sandwiches, hamburgers and similar items. Pre-packaged food items are available in a wide range of hospitality and other businesses. Often, this food is supplied by external contractors. Storage conditions for these foods must be strictly adhered to and use by dates followed. It is also important that packaging used for these foods is appropriate and undamaged.

Activity 13.4

Fresh food products are commonly sold at a self-service petrol station. Many of these products are produced off-site and transported to the place of sale. Describe one critical control point in each of the following stages for a cold chicken and lettuce roll produced for sale:

- preparation and cooking
- service
- purchasing
- delivery
- display of food.

13.7 Provide safe single-use items

Single-use items

single-use items items that can only be used once before being disposed of

Single-use items are provided to customers for many reasons. They can often ensure a higher level of hygiene, reduce cleaning time and cost, reduce food handling and provide specific portion control. Single-use items include:

- cutlery and chopsticks
- plates, mugs, cups and bowls
- face wipes and serviettes
- drinking straws
- takeaway containers for food and beverages.

In some instances, single-use items can reduce costs and provide variety, in particular with individually packaged products such as:

- sugars
- condiments
- jams and spreads
- serves of coffee, tea and UHT milk
- knives, forks and serviettes
- toiletries for motel rooms.

Single-use items are used for convenience and for reduced workload of cleaning when used in function settings. They provide a hygienic service for the customer and do not reduce the quality of the good, but enhance practicality and ease of handing products in many hospitality situations.

It is important that all single-use items are sorted and used according to the manufacturer's instructions in order to avoid contamination.

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Figure 13.12 Examples of single-use items

The Standard requires the business to make sure that single-use items:

- do not contaminate food
- do not pass on any illness, and
- are not re-used.

The main ways to make sure that food is kept safe using single-use items include:

- protecting the single-use item with packaging or a container
- using dispensers that will allow only the customer who will use the single-use item to touch it
- storing the single-use item away from chemicals, in food-storage areas
- throwing the single-use item away if it has been used, damaged, touched or in any way contaminated.

13.8 Maintain a clean environment

Cleaning is the removal of all soiling and food build-up, but this will not necessarily eliminate germs. Sanitising is the next step. Methods of sanitising include the use of steam, hot water and chemical sanitisers. Sanitising is only effective if carried out correctly. A small number of germs often remain, but at a level that is not harmful to humans.

Appropriate cleaning practices are specific to the area cleaned. All businesses/hospitality premises have specific routines for all areas/sectors. Cleaning within the hospitality industry is scheduled daily or on a needs basis.

The cleaning practices for food-preparation areas are more specific, and require cleaning prior to, during and after service. Food-preparation areas, storage areas and public areas require various cleaning liquids and cleaning equipment to ensure the areas meet a hygienic level. The kitchen surfaces, equipment and utensils used in the food-preparation area are cleaned on a needs basis and the larger scale equipment has set routine cleaning and regular maintenance cleaning to maintain the levels required by the industry.

To clean and maintain both large- and small-scale equipment, staff should have specific roles. Cleaning down and ensuring that all working parts in contact with food are thoroughly sanitised is essential to ensure the equipment is clean and ready for the next use. This increases the life of the machine and ensures cross-contamination doesn't occur. Cleaning is a high priority for a hygienic work environment, and is an ongoing process.

If problems are discovered during the cleaning process, these should be reported to the supervisor/manager and, when required, to the supplier/manufacturer. It is also essential that training is provided for assembly and disassembly of equipment to prevent injury or damage.

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Everyday equipment, including crockery and cutlery, should be checked on a regular basis. If any signs of wear or damage are visible, it is necessary to dispose of the item to reduce incidences of contamination from the exposure of food to cracks or chips. Dispose of or report chipped, broken or cracked eating, drinking or food-handling utensils. The supervisor will instruct on what is required for disposal or other intended use of the equipment. This also assists with stocktake and purchasing of replacement equipment.

