Cambridge Hospitality

Second Edition

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CAMBRIDGE
UNIVERSITY PRESS
www.cambridge.org

CAMBRIDGE UNIVERSITY PRESS
Cambridge, New York, Melbourne, Madrid, Cape Town, Singapore, São Paulo, Delhi

Cambridge University Press
477 Williamstown Road, Port Melbourne, VIC 3207, Australia

www.cambridge.edu.au
Information on this title: www.cambridge.org/9780521779906
© Tracey Holloway, Di Innes, Kelly Evans, Katrina Walsh & Maria Diakanastasis 2009

First Published 2009

Designed By Sardine Designs
Typeset by Pier Vido
Illustrations by David Dickson
Printed in China by Printplus Limited

ISBN 978-0-521-77990-6 paperback

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STUDENT CD-ROM

The Student CD-ROM contains:

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

TEACHER CD-ROM

ELECTIVE POOL UNITS

Unit 1	Receive and store kitchen supplies	SITHCCC003A
Unit 2	Prepare appetisers and salads	SITHCCC006A
Unit 3	Prepare sandwiches	SITHCCC007A
Unit 4	Prepare stocks, sauces and soups	SITHCCC008A
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Unit 9	Communicate on the telephone	SITXCOM004A
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Introduction

Congratulations on choosing *Cambridge Hospitality (Second Edition)*. This edition has been completely updated to meet the requirements of the Tourism, Hospitality and Events Training Package (SIT07). It also meets the requirements of the 2008 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 Compulsory 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 I in Hospitality (SIT10207)
  - Certificate I in Hospitality (Kitchen Operations) (SIT10307)
  - Certificate II in Hospitality (SIT20207)
  - Certificate II in Hospitality (Kitchen Operations) (SIT20307)
  - Statements of Attainment towards Certificate II in Hospitality (SIT20207)
  - Statements of Attainment towards Certificate II in Hospitality (Kitchen Operations) (SIT20307)
- an extensive range of Elective Pool Units.

Options within the HSC Hospitality Curriculum Framework

The HSC Hospitality examination – optional

The Higher School Certificate (HSC) examination for the 240-indicative hours course is optional, however, many students use it to contribute to their University Admission Index (UAI). 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 Commercial Cookery or Food and Beverage.

In December 2008, the Board of Studies approved changes to the examination and assessment requirements for a number of courses, including Hospitality.

From 2010, the HSC examination comprises four sections:

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
		80

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

Work placement – mandatory

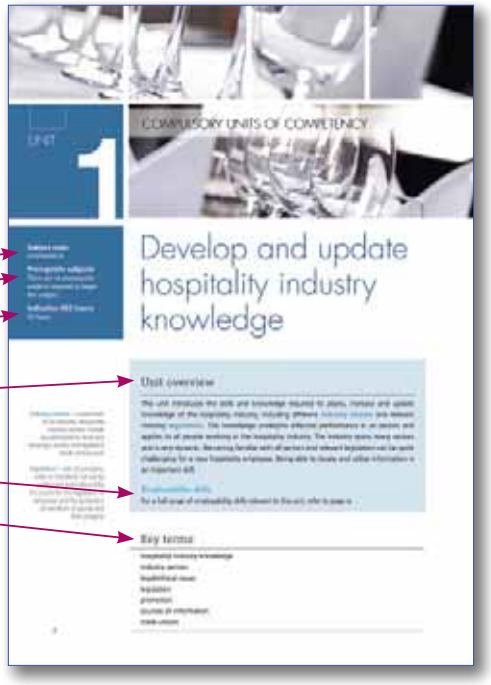
Participation in work placement is a mandatory HSC requirement within the Curriculum Framework. The skills and knowledge learnt in the workplace enable students to apply skills and knowledge they have learnt in the classroom and progress towards the achievement of industry competencies. Work placements 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 includes two Holistic units of competence on the Teacher CD-ROM. These units are designed to accompany students as they complete their work placements and enable them and their supervisors to keep an accurate record of the skills and competencies learnt.

Using *Cambridge Hospitality (Second 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 Commercial Cookery and Food and Beverage streams.

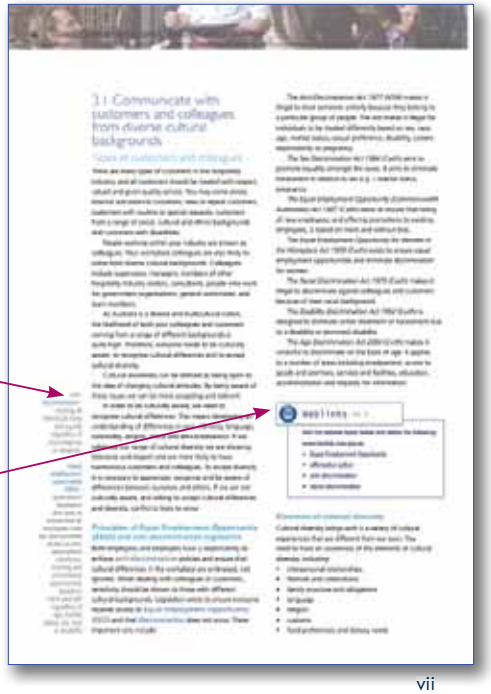


Key features of the Student Book

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

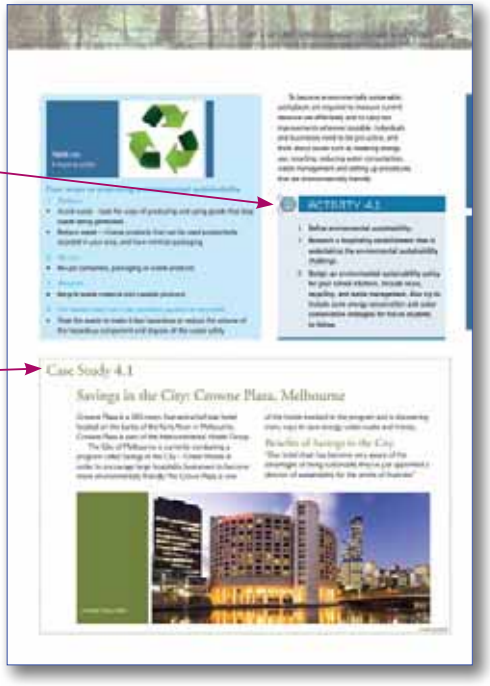
In addition to the activities, there are a number of suggested links to internet resources and activities in each chapter. These will help you extend your knowledge and stay up to date with changes in the hospitality industry.

Activities

Throughout each chapter you will find a number of different activities to help you test your knowledge of key concepts and skills. Many activities are accompanied by an activity icon that will direct you to a corresponding Activity worksheet on the Student CD-ROM. You can choose to print and complete the activities by hand or complete them electronically and submit them to your teacher via email.

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.



2 Student CD-ROM

The Student CD-ROM can be found at the back of the Student Book. It contains an electronic version of the Student Book as well as a range of Activity worksheets in electronic format.