Removal and disposal of waste are major issues within all hospitality businesses. All businesses use waste bins, waste-disposal units, recycling units and compactors to assist with the environmental issues and the problems associated with waste. The cleaning of these disposal areas is necessary, and waste needs to be stored correctly or it will be a haven for vermin. Take measures within your scope of responsibility to ensure food-handling areas are free from animals and pests, and report incidents of animal or pest infestation. Common vermin include flies, cockroaches, rats and mice. Control of these vermin may require professional assistance.

13.9 Dispose of food safely

Reasons for the disposal of food

The disposal of food is a major issue in the hospitality industry. Food may need to be disposed of for a number of reasons. It may not be safe, may be suspected of not being safe, may be left over from service or may be recalled due to contamination during production or processing. Mark and keep separate from other foodstuffs any food identified for disposal until disposal is complete.

In these cases, food should be disposed of safely so that it cannot be used for human consumption. Dispose of food promptly to avoid cross-contamination. Recalled food should be returned to the supplier.



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Unit summary

At the completion of this unit, students will have discussed, researched and analysed:

- the importance of safety procedures in food production
- hygiene and food safety legislation and regulations regarding correct storage, handling and preparation of food
- critical control points (CCPs)
- types of hazards that apply to food handling, production, storage and service
- risk situations
- Hazard Analysis and Critical Control Points (HACCP)
- operational policies and procedures for HACCP in relation to potentially hazardous foods
- HACCP-based monitoring, documentation and procedures
- single-use equipment
- maintaining a clean environment
- safe disposal of food.

Unit summary questions

1. What is the aim of a food safety plan?
2. In what way is the HACCP program a system to prevent food poisoning?
3. List and describe the seven principles of HACCP.
4. What is hazard analysis?
5. There are three types of hazards. Describe the difference between these hazards and provide examples of each.
6. What is the temperature danger zone?
7. What are the requirements for cooling, defrosting and reheating food?
8. What is the difference between cleaning and sanitation?
9. Why is it necessary for people handling food to follow good hygiene practices?
10. What are the necessary steps for employees in ensuring premises are clean for service?



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Kitchen operations and cookery stream

Unit	Unit code	Unit title
10	SITHCCC101	Use food-preparation equipment
11	SITHCCC201	Produce dishes using basic methods of cookery
12	SITHKOP101	Clean kitchen premises and equipment
13	SITXFSA201	Participate in safe food-handling practices
14	SITHCCC207	Use cookery skills effectively (holistic)



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Kitchen operations and cookery stream

Unit 14
Use cookery skills effectively (holistic)

Subject code: SITHCCC0207

Prerequisite subjects:
This unit must be assessed after the following prerequisite unit:
SITXFSA101 – Use hygienic practices for food safety

Indicative HSC hours:
20 hours

Unit overview
This unit describes the performance outcomes, skills and knowledge required to use a range of cookery skills for live service or production periods. The unit integrates key technical and organisational skills. It brings together the skills and knowledge covered in individual units and focuses on the ways in which these must be applied in a commercial kitchen. This unit underpins the more advanced integrated unit SITHCCC309 – Work effectively as a cook, which applies to qualified cooks.

Employability skills
Employability skills for this unit should be assessed holistically with other relevant units.

Key terms
commercial equipment
cookery methods
dietary requirements
end-of-shift requirements
hygiene procedures
job roles
jobs checklist
menu types
workplace safety

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Note to teachers

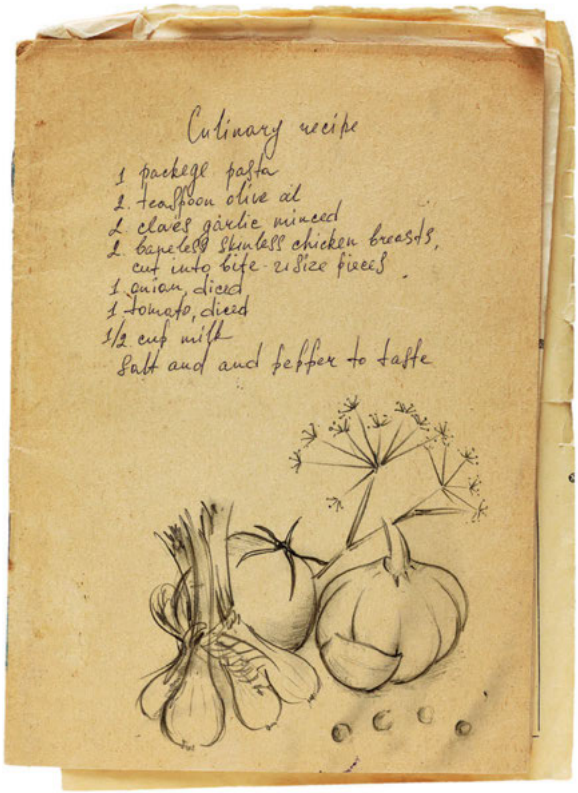
It is expected that final assessment of this unit will be conducted following the completion of other units required for a qualification. However, the collection of evidence will take place over a period of time, and may commence before the completion of other required units. Students will need to integrate technical skills and provide effective hospitality service to customers for a minimum of 12 complete service periods (shifts).

14.1 Organise and prepare for food service or production

Calculate commodity quantities according to recipes and specifications

Standard recipes are used in the hospitality industry to help determine commodity quantities for a dish. A standard recipe gives you information on how to prepare food, the name of the recipe, a list of ingredients, step-by-step instructions on what to do with each ingredient, how to garnish, how to serve the food, ideas for modifying the recipe and the serving yield size. It helps to standardise the production of every food item on a menu. This ensures the food is consistent in quality, quantity, cost and presentation, regardless of who prepares it.

Standard recipes are particularly helpful to assist the training of new staff, write accurate bulk food orders, control portion size, record food costs, establish cost percentage for each item and maintain consistent quality. When preparing food in large quantities, it is important that you do not over- or under-order ingredients. Commodity quantities need to be calculated according to recipes and specifications. Often, these commodity quantities need to be modified to suit your enterprise requirements and the number of portions needed. Before ordering any goods, it is important that you double-check to ensure you have calculated the correct quantities before an order is placed.



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Prepare a jobs checklist for food

It is important when you are working in the industry that, at the beginning of the day and before service starts, you prepare an accurate and detailed job list to ensure all necessary tasks get done. This will also assist with your time management and ensure that all jobs are completed in the necessary timeframe. Often you will be prepping for more than one service period and for several dishes.

Jobs checklists need to be clear, complete and appropriate to the situation. They also need to be written in a manner that is understood by all staff so everyone is clear about what duties need to be done and what their specific jobs are. Your ability to work to a job list will assist all kitchen staff and chefs when busy service periods begin. Completing a lot of the basic preparation will ensure that meals are cooked to order and given to the customer with minimal time wastage, adding to the efficiency of the establishment.

Follow instructions about menu requirements and job roles

Working together as part of a team is essential in the hospitality industry. Excellent communication skills are needed to ensure that everyone is clear about their jobs and job responsibilities. It is important to liaise with other team members effectively about menu requirements and job roles. Some menus may have specific requirements that you need to know.

You should also be aware of specific requests from customers with regard to the menu. Some customers require particular menus due to cultural reasons or dietary requirements, including food allergies, or food preferences. It is essential to your establishment's reputation that you seek to accommodate all menu requirements, and that you have the ability to adapt to and cater for special dietary needs and customer requests.

Follow a work schedule to maximise efficiency

A work schedule is necessary to identify the jobs that need to be completed, to delegate jobs to other team members and to ensure there is a person who is in charge of or has taken responsibility for a given task. A work schedule will help to maximise efficiency and ensure that jobs are completed to an acceptable standard within a given timeframe. It will also take into consideration the roles and responsibilities of other team members. Often a work schedule for a team is devised by a manager or an individual who has been given responsibility for a set group of people or a set task.