3 Teacher CD-ROM

The teacher CD-ROM contains a wide range of material to support students and teachers, including:

- 4 Elective pool subjects
- 2 Holistic units for students to use while on work placement
- Unit tests for each chapter
- Assessment tasks and Practical assessments for many chapters
- Additional activities for Compulsory units of competency, Commercial Cookery and Food and Beverage stream subjects

4 Student and teacher website

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.

Employability skills

EMPLOYABILITY SKILLS	INDUSTRY/ENTERPRISE REQUIREMENTS FOR THIS QUALIFICATION INCLUDE:	CHAPTERS 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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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 responsibility	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓
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	✓			✓	✓						✓			

About the authors

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Acknowledgements

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Compulsory units of competency

UNIT	UNIT CODE	UNIT TITLE
1	SITHIND001A	Develop and update hospitality industry knowledge
2	SITXCOM001A	Work with colleagues and customers
3	SITXCOM002A	Work in a socially diverse environment
4	SITXENV001A	Participate in environmentally sustainable work practices
5	SITXOHS001A	Follow health, safety and security procedures
6	SITXOHS002A	Follow workplace hygiene procedures

UNIT 1

COMPULSORY UNITS OF COMPETENCY

Subject code:
SITHIND001A

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

Indicative HSC hours:
20 hours

Develop and update hospitality industry knowledge

Unit overview

This unit introduces the skills and knowledge required to assess, increase and update knowledge of the hospitality industry, including different industry sectors and relevant industry legislation. This knowledge underpins effective performance in all sectors and applies to all people working in the hospitality industry. The industry spans many sectors and is very dynamic. Becoming familiar with all sectors and relevant legislation can be quite challenging for a new hospitality employee. Being able to locate and utilise information is an important skill.

Employability skills

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

industry sectors – subsections of an industry. Hospitality industry sectors include accommodation; food and beverage; events management; travel and tourism

legislation – sets of principles, rules or standards set out by parliament and enforced by the courts for the regulation of behaviour and the protection of members of society and their property

Key terms:

hospitality industry knowledge
industry sectors
legal/ethical issues
legislation
promotion
sources of information
trade unions

1.1 Seek information on the hospitality industry

Basic research skills

Here are some of the fundamental skills required to find out necessary **hospitality industry knowledge**:

- **Identification of relevant sources of information** – When researching, it is important to be able to identify relevant information. Scanning written material by looking for key words is one method of doing this.
- **Questioning techniques important for obtaining relevant information** – Asking open questions provides an avenue for unlimited responses. Closed questions invite a restricted response by selecting one option, either yes or no. Both are useful depending on the context.
- **Sorting, summarising and presenting information** – This is the final step in the research process. Once information has been collated (collected and organised from all the possible sources), it is the job of the researcher to sort, summarise and present the information in a format suitable for the audience. Headings can help the audience sift through large amounts of information.

Sources of industry information

Information about the hospitality industry can be obtained from a wide variety of sources. These include:

- The media is one source of current industry information. Relevant media sources include radio segments, current affairs stories, the internet, newspaper and magazine articles.
- Reference books are usually accessed in a library. They provide in-depth information on specific topics.
- Local, state and national libraries provide a variety of books, journals, media clippings and internet access.
- Industry journals provide specific information on issues related to particular industries. There are many newsletters and journals relevant to different sectors of the hospitality industry.
- The internet is a great research tool. Most companies and organisations now have a web presence and many journals are available online. There are special skills for using the web for research. Being clear and specific with your search terms is very important, otherwise you can be inundated with a large amount of irrelevant information.
- Information services provided by government tourism organisations give up-to-date information on facilities and destinations. Sometimes they even offer accommodation booking services.
- Personal observations and experiences from our day-to-day lives are also a source of information. As we participate in a range of activities and events we gain awareness of hospitality-related services, such as having a meal at a restaurant, ordering take-away over the phone or going on holidays. These first-hand experiences of the industry are important as it's good to be able to empathise with your customers' experiences.
- Colleagues, supervisors and managers are a good source of information, as they are directly involved in the area of interest being researched. Their expertise and experience can be invaluable and these people are usually willing to share their knowledge if you show interest.
- You develop many industry contacts throughout your career. Mentors and advisors can help in many ways, such as advising you of career opportunities and helping to develop skills and knowledge of the industry.
- Industry associations compile current hospitality data and make their findings available to the industry and its workers.
- Unions are also a good source of current industry information. They offer member services and advise on a range of issues including hospitality related information.

hospitality industry knowledge – the understanding of information relating to the hospitality industry insofar as it affects employers, employees or customers

sources of information – a range of documents or resources (e.g. legislation, the internet, training manuals, etc.) that provide information

Hospitality industry sectors

There are a large number of jobs available in the hospitality industry which offer diversity and varied career opportunities. Transferring between job categories allows you to build your skills base and become more employable within the industry. Sectors of the industry include commercial and non-commercial enterprises.

Commercial enterprises are there to make a profit, and by their very nature are dynamic and competitive. Examples include hotels, motels, clubs, restaurants, nightclubs, bars and reception centres.

Non-commercial enterprises operate to support the community and are funded by government. Examples of hospitality sectors in non-commercial enterprises include public hospitals, prisons, employer-sponsored canteens, emergency or relief catering and the armed services.

Accommodation sector

The accommodation sector provides people with a suitable place to stay.

- Hotels generally provide accommodation, food and beverages. Larger establishments also provide entertainment, gaming, shopping and recreational facilities.

FIGURE 1.01
A hotel is an example of a commercial enterprise

- Motels and motor inns provide accommodation, food and beverages. Larger motels may provide entertainment and recreational facilities such as gyms.
- Resorts provide accommodation, food and beverages, entertainment, activities, shopping and recreational facilities.
- Bed and breakfasts (B&Bs) provide accommodation and some food (usually only breakfast).
- Hostels provide accommodation and cooking facilities.
- Caravan parks offer accommodation space, cooking facilities and some entertainment.
- Serviced apartments provide accommodation and self-catering facilities.

Food and beverage sector

The role of the food and beverage sector is to provide a range of meals and beverages to customers within a hospitality establishment.

- Restaurants provide food, beverages and sometimes entertainment for their customers.
- Cafes provide food and beverages to customers.
- Fast food outlets provide food and beverages to customers. They often have a children's playground.
- Bars mainly provide beverages for customers. Many bars have light snacks available.
- Outside caterers provide catering for people in their own choice of venue, such as at their own house, or in a rented venue such as a public hall. Sometimes they provide beverages as well.

Meetings, incentives conventions and events sector (MICE)

The meeting and events sector of the hospitality industry provides facilities and services for meetings, conferences, conventions and exhibitions. Venues for these types of events include convention centres and hotels. Venues provide food and beverage facilities, and sometimes accommodation, travel and tourist services and entertainment.

A selection of Function and Event Industry career choices are listed below:

- Venue Manager
- Event Manager
- Sales Manager
- Business Development Executive
- Conference Manager
- Banquet Operations Manager
- Wedding Coordinator
- Functions Coordinator
- Conference Coordinator
- Banquet Operations Supervisor
- Banquet Operations Team Leader
- Administration/Sales Support

FIGURE 1.02
A successful wedding coordinator must have excellent interpersonal skills, understand budgets and have a strong knowledge of the hospitality industry

Club and gaming sector

This sector provides services and facilities such as poker machines for the purpose of gaming and betting.

- Casino complexes provide accommodation, food and beverages, entertainment, gambling and shopping.
- Clubs can provide gaming, accommodation, recreational activities and food and beverages.
- Many hotels offer gaming facilities and can provide food and beverages, as well as accommodation and recreational facilities.

Entertainment and recreation sector

Entertainment and recreational facilities and services are provided at places such as Sea World NARA Resort, the Sydney Harbour Bridge walk, and NRL and AFL venues.

- Sporting venues provide food and beverages and entertainment.
- Entertainment venues provide food and beverages and entertainment.

The travel and tours/tourism sector

This sector provides information services to tourists and transport to and from tourist destinations such as the Great Barrier Reef.

- The transport sector provides the planes, trains and buses to move tourists to and from their destinations.
- Travel agents provide destination and accommodation advice, ticketing and reservation services.

FIGURE 1.03
Tourist buses stop at key tourist attractions and destinations

Visitor information services

Workers in this sector provide information about local, regional and state tourist attractions. At the attractions themselves, hospitality workers provide information, maps, brochures and food and beverages to tourists. They usually include a retail outlet selling souvenirs and gifts and providing information to tourists

Interrelationship between the sectors

All departments within a hospitality establishment need to work together to ensure the smooth running of the enterprise for the comfort and satisfaction of guests.

Relationships between the hospitality industry sectors are also important as these services support each other. Strong relationships between the following hospitality sectors are common:

- entertainment and recreation
- visitor information services
- accommodation
- recreation
- meetings and events
- gaming.

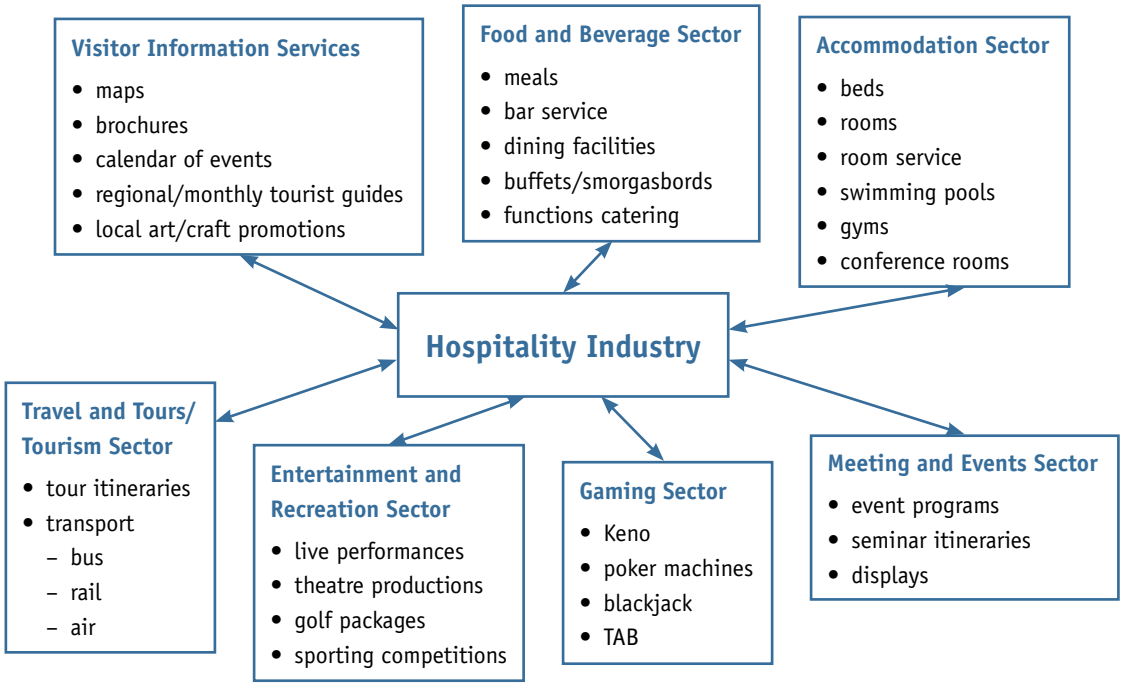


FIGURE 1.04
Interrelationships between sectors

ACTIVITY 1.1

1. Using your local telephone directory or the internet, find a local hotel and call them to research the services they have available for customers.
2. Describe the services available to customers in motels in your local area.
3. Describe the services provided by a resort in your town. If no resorts are available in your town, then describe one you have visited or researched using the internet, such as Club Med.
4. List the B&Bs in your local area. Compare the services offered by them with a selection of B&Bs in the United Kingdom. Use the internet site www.visitbritain.com.au to research UK B&Bs.
5. Describe the facilities offered at your nearest backpackers' hostel.
6. List the facilities available at the caravan park nearest to your school.
7. Summarise all the information you have gathered and compare the results.

ACTIVITY 1.2

1. List the services provided by the restaurants in your local area.
2. Describe the differences in menu and beverages sold at cafes in your area.
3. Investigate the different types of facilities offered by fast food outlets in your area. How and why are they different?

Roles and functions in the hospitality industry

Departments can be classified as *back-of-house* operations (working behind the scenes of the establishment) or *front-of-house* operations (being in direct contact with customers, either face-to-face or over the telephone). Each department has an important role to play in delivering quality products and services. In order for any establishment to be successful, each of the departments below need to work together towards a common goal.

Food and beverage

Food and beverage departments offer food and drinks to customers. In larger establishments, this department is often divided into smaller units, such as bar, restaurants, room service and banquet and function catering. The food and beverage department is responsible for tasks such as:

- preparing for service
- greeting and seating customers
- promoting food and beverage sales
- taking orders
- serving food and drinks
- collecting guest payment of accounts
- maintaining service areas.

Front office

Front office is involved in the operation of the accommodation services as well as the reservation and reception areas. Staff in this department are involved in:

- taking and recording reservations
- providing information about the establishment to prospective clients
- allocating rooms to clients and issuing keys
- organising the moving and storing of luggage
- checking in and out procedures for guests
- taking and conveying messages and correspondence for guests
- preparing guest accounts and processing payments.

Food production/kitchen

Food production is the department responsible for the cooking and presentation of food for guests. Tasks may include:

- ordering bulk food
- cooking and presenting the menu items
- budgeting
- operation of all kitchen equipment
- washing cooking utensils, cutlery and crockery
- cleaning of kitchen and equipment
- storing of stock items
- maintaining awareness of the marketplace for customer tastes and food trends.