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14.2 Complete food organisation and preparation according to different food production and service requirements

Organising and preparing food items before service is known as mise en place. It refers to all the preparation done before actual cooking begins. Food organisation and preparation may include:

- cleaning and preparing vegetables and other commodities



- cooking soups and other precooked items
- preparing and portioning:
  - meat
  - poultry
  - seafood



- preparing:
  - desserts
  - dressings
  - garnishes
  - sauces
  - stocks



- selecting and using serviceware and equipment.



The food organisation and preparation (mise en place) will vary according to food production and service requirements. These may include:

- different menu types:
  - **À la carte.** This kind of menu will have a list of dishes in menu order from appetisers to main meals and then to desserts. The customer

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can select any combination of dishes from the menu.
  - **Buffet.** A buffet menu is one where all the food is prepared and then presented on a table for the customer to select and serve their own food.



  - **Pre-ordered items.** Menus can be pre-ordered where customers are served food that has already been chosen – commonly seen at functions.
  - **Set menu.** This is a set menu that consists of two to four dishes for a set price. The customer has the option of choosing two to three dishes from each course.
- different service periods
  - breakfast
  - lunch
  - dinner
  - special function.

14.3 Cook menu items for food service or production

Select and use appropriate commercial equipment to produce menu items

commercial equipment the machinery or tools used in the food-service and hospitality industry

When working in the hospitality industry, you need to be able to select and use the appropriate equipment for the menu item you are preparing. You should be familiar with and able to operate a range of standard **commercial equipment** found in most establishments. This includes undertaking training in the correct use of equipment and the wearing of any necessary personal protective equipment required to ensure you meet all WHS standards. Some of the commercial equipment that you may need to learn to use includes electric, gas or induction ranges; ovens, including combi ovens; microwaves; grills and griddles; deep-fryers; salamanders; food processors; blenders; mixers; slicers; tilting frypans and bratt pans; steamers; and bains-marie.



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Cook menu items according to menu type and service style, using appropriate cookery methods

Every hospitality establishment will have its own menu type and service style. The establishment's location, clientele, decor and cuisine are factors that will influence its menu type and service style. You may be required to work in a five-star silver service establishment or for a hospital kitchen whose prime aim is to serve its clients healthy and nutritious meals. Either way, you need to be aware of the various menu types, service styles and cookery methods used to be able to cook menu items appropriately.

Some of the common cookery methods with which you need to be familiar, regardless of the type of establishment, include the following:

- **Boiling** – food is cooked by bringing liquid (usually water) to the boil and maintaining it at a high temperature.
- **Poaching** – food is submerged completely in liquid (often a stock or other flavouring mechanism) just below boiling point and there is no visible movement of the liquid when cooking is in progress. This method is used for many ingredients, including fruit, meat and eggs.
- **Steaming** – food is cooked by the heat of the steam surrounding the food. The food is suspended above a boiling liquid and the steam rises to move around the food. The steam should be contained within the vessel.
- **Stewing** – food is covered with liquid and cooked slowly. It is a long process, giving a concentrated colour and flavour to the food and sauce.
- **Braising** – often used with meat and vegetables, braising is when food is slowly cooked in liquid in a firm-lidded, heatproof vessel. The ingredients are cut into large pieces and the liquid half-covers the meat during cooking.
- **Roasting** – food is cooked in an oven and basted during the cooking process, ensuring it stays moist. It is mainly used for meat and vegetables.
- **Baking** – food is subjected to dry heat in an oven, which converts the water content of the food into steam; this in turn bakes the food.
- **Grilling** – food is cooked by radiated heat directed from above or below the food. The source of heat can be electric, gas or charcoal.
- **Shallow-frying** – involves cooking food in a small amount of fat in a pan. This method of cookery is more suited to tender foods such as schnitzels, cutlets and prawns.
- **Deep-frying** – food is cooked by fully immersing it in extremely hot fat or oil. The food cooks very fast and takes on the flavour of cooking liquid. Most foods are suited to deep-frying and will often be deep fried with a covering such as a batter or breadcrumbs.
- **Stir-frying** – involves adding ingredients to a heated pan and stirring or tossing them continually while cooking at a high heat. It is a popular Chinese cooking technique, as it is quick and healthy, and does not use much oil. It is suitable for a range of vegetables, meat and noodles.
- **Pan-frying** – a dry-heat cooking method whereby food is semi-submerged in hot oil in a pan on the stovetop. It requires little oil and can be used on most foods.