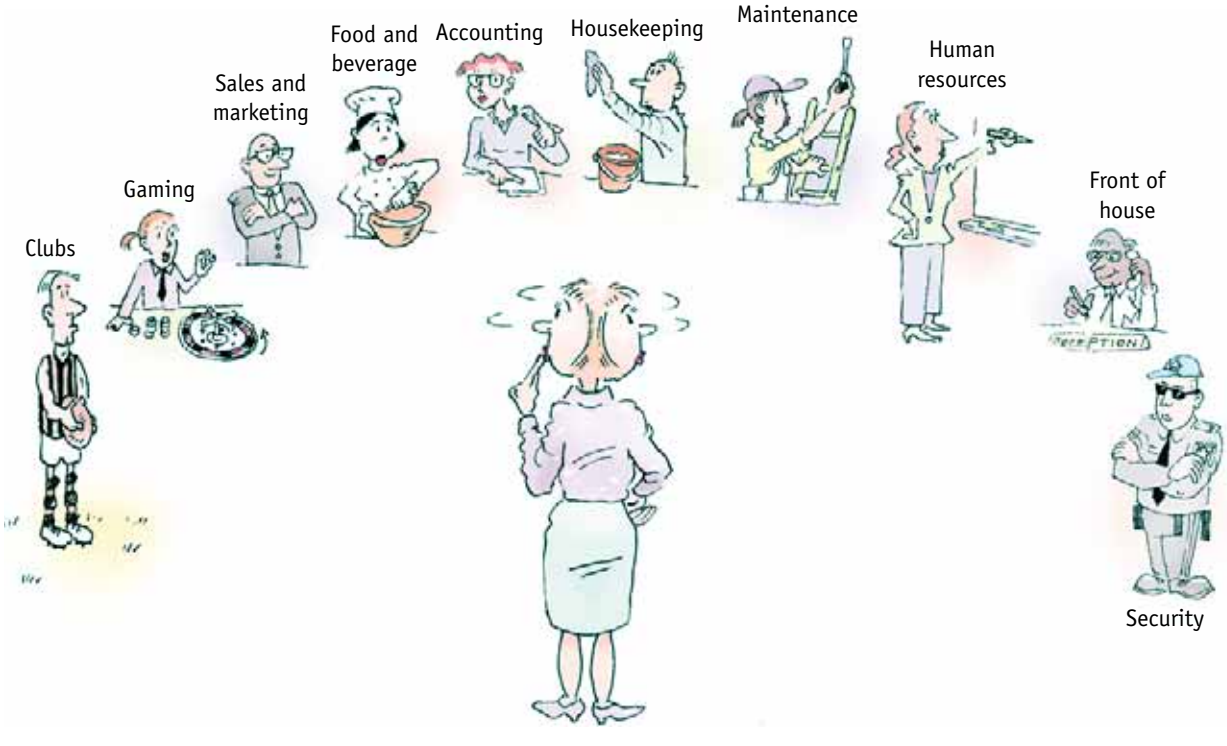


FIGURE 1.05 Career paths in the hospitality industry

FIGURE 1.06
Housekeeping staff are responsible for cleaning the rooms of a hotel or motel

Housekeeping

Housekeeping is the department responsible for maintaining the establishment's standards of hygiene, comfort and cleanliness. Some of the duties of this department include:

- cleaning and servicing of guest rooms (including bathrooms)
- maintaining the public areas, such as the foyer and public restrooms
- providing towels and toiletries for guests
- laundering for the establishment and guests
- arranging for guest dry-cleaning and shoe shining
- laundering of staff uniforms (if required)
- providing clean linen to other areas of the establishment such as restaurants bars and function areas.

Gaming

The gaming department provides gaming facilities to patrons. Areas of responsibility may include:

- electronic games (such as Keno and poker machines)
- table games (such as blackjack)
- betting services (such as TAB)
- cashiering
- preventing minors from gambling
- providing courteous and honest service.

Sales and marketing

Sales and marketing departments actively sell the services of the establishment to the local, interstate and international tourist markets. The functions of this department include:

- advertising (print and multimedia)
- participation in trade shows (national and international)
- conducting promotions to travel wholesalers and agents
- providing information services for guests
- providing sponsorship for organisations such as sporting clubs and charity events
- conducting face-to-face meetings with sales staff.

Human resources

The human resources department is involved in attracting, keeping and training employees. The roles in this department include:

- recruiting staff
- training staff
- keeping staff records
- career planning
- rostering staff
- industrial relations management (dealing with workplace disputes)
- understanding laws and regulations and advising management and staff about their rights and responsibilities.

Financial control/accounts

Financial control/accounts departments look after all accounting for the establishment. Their roles include:

- monitoring the income and expenditure of the establishment
- paying bills from suppliers
- preparing wages, salary and superannuation for employees
- preparing company taxation and other financial reports
- preparing budgets.

Maintenance

Maintenance departments are involved in the maintenance of all resources required to run the establishment efficiently. They are responsible for:

- plumbing
- electrical
- painting and decorating
- carpentry
- gardening
- mechanical fitting (if required)
- general handiwork.

Security

Security departments ensure the provision of safety and security to all staff and patrons of the establishment. Their roles include:

- administering first aid
- securing any cash

- providing security for VIPs and dignitaries
- handling intruders or irrational/abusive guests
- securing buildings and grounds (including car parks)
- administering the procedures for fire, evacuation, theft, lost property and other emergencies.

Interrelationships between the hospitality industry and other industries

As can be seen from the information above, individual departments within a hospitality establishment are closely interrelated and need to work together to achieve their common goals. The same is true for the hospitality industry and other related industries (e.g. entertainment, meetings and events, wine and food production, retail). Without the cooperation between all sectors of the industry, there would be little or no success for these sectors independently.

In Australia, the combined hospitality and tourism industry employs over 500 000 people and generates approximately $71 billion for the national economy. Therefore, it is necessary for government/hospitality industry bodies to provide all necessary training and to ensure that there are employer/employee groups and professional associations to ensure consistency, safety standards and fairness across the industry.

Industry working conditions

Industrial awards are legal standards that govern the working conditions of employees in an industry. The Industrial Relations Commission negotiates with representatives from each industry to set minimum working conditions for workers in the industry. The Hospitality Industry – Accommodation, Hotels, Resorts and Gaming Award 1998 is the main federal award for the industry. It classifies the skill level of employees, defines each job classification, specifying the duties for each job grade, and sets out training and career development.

An awareness of employment award conditions within the hospitality industry is important for all employees. Some of the terms you should be aware of include:

Industrial award(s) – these awards and agreements are the source of salaries and conditions of employment.

Enterprise agreement(s) – an enterprise agreement, like an award, sets out the rights and obligations of employers and employees engaged in particular types of work in a business. It is a negotiation between an employer and the employees, or with a union on behalf of those employees.

Workplace agreement(s) – an awareness of current industrial relations issues affecting the hospitality industry.

Weblinks >> >

For more information on awards for the hospitality industry, visit:

http://www.workplace.gov.au

Workplace relations

The *Industrial Relations Act 1988* set up the Australian Industrial Relations Commission. This commission handles all industrial disputes, such as strikes, and tries to negotiate settlements that are acceptable to both parties. Employer groups, such as the ones listed below, exist to help employers be aware of and manage their industrial relations issues.

Restaurant and Catering NSW (R&C NSW)

R&C NSW is the largest association covering the hospitality industry in New South Wales. Its mission is to lead the restaurant and catering industry and help members improve their businesses.

ACTIVITY 1.3

Visit the R&C NSW website (**www.rcnsw.asn.au**) and investigate the training they offer workers in the hospitality industry.

Australian Hotels Association (AHA)

The AHA is an organisation of employers registered under the Workplace Relations Act 1996. They present key issues to government departments, provide networking opportunities for members and have a research and development policy on key issues.