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14.4 Work cooperatively as part of a kitchen team

Your ability to work with others as part of a team is crucial, regardless of where your chosen workplace is and how busy it may get. Especially in front of house and in a commercial kitchen environment, you will be required to be proactive in your job role, and other members of the team will also be relying on you to do your duties in the given timeframe and to the best of your ability. Your ability to carry out these duties and work with a group of people should ensure a smoothly operating and functional kitchen.

The success of the team will depend on the ability of all members working together to achieve a common task or goal. It involves consulting with others, prioritising tasks, delegation of tasks to others, implementing problem-solving strategies, using decision-making skills, negotiating and accommodating changes to routine.

14.5 Follow workplace safety and hygiene procedures

Hygiene and workplace safety are essential not only to protect yourself, but also to protect the colleagues with whom you work and the customers of the establishment. Safety and hygiene are paramount when working in an industry environment, and students should refer to specific enterprise policy. All workplace safety and hygiene procedures must be followed according to organisation and legislative requirements.



Figure 14.1 If hygiene and safety procedures aren't followed, customer safety is put at risk

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Maintain cleanliness and tidiness of the work environment

It is important to maintain the cleanliness and tidiness of your work environment while working. A dirty or messy work environment can lead to many problems, including accidents and the unhygienic production of food. Work environments need to be maintained in a clean and tidy manner at all times. All equipment used during the service period needs to be thoroughly cleaned and sanitised. Benches must also be cleaned and sanitised. At the conclusion of the service period, or earlier if needed, floors should also be cleaned and bins emptied.

14.6 Complete end-of-shift requirements



At the end of the service period, when customers have left your establishment, you will find that there are still plenty of jobs to complete before your shift is over. Several important jobs still need to be done to ensure that things are in order for the next service period. End-of-shift procedures include:

- cleaning
- debriefing sessions
- preparations for the next food service or production period
- quality reviews
- restocking
- storage of food items.

Store food items appropriately

All food items need to be stored appropriately to minimise food spoilage, contamination and wastage. They should be at the correct temperature, covered and labelled according to organisational procedures.

Food spoilage can occur when products are not stored correctly, and are left in the temperature danger zone for extended periods of time. You should aim to minimise the amount of time spent by food ingredients in the temperature danger zone, and hence reduce the potential for contamination, deterioration and general wastage. Items should be appropriately covered or repackaged, and put into the correct storage location as soon as possible.

Some storage requirements for food items are:

- dairy products such as custard, creams, and yoghurt – between 1°C and 4°C
- fresh meat – between –1°C and 3°C for up to two or three days
- fresh poultry – between –1°C and 3°C on covered trays in the refrigerator
- fresh fish – on trays of crushed ice in the coldest section of the cool room
- most fruits and vegetables – between 1°C and 4°C in the cool room
- frozen food items – below –18°C.

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Participate in post-shift debrief or handover

A post-service debrief is necessary to improve service and the quality of menu items. Debriefing allows for an open discussion of any issues and areas of concern, and ensures that customers are receiving top-quality service at all times. Management and head chefs or supervisors will often discuss with the team any issues that may have arisen during the service periods, as well as any areas of concern.

Customer reviews and feedback may also be discussed, and aspects of the menu may be reviewed – such as upcoming specials or items that need promoting. Ensuring customers receive quality service and quality menu items will assist in promoting your enterprise, encourage repeat business and identify any areas that could be improved.

Notes for trainers and assessors on how to use this unit

This is a holistic unit designed to be undertaken concurrently with study of other modules over the period of the course. This unit is designed to assess the integration of individual skills into real jobs and work units over a period of time. It requires the application of skills in a workplace environment under typical workplace conditions to ensure integration of skills and consistency of performance of the students in different circumstances. It incorporates aspects of preparing, cooking and serving a variety of food items for a service period, and encompasses a range of basic cooking methods. This unit also brings together skills and knowledge covered in individual units, and focuses on the way these must be applied in a commercial kitchen.

Required skills

- Communication and teamwork skills to work cooperatively with others
- Literacy skills to read menus, recipes and task sheets
- Planning and organising skills to work in a logical and planned way
- Problem-solving skills to:
  - respond to problems in the cooking process
  - deal with pressure of work and kitchen conditions
- Numeracy skills to weigh and measure ingredients
- Self-management skills to:
  - work safely in the kitchen
  - deal with pressure of work and kitchen conditions
- Technology skills to use kitchen equipment.

The focus is not on the skills already assessed in the prerequisite and other units of competence, but on bringing previously assessed competencies together in a real job role in a typical commercial workplace environment.

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Required knowledge

- Culinary terms commonly used in the industry and organisation
- Characteristics of different foods from all main food categories prepared in the organisation
- Features of standard recipes
- Procedures for organising and preparing food
- Basic principles and methods of cookery
- Features and functions of commercial kitchen equipment
- Principles and practices of planning and organising work
- Principles and practices related to food safety
- Principles and practices related to kitchen safety.

Critical aspects for assessment

There should be evidence of the ability to:

- prepare and serve multiple items for a minimum of 12 people
- complete service periods (shifts)
- use cookery methods appropriate to menu items
- produce a range of menu items to industry and organisational quality standards
- use safe food hygiene and work practices
- multi-task and integrate technical and other skills to respond to multiple demands simultaneously
- work as part of a team in a positive and courteous manner
- prepare dishes within the typical workplace time constraints of a busy commercial kitchen
- integrate knowledge of relevant organisational policies and procedures.

Assessment must ensure use of:

- an operational commercial kitchen with the fixtures, large and small equipment and workplace documentation defined in the Assessment Guidelines. This can be a:
  - real industry workplace
  - commercial kitchen operated within a training organisation that services customers
- industry-realistic ratios of kitchen staff to customers
- food-preparation lists and standard recipes
- a variety of commercial ingredients.

Logbook

A print-ready logbook is available for students to take with them on work placement for this unit. The logbook should be kept as a record of the skills and knowledge learnt by each student during work placements. This logbook can be found at www.cambridge.edu.au/GO

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Glossary

accidents unexpected or unintended events that occur without deliberate cause

barista a trained espresso maker

body language non-verbal expression through gestures

breach a violation or infraction of something such as a law

breach of health, safety and security a violation or breaking of codes/rules that cover health, safety and security in the workplace

café latte espresso coffee topped with steamed milk and foam; often served in a glass

cappuccino espresso topped with both steamed and textured milk

cartouche a circle of greaseproof paper used to cover the surface of food to stop it from drying out or discolouring

chemical accidents accidental spills, explosions, fires or other harmful incidents involving chemical substances that are toxic or hazardous materials

chinois a cone-shaped strainer

clean free from dirt, unsoiled, unstained, free from foreign matter

cleaning agents and chemicals any materials with a chemical composition that assists with the removal of dirt, dust, bacteria and mould from the surface of an object

cleaning and sanitising the removal of dirt and contaminants, as well as the sterilisation of an area to reduce the risk of contamination

cleaning equipment tools or machinery used for the purpose of cleaning – that is, to reduce dirt, dust, bacteria and moulds from objects

cleaning schedule a periodic table of cleaning tasks stating how often they should be done, the times at which they should be done and who is responsible for completing them

colleagues individuals who work with you

commercial equipment the machinery or tools used in the food service and hospitality industry

commis chef a junior or apprentice chef

commodities a term used to describe general foods (e.g. meat, vegetable and dairy products) commonly used in commercial kitchens