ACTIVITY 1.4

Visit the AHA website (**www.aha.org.au**) and investigate the services provided to members.

Hotel, Motel and Accommodation Association (HMAA)

The HMAA is recognised as the leading authority in the accommodation sector in Australia. It represents establishments ranging from five-star hotels to motor inns, motels, resorts, holiday parks, serviced apartments and bed and breakfasts.

trade union – an organisation which acts collectively for mutual employee protection and assistance (often concerned with wages and conditions of employments)

HMAA offers a range of services and opportunities that assist accommodation providers in their day-to-day business activities.

ACTIVITY 1.5

Visit the HMAA website (**www.hmaa.com.au**) and investigate what specific services they provide to their members.

Clubs NSW

Clubs NSW provides members with industrial assistance, direct access to government, administrative advice and assistance, education and training. They host regular state-wide regional meetings.

ACTIVITY 1.6

Visit the Clubs NSW website (**www.clubsnsw.com.au**) and investigate what assistance they provide to their members.

The role of unions

Trade unions are groups representing employees in particular industries to collectively negotiate working conditions and/or other individual employment issues. The main union representing employees in the hospitality industry is the Liquor, Hospitality and Miscellaneous Union (LHMU), which has 150 000 members. The Australian Council of Trade Unions (ACTU) is the body which represents all unions at a national level. Enterprise agreements are agreements between employers and their employees; they extend further than an Award. They allow employees who are familiar with the demands of their industry to negotiate better working conditions and wages for themselves. The terms of these agreements cannot be less than those outlined in the Award in any way. They must be inspected and approved by the relevant Industrial Relations Commission. Workplace agreements extend even further than an enterprise agreement. They are agreements between a group of employees and their employer at one workplace. As with enterprise agreements, their terms cannot be less than those outlined in the Award. They are required to be inspected and approved by the Industrial Relations Commission.

FIGURE 1.07
A positive attitude is an essential attribute for hospitality staff

The hospitality professional

Personal attributes and work ethics of employees within the hospitality industry

The following are personal attributes required by all hospitality staff.

- punctuality (i.e. always being on time)
- taking directives
- safe work practices
- honesty and loyalty
- attention to detail/work performance
- integrity/work ethics/ethical behaviour
- good standards of personal presentation (i.e. hygiene and grooming)
- positive attitude (i.e. showing enthusiasm and being willing to learn, courteous, polite and helpful)
- awareness of confidentiality issues
- consistency of service
- willingness to work days, nights, weekends and holidays
- effective communication skills
- good at working in a team.

Having a service ethos means having the outstanding qualities, attributes and characteristics exhibited by hospitality professionals who deliver good service to customers. The following skills and personal attributes are important in hospitality employees. Different roles in the hospitality industry emphasise different sets of skills, such as:

- practical skills (such as chef's trade qualifications or experience in bar service)
- public skills (skills for dealing effectively with the public, such as being polite and speaking clearly)
- personal qualities (such as being well groomed and punctual)
- executive skills (skills in training and supervising people).

Quality assurance

The word 'quality' in the hospitality industry relates to the standard of something, often when compared to something else. Quality assurance (QA) is about managing business processes so that both the supplier and the customer are satisfied with the quality and consistency of the goods or services provided.

QA places an emphasis on customer satisfaction, continual improvement and efficiency through business process controls that need to be visible. QA nurtures confidence by consistently producing a product or service that customers trust will meet their expectations.

Businesses need to create specifications for measuring the quality of each service and product (e.g. each dish of garlic prawns must contain 10 king prawns). There should also be procedures to regularly check that quality standards are being met. It is the responsibility of all employees to ensure that standards are being met in an establishment – from the goods served to customers to the service provided to them. If the 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 in profits, leading to fewer jobs and maybe the eventual closure of the premises.

The Australian Automobile Association awards accommodation properties with a star rating. These ratings can be used as an indicator of the types/quality of goods and services available different hotels, motels and clubs.

★	Basic standard. Simply furnished. Resident manager.
★★	Well maintained with an average standard: average furnishings, bedding and floor coverings.
★★★	Well appointed with a comfortable standard of accommodation: above average furnishings and floor coverings.
★★★★	Exceptionally well appointed with a high level of facilities: quality furnishings and a high degree of comfort, presentation and guest service provided.
★★★★★	International standard with a high degree of facilities: outstanding appointments, furnishings and décor and an extensive range of first-class guest services. A number and variety of room styles and/or suites, choice of dining facilities, 24-hour room service, housekeeping, valet parking, porterage and concierge services.

What do half STARS mean?
An additional half STAR indicates properties offering similar standard to the appropriate full STAR rating, but offering more comfort by providing additional features and items.

What do Green STARS mean?
Green STARS are an environmental endorsement tailored to suit the accommodation industry. Green STARS reward commitment to simple, commonsense environmental 'good practices'. Green STARS do not change a property's original STAR rating, but add an important new level of endorsement.

FIGURE 1.08
Star ratings used by the NRMA

ACTIVITY 1.7

1. Choose three five-star establishments and explain how they attempt to provide consistent quality of products and services.
2. Visit the Standards Australia website (www.standards.org.au). What is its definition of standard? What are the benefits of standards?

FIGURE 1.09
Bar attendants must be at least 18 years of age

Career paths for the hospitality industry

FOOD PRODUCTION	FOOD AND BEVERAGE	ACCOMMODATION SERVICES
Kitchen Attendant Catering Assistant Short Order Cook Cook Patissier Chef de Partie Sous Chef Chef Executive Chef	Bus Person Bar Attendant Barrista Restaurant Cashier Host/Hostess Waiter Cocktail Bar Attendant Sommelier Supervisor/Manager in: • Restaurant • Catering Restaurateur	Porter Valet Receptionist Reservation Sales Agent Cashier Guest Services Agent Front Office Supervisor Duty Manager Front Office Manager General Manager

Career opportunities in hospitality

The hospitality industry offers a variety of job opportunities and career pathways. Entry-level positions are jobs that do not require much experience or skill (e.g. kitchen hand). With the right training, experience and aptitude, it is possible to work your way up to the top of the hierarchy (e.g. head steward).

Career moves in the hospitality industry can be horizontal as well as vertical – people can move between different departments of an establishment or industry to gain broader experience. Many people first gain employment in the industry without any prior experience or qualifications. At this entry level, employees are expected to perform very basic tasks and work under close supervision. With experience, a greater number of more complex tasks with more responsibility can be allocated. Undertaking further learning on and off the job will help you master a number of technical and customer service skills.

It is beneficial to have an understanding of how work undertaken in different work areas/departments/sections is interrelated. An interrelationship is a connection, association, or involvement with another party. An understanding of how different areas/departments/sections depend on each other ensures that all parties work together as a cohesive unit.

Types of employment

Work in the hospitality industry can take any number of forms. It can involve many different circumstances. The following are specific terms of employment:

- **Full time employment** – working a set number of hours in each day, week, or month
- **Part time employment** – working regular hours, but less than those of a full-time employee
- **Casual employment** – working no regular hours, instead working when needed
- **Contract employment** – working for a specified period of time (e.g. one month or one year) for as many hours as set out in the contract (e.g. full time, part time, casual).