communicate exchange information between individuals

conflict disagreement, argument or discord

contaminant an unwanted substance within another substance, such as hair in one's food

contaminate to make impure or unfit for consumption by humans or animals by the presence of environmental chemicals, radioactive elements, bacteria or micro-organisms from another source

court bouillon an acidic, aromatic liquid used for poaching

Critical Control Points (CCP) points at which controls can be applied and food safety hazards prevented or reduced to acceptable levels

cross-contamination the process by which bacteria or other micro-organisms are unintentionally transferred from one substance or object to another, with harmful effects

cultural differences differences in manner, behaviour or attitude arising from diverse cultural backgrounds

customer complaint negative feedback on service provided

customer expectations something to which the customer looks forward

customer needs the motivating forces that compel customers to act for their satisfaction

customer preferences the liking of one thing over another

customer service serving food and beverages to the people who come into the establishment

deglazing adding liquid such as stock or wine to a pan to loosen and dissolve food sediments on the bottom

dietary requirements specific needs a person has regarding the intake of foods

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disseminate to scatter or spread widely

duty of care a legal and moral responsibility to use reasonable and practical care to control risks and hazards

emergency a serious situation or occurrence that happens unexpectedly and demands immediate action (e.g. fires, chemical spills, serious medical problems)

empathy the ability to understand the problems of the person to whom you are talking

employee responsibilities a range of responsibilities, including cooperating with and following work safety guidelines and instructions

environmental hygiene the cleanliness of the areas around the preparation of food products, in particular the storage room and work surfaces

equipment manual and electrical tools and machinery

ergonomics the way the body interacts with the equipment required for a particular task

espresso a concentrated black coffee

external customers people who use the establishment but are not working there

facilitate to make easier or assist the progress of something

feral animals domestic animals that have formed wild populations (e.g. cats)

flat white espresso topped with steamed milk

food-handling practices procedures that reduce the potential for contamination of food during handling

food-handling procedures the measures establishments adopt to comply with the *Food Act 2003* (NSW)

food hazards harmful substances in foods that can cause food poisoning if not handled appropriately

food poisoning a general term referring to illness transmitted to people by them eating food that is contaminated. The symptoms and health effects of food poisoning can include vomiting, diarrhoea, headaches, stomach cramps and fever. This is a form of spoilage that often cannot be detected by looking at the food

food safety the resources and methods used to keep food safe for human consumption. This includes handling, preparation and storage of food.

food safety monitoring ongoing review of the hazards associated with food preparation and service, and the conditions to prevent the growth of bacteria that can cause food poisoning

food safety program guidelines designed to help businesses identify and manage risks associated with the storage, preparation and serving of food

Granton pockets a scalloped edge (Granton edge) that creates a series of fine air pockets between the blade and product being cut

grievance a feeling of resentment or injustice at having been unfairly treated; a complaint

Hazard Analysis and Critical Control Points (HACCP) a systematic preventative approach to food safety that addresses physical, chemical and biological risks/problems in the food-production process, and recommends corrective action before food can pose a health risk to customers

hazard identification recognising the risk of potential hazards and accidents

hazards potential problems or danger (in the case of food, that may relate to contamination by, or the growth of micro-organisms and/or contamination from, equipment, utensils or food handlers involved in the manufacture of food products)

hazing to persecute or harass with meaningless, difficult or humiliating tasks

health issues problems that may prevent a person from functioning normally and painlessly

hygiene a high level of cleanliness

hygiene hazards potential problems or dangers that relate to the cleanliness of people and premises. They may include contamination from equipment, utensils or food handlers involved in the manufacture of food products.

hygienic practices and procedures guidelines and standards for ensuring safe and hygienically prepared food and work areas

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incidents events that cause, or have the potential to cause, injury or illness and/or damage to equipment. Incidents range from near-miss incidents to serious incidents and emergencies.