Regardless of whether you are working full time, part time or casually, it is essential to reflect upon your skills level. Upgrading your work skills and knowledge assists in maintaining a good-quality résumé. It is important to continually reflect on your performance in order to maintain and improve your work standards. Whenever learning opportunities arise, it is useful to take advantage of them as they will enable you to meet potential learning needs and fulfil career aspirations.

Continuous (or life-long) learning is an ongoing process in any employment field and it is essential to keep up with the trends in the industry, stay in

touch with legislative knowledge and any industry regulation changes. Learning can take place in many ways including on-the-job and/or off-the-job training, seminars/workshops/courses, and multi-skilling/job rotation in current workplace as well as involvement in mentoring programs.

Keeping up to date in all areas of the hospitality industry is valuable and a great signal to a potential employer. The recording of extra work and education is a good habit to maintain and it is easy to achieve with the use of a work diary, competency records or learning portfolio.

Competency records and learning portfolios require you to keep transcripts/qualification letters and a supervisor and/or team leader's report/evaluation/appraisal of your work standard and qualifications.

The hospitality industry is always changing, so it is beneficial for employees to keep updating their industry knowledge in order to maintain a high level of professionalism. Increasing and updating your knowledge of the industry will ensure a high level of quality in service and can also assist with future career advancement and promotions.

Types of training

Apprenticeships and traineeships combine training with working in a real job, for a real boss, with a real wage.

There are two main differences between an apprentice and a trainee:

- An apprentice is trained in a skilled trade and upon successful completion will become a qualified tradesperson. Trades such as electrical, plumbing, cabinet-making and automotive mechanics are just a few that are a part of the apprenticeship scheme.
- A trainee is someone who is being trained in a vocational area. These vocational areas include, but are not limited to, office administration, information technology and hospitality. Upon completion of a traineeship you will be eligible to receive a minimum of a Certificate II in your chosen vocational area.

Here are some facts about apprenticeships and traineeships:

- apprenticeships and traineeships combine work with structured training
- traineeships vary in length from 12 months to three years
- apprenticeships can take up to four years to complete but many apprenticeships can now be completed more quickly than the traditional four years
- apprenticeships and traineeships can be full-time, part-time, or school-based - where some of the training is undertaken while the apprentice or trainee is in high school
- existing employees may undertake an apprenticeship or traineeship
- apprenticeships and traineeships require employers to enter into a training contract with the apprentice or trainee
- employers work with a training provider and the apprentice or trainee to draw up the training plan
- training options must be negotiated and outlined in the training plan.

Employment areas for the hospitality industry

HOTEL & RESORT INDUSTRY	OTHER HOSPITALITY CAREERS
• General Manager • Operations Manager • Rooms Division Manager • Front Office Manager • Reservations Manager • Receptionist • Duty Manager • Concierge • Porter • Food & Beverage Manager • Restaurant Manager • Functions Manager • Bar Manager • Sommelier • Food & Beverage Supervisor • Food & Beverage Team Leader • Executive Housekeeper • Housekeeping Supervisor	• Spa Operations • Recreation Services • Public Catering • Cellar Door Operations • Wine Tourism • Stadium Operations • Food Production • Casino Operation • Night Club Operations • Entertainment Events • Festival Events • Sales & Marketing • Human Resources • Finance • Marketing

ACTIVITY 1.8

1. Copy four positions from Saturday's Sydney Morning Herald hospitality section of the employment guide. Classify each of these as back-of-house positions or front-of-house positions.
2. Select one position from above and map a career path highlighting where that position would fit into a typical career plan.
3. Investigate courses required for each level of the career path selected above. State the organisation where you could study these courses and what qualification you would attain.
4. Search for information on the Internet about rates of pay, annual leave and other entitlements for the position you selected.

1.2 Legal and ethical issues facing the hospitality industry

Legal issues

The hospitality industry offers a wide range of goods and services to different people in the community. These goods and services can have an affect on the general health and wellbeing of employers, employees and customers. Because of this, the industry needs to be regulated so that all stakeholders are protected.

legal issues – issues relating to the law

ethical issues – issues relating to moral judgements

Legal issues and **ethical issues** in the hospitality industry relate to the protection that laws or regulations should provide in relation to consumer protection, duty of care, EEO (Equal Employment Opportunity), anti-discrimination and workplace relations.

Legislation relevant to the hospitality industry

Hygiene

***Food Act 2003* (NSW) (as amended)**

Key points of the Act include:

- it is an offence to sell contaminated or adulterated food
- food premises and handlers must conform to minimum standards of hygiene, or risk prosecution, fines and possibly jail
- the roles and responsibility of the Environmental Health Officer (EHO) include right of entry, power to inspect, right to collect food and beverage samples for testing, the right to close down a restaurant, the power to give warnings with set time limits for changes of improvements to be made and the power to fine an owner for breaches of the legislation.

Liquor licensing legislation

***Liquor Act 1982* (NSW)**

Liquor Amendment Act 2000

Key points of these Acts include:

- the location of the site where alcohol may be served in an establishment
- the opening times when alcohol may be bought and sold
- the legal drinking age (18 years of age)
- responsible service of alcohol.

Environment

***Smoke-free Environment Act 2000* (NSW)**

***Smoke-free Environment Regulation* 2001**

This Act stipulates that:

- no smoking is allowed in any enclosed areas within any enterprise in order to protect non-smokers (particularly employees) from passive smoking.

The Act applies in:

- restaurants, cafes, cafeterias, dining areas, takeaway shops and other eating areas
- community centres, halls and places of public worship
- schools, colleges and universities
- professional, trade, commercial and other business premises
- theatres, cinemas, libraries and galleries
- trains, buses, trams, aeroplanes, taxis, hire cars, ferries and other vessels
- common areas in hostels and motels
- fitness centres, bowling alleys and other sporting and recreational facilities
- childcare centres
- hospitals
- dining areas of pubs, clubs and nightclubs (since 6 September 2001).

FIGURE 1.10
Selling contaminated food is an offence

Gaming

***Gaming Machines Act 2001* (NSW) (as amended)**
***Gaming Machines Regulations 2002* (NSW)**

This Act and accompanying Regulations contain rules that govern the use of gaming machines. Some of these rules include:

- the number/types of machines allowed in a venue
- the types of signage that must be put in place
- employee restrictions (i.e. must be over 18 years of age)
- actions that must be adopted to address problem gambling, such as displays, clocks or counselling
- signage and how prizes should be awarded
- fair practices for gaming equipment
- who can obtain a licence
- hours of operation.

Health and safety

***Occupational Health and Safety Act 2000* (NSW)**
***Occupational Health and Safety Regulations* 2001 (NSW)**

Key points of this legislation and accompanying regulations stipulate:

- that employers owe all employees a duty of care
- that employees owe each other a duty of care
- a set of goals for improving occupational health and safety in Australia
- a number of strategies to identify, assess, control and/or eliminate health or safety risks.

WorkCover Authority NSW is responsible for ensuring employers meet their legislative requirements under the Occupational Health and Safety Act in NSW. The Authority manages workplace safety, injury management and workers' compensation. Further information is available in Unit 5 or on the WorkCover website (www.workcover.nsw.gov.au).