ingredients food items used to make dishes or menu items

internal customers workmates and colleagues from other departments in the establishment

kitchen equipment portable and fixed tools and machinery, such as ovens, that can be used for cooking or preparing food

labelling of workplace substances provides advice to employers, self-employed persons, suppliers and employees on meeting the labelling requirements.

larding the insertion of pork back fat or bacon fat into joints or cuts of meat to improve the flavour and moisture content

legislation law that has been promulgated (or 'enacted') by a legislature or other governing body

linen articles or garments made from linen or a similar cloth, such as cotton (e.g. napkins, sheets and tablecloths)

long black espresso served with hot water in a cappuccino cup

macchiato espresso stained with a small amount of milk or foam

maintain to keep in a condition that meets standards and requirements

manual handling any activity that requires the use of physical force or effort to move, lift, push, pull, hold or carry an object

Material Safety Data Sheet (MSDS) provides detailed information on a hazardous substance. MSDS are supplied by the manufacturers/suppliers of the hazardous substance.

mirepoix equal quantities of roughly cut carrots, celery and onions, used to flavour soups and stocks

mise en place in professional cooking and service, the proper planning of ingredients and equipment for food preparation and service

mocha espresso with steamed milk and chocolate powder

Occupational Over-use Syndrome (OOS) a range of conditions such as discomfort or persistent pain in muscles, tendons and other soft tissues, commonly caused by poor work processes and unsuitable working conditions

pathogen any agent that causes disease, especially living micro-organisms such as a bacteria or fungi

PCBU Person Conducting a Business or Undertaking

personal hygiene the maintenance of high levels of personal cleanliness and appearance in order to reduce hygiene risks

personal protective equipment (PPE) clothing, equipment or substances designed to be worn by someone to protect them from the risk of injury or illness

policy and procedures rules and regulations

portion control the serving of meals of standard sizes

puree cooked foods that have been ground, pressed, blended and/or sieved to the consistency of a soft creamy paste or thick liquid

quality service service that fully satisfies the needs of both the customer and the business

risk assessment an objective evaluation of potential risks

ristretto a restricted espresso (15 ml of espresso rather than 30 ml)

safe and hygienic work practices routines/processes to ensure a safe and hygienic workplace for staff and guests

safe work practices and procedures guidelines to help workers perform tasks safely in the workplace

sanitation and cleaning procedures organised methods of cleaning for the prevention of food contamination and poisoning

sanitise reduce or eliminate harmful micro-organisms such as salmonella and listeria; sterilise

single-use items items that can only be used once before being disposed of

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stereotyping making an assumption about an individual based on their cultural, ethnic, social or religious background

storage the area or system in which food products or goods are kept in a safe and controlled environment to extend their lifespan or sustain their quality

storage and handling of dangerous goods provides practical advice and guidance on the safe storage and handling of substances and articles classified as dangerous goods

suspicious behaviour any behaviour that is strange or questionable, including illegal, improper or unreliable actions

tamping pressing the ground coffee beans into the filter holder with sufficient pressure to control the water flow through the grounds

teamwork working together as a group, where the strengths of each individual are put to best use

temperature danger zone the temperature at which bacteria can grow quickly to unsafe levels on food – between 5°C and 60°

time management planning, efficiency and prioritisation, so that the most important jobs are done at the right time

trade union a labour union, especially one limited in membership to people working in the same trade

tribunal a committee or board appointed to adjudicate in a particular matter

trussing the wrapping of meat using twine or elastic net to make it hold its shape and allow even cooking

veterinary relating to veterinary medicine; concerned or connected with the medical or surgical treatment of animals, especially domestic animals

waste disposal the removal and dumping of unwanted material, following specific guidelines

waste minimisation reducing the amount of food discarded or not used to keep costs low and refuse to a minimum

workers' compensation a government insurance scheme designed to protect employers and employees in the workplace by providing financial compensation for work-related injuries

workflow the precise steps of a task, involving logical sequences, organisation, time constraints and cooperation

workplace safety procedures designed to minimise the risk of injuries in the working environment

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