Workers compensation

***Workers Compensation Act 1987* NSW (as amended)**
***Workplace Injury Management and Workers Compensation Act 1998* NSW**

These Acts govern issues that relate to injuries that occur to employees at work or whilst travelling directly to and from work. They stipulate that all enterprises must have insurance that will cover injured workers' medical expenses and rehabilitation costs. Together, these Acts attempt to ensure:

- prompt treatment of injuries
- effective and proactive management of injuries
- medical and vocational rehabilitation following injuries
- injured workers and their dependants receive income support while they cannot attend work
- contributions by employers correspond with the risks faced in their industry.

Responsible Conduct of Gaming/Gambling

Gambling Legislation Amendment (Responsible Gambling) Act 1999

Training required for all employees involved in gaming. It educates staff on their responsibilities in working in a gaming environment and provides them with the knowledge of how to identify problem gamblers.

Consumer protection and trade practices

***Fair Trading Act 1987* (NSW) (as amended)**
***Trade Practices Act 1974* (Cth) (as amended)**

Key points of the Fair Trading Act are aimed at:

- providing consumer protection for customers
- governing product safety of equipment for employees
- product information regulations – no misleading information on products or services.

Key points covered by the Trade Practices Act are aimed at:

- preventing the merging of companies to form monopolies and restrict trade
- preventing price fixing and any other practices that restrict competition
- reducing false and misleading advertising
- reducing misleading or deceptive selling.

Workplace relations

***Workplace Relations Act 1996* (Cth) (as amended)**

This Act governs the minimum requirements of employment contracts in Australia. It stipulates:

- the minimum legal rates of pay for jobs in different industries, both full time and casual
- the minimum number of annual leave days for full-time employees
- the minimum number of unpaid maternity/paternity/adoption leave days
- the length of notification of termination of employment (this varies depending on the number of years worked).

Equal employment opportunity

***Equal Employment Opportunity (Commonwealth Authorities) Act 1987* (Cth)**
***Equal Opportunity for Women in the Workplace Act 1999* (Cth)**

Key points of these Acts include:

- identification and elimination of discriminatory barriers that cause inequality in the employment of any person or group of persons (e.g. based on sex, race, age, marital status, sexuality, religious belief or disability)
- businesses with over 100 staff are required to submit to the Federal Government a copy of their Equal

Employment Opportunity (EEO) plan for addressing inequities and inequalities in the workplace.

Anti-discrimination

***Anti-Discrimination Act 1977* (NSW)**

Discrimination means treating someone unfairly because they happen to belong to a particular group of people.

***Sex Discrimination Act 1984* (Cth)**

Key points of this Act include:

- promoting equality of the sexes
- eliminating sexual harassment
- eliminating discrimination relating to sex (e.g. marital status, pregnancy).

***Racial Discrimination Act 1975* (Cth)**

Key points of this Act include:

- equality of employment for people of different races
- elimination of discrimination against people in public.

***Disability Discrimination Act 1992* (Cth)**

Key goals of this Act are the elimination of unfair treatment or harassment due to:

- disability or perceived disability (e.g. physical, intellectual and psychiatric disability)
- diseases (e.g. HIV/AIDS).

Privacy

***Privacy Act 1988* (Cth)**

***Privacy Amendment (Private Sector) Act 2000* (NSW)**

Key goals of these Acts are:

- to set privacy standards for dealing with personal information
- to cover collection, use and disclosure, quality and security of personal information
- to apply privacy principles to government agencies and many private organisations.

Ethical issues

Ethical issues in the hospitality industry relate to understanding what is morally right. Ethical issues often go beyond what is stipulated in a particular Act and instead relate to knowing what is right and wrong in a particular situation.

Ethical issues impacting on the industry relate to: confidentiality, commission procedures, overbooking, pricing, tipping, familiarisations, gifts and services free of charge and product recommendations.

Confidentiality

Confidentiality is covered under the privacy legislation and protects the personal details of individuals. Often hospitality establishments have guests who are high-profile people. They have a right to protection from unsolicited visitors.

It is important that employees do not pass on information about these people and their day-to-day habits and movements while they are guests of the establishment. Room numbers should not be released; nor should anyone be given any specific information about guests in the establishment other than in a genuine emergency. In the course of your job you may come across information about the workplace itself that is highly confidential.

Commission procedures

Many hotels and tourism companies offer staff a commission fee (in addition to their normal salary) for selling or recommending particular goods and/or services. It is important to be aware of company policies that relate to these commissions and act ethically when recommending products to suit customer needs.

Overbooking

Overbooking is a policy that some hospitality providers (e.g. hotels, restaurants, tour companies, airlines) engage in to maximise their profits. Many establishments will overbook by a certain percentage because many people do not cancel reservations or miss their reserved time. On occasion, however, all customers may wish to take advantage of their reservations, meaning that some rooms, tables or seats may not be available. In these situations, a policy must be in place that compensates customers fairly.

Pricing

Pricing of products in restaurants should be done on an establishment-by-establishment basis. Restaurants cannot work together to set the prices of meals (for example) as this practice is not ethical. During peak periods, venues can be tempted to charge for accommodation and travel at higher prices than normal. Some accommodation venues may also restrict accommodation availability by introducing minimum-stay limits. While some customers complain that it is not ethical, such practices are simply a response to market conditions. It is similar to the way in which airline tickets are sold at different prices in different seasons to maximise the financial yield.

Tipping

Tipping should be covered by a company policy. Some establishments will use a tipping jar, where the total amount received is shared evenly among staff at the end of the shift. Other establishments allow the particular wait staff who earns a tip to keep it (no tip sharing). In other establishments, all the tips are collected and distributed evenly at the end of the week. Staff members should not display preferential treatment to customers in order

to receive a tip. Furthermore, customers must not be coerced into giving a tip.

Fraternisation

Fraternisation relates to the relationships hospitality staff have with guests. In order to maintain a level of professionalism, staff should be friendly and helpful to guests, but should maintain a professional distance. In some establishments, improper/sexual relationships with guests may be grounds for instant dismissal. Each company should have its own policy in place to deal with this.

Gifts and services free of charge

In many hospitality industries, gifts or services may be offered free of charge for a variety of reasons. It is important to refer to the policy of the organisation for which you work before accepting any gifts or services.

Product recommendations

It is important to act ethically when recommending goods and services to customers, so they can make the best decision for themselves. In some instances, hospitality establishments may have sister companies such as bars, hotels and restaurants, so it is important to make these connections known to the guest before you recommend them. It is also important to be impartial when recommending establishments that are in direct competition with yours. For example, when recommending restaurants, it is always best to refer guests to a review book or brochure.

FIGURE 1.11
Always refer to the policy of the organisation for which you work before accepting any gifts

1.3 Update hospitality industry knowledge

Current industry information

Local and national newspapers, radio segments, current affairs shows, and magazines are all examples of media that can be utilised to obtain current information about the industry. Industry associations developed by employers and employees (such as Restaurant and Catering NSW) can assist with industry-specific information.

Industry journals can provide specific up-to-date information on issues relevant to people working in the hospitality industry. Many hospitality establishments have websites that allow enquiries and bookings to be made and paid for over the internet, and often facilities can be viewed. Many hospitality industry enterprises produce brochures and other publications about their products, facilities and services to inform the industry and the public.

Seminars and training courses on current trends in workplace issues can also be useful for keeping employers and employees informed. These are usually presented by expert professionals in many fields and provide up-to-date practical information on relevant issues.

Updating hospitality knowledge

It is very important that all workers in the hospitality industry have access to the most recent information about their sector. The industry is constantly developing and changing. New techniques, technologies and products will help improve the quality of service for customers and help staff effectively promote their products and services, and satisfy customer needs. Therefore it is important to be aware of these changes as they happen.

FIGURE 1.12
Seminars can provide up-to-date information

FIGURE 1.13
Sydney saw an enormous influx of tourists during the Olympic Games in 2000

Application of industry knowledge

Keeping up to date with industry knowledge and trends will help provide consistent high-quality services to guests. Staff need to provide current information to guests about the specific activities and tourist attractions that are available in the local area.

Current issues for the tourism industry

Government initiatives from both federal and state governments have an impact on tourism in Australia. International events, such as the Olympic Games and Commonwealth Games, have a major impact on the tourism of Australia and especially the city in which they are held. Governments are constantly changing and developing new initiatives depending on where needs are perceived and lobbying is conducted. Traineeships and apprenticeships are promoted and supported by governments as a means of dealing with labour shortages.

Emerging markets are monitored by Tourism Research Australia (www.tra.australia.com). New markets emerge as the global economy and trends change. Industry research is necessary for tourism operators to prepare long-term strategic plans and advertising campaigns directed at target markets. People travel for different reasons at different times. These include holiday travellers, business travellers and backpackers (whose numbers are steadily increasing). Backpackers tend to stay for longer periods and often work and travel. Backpackers look for budget-style accommodation with food preparation areas and tend to want to experience our natural environments more than other types of travellers.

promotion – highlighting or making people aware of products via in-store and/or external advertising.

Environmental and social issues relevant to the travel and tourism industry include environmental awareness, recycling, energy conservation and waste minimisation. Eco-tourism is becoming popular and tourism activities need to be carefully managed so as not to cause permanent damage to the Australian environment, including World Heritage listed sites such as the Great Barrier Reef.

Social issues such as immigration, refugee management and reconciliation with Australia's indigenous peoples are of interest to international visitors. Governments must be mindful of the publicity they generate on these issues, as tourism is a major component of the economy.

Labour issues in the workplace change as the global economy changes. In a fight to make more money, many establishments have to 'cost cut' to maintain or increase profits. Cost cutting has affected workplaces via reduction of staff numbers, fewer staff being employed to work longer hours and complete a larger range of different jobs (multi-skilling). This can place huge demands on the individual's home life as well as working life. Awards have worked over the years to protect employees' entitlements.

Sharing and updating information

It is important for all employers and employees to have an understanding of the value of sharing and updating information in the workplace. Information sharing helps all employees maintain professionalism, improve customer service, promote positive work relations and meet work goals – all the time leading to a productive and educated workforce.

Information and training can be delivered to employees in many ways. Some of the most successful ways include formal/informal support and mentoring, but the most common method is the sharing of ideas and personal knowledge on the job.

There are many ways to disseminate knowledge to customers and staff:

- Messages can be placed on staff noticeboards or distributed on paper. In larger establishments, staff can disseminate information via email.
- Corporate websites can be a great tool and a relatively cheap means of promoting products and services.
- E-newsletters can provide information both to staff and prospective customers.
- One-on-one communication is also a way of passing on information to staff or customers in the community. Sharing information in this more personal way can improve the **promotion** of products and services.

Unit summary

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

- Basic research skills
- Sources of current industry information
- Knowledge of hospitality industry sectors
- The role and function of key departments in hospitality enterprises and their interrelationships
- Career opportunities in the industry
- Career pathways
- Workplace relations and working conditions
- Legal and ethical issues relevant to the hospitality industry.
- Quality assurance
- Procedures for updating knowledge
- Importance of keeping up to date with the latest hospitality information
- Basic understanding of the different levels of government and how laws and Acts are made
- Enterprise guidelines and policies
- Ethical issues
- Issues for the tourism industry
- Disseminating information through a variety of channels

Unit summary questions

1 What are the most appropriate resources for seeking up-to-date information about the hospitality industry?

2 There are many interrelationships that occur within hospitality industry sectors and departments. Give three examples of interrelationships between sectors/departments.

3 What is the difference between an enterprise agreement and a workplace agreement?

4 Define 'service ethos'.

5 Describe the services the following groups provide to hospitality industry employers:

- **a** Australian Hotels Association (AHA)
- **b** Restaurant and Catering NSW (R&C NSW)
- **c** Hotel, Motel and Accommodation Association (HMAA)

6 What is the role of trade unions within the hospitality industry?

7 Name three important legal and ethical issues relevant to the hospitality industry. What legislation relates directly to these issues?

8 Write a report on the following pieces of legislation:

- **a** Smoke-Free Environment Act 2000 (NSW)
- **b** Gaming Machines Act (2001) (NSW) and Gaming Machines Regulation 2002 (NSW)
- **c** Liquor Amendment Act (2000)
- **d** Fair Trading Act 1987 (as amended) (NSW)
- **e** Privacy Act 1988 (Cth).

9 How can the sharing of information and resources be improved in the hospitality industry?

10 Define the term 'duty of care'.

Multiple-choice questions

1 The hospitality industry contains commercial and non-commercial sectors. Commercial enterprises are there to:

- **a** not make a profit
- **b** provide good service
- **c** make a profit
- **d** provide a service

2 Non-commercial enterprises operate to:

- **a** support the community
- **b** support management
- **c** support staff
- **d** make a profit

3 Departments can be classified as back-of-house operations and:

- **a** side-of-house operations
- **b** right-of-house operations
- **c** front-of-house operations
- **d** left-of-house operations

4 Service ethos is comprised of the outstanding qualities, attributes and characteristics exhibited by hospitality professionals. It:

- **a** has no influence on the delivery of service to customers
- **b** influences the delivery of service to customers
- **c** influences the delivery of service to staff
- **d** influences the delivery of service to management

5 Keeping up to date with industry knowledge and trends allows staff to provide current information to guests about:

- **a** the specific activities and tourist attractions that are not available overseas
- **b** the specific activities and tourist attractions that are not available in the local area
- **c** the specific activities and non-tourist attractions that are available in the local area
- **d** the specific activities and tourist attractions that are available in the local area

6 Maintenance departments are involved in the:

- **a** maintenance of all resources required to run an establishment efficiently
- **b** non-maintenance of all resources required to run an establishment efficiently
- **c** maintenance of some resources required to run an establishment efficiently
- **d** maintenance of all resources required to run an establishment non-efficiently

7 Trade unions are groups of people working in the same industry that 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

8 Quality assurance is the practice of managing the way the services and products of an organisation are produced to meet:

- **a** a certain service level
- **b** a non-certain standard
- **c** a certain standard
- **d** pay conditions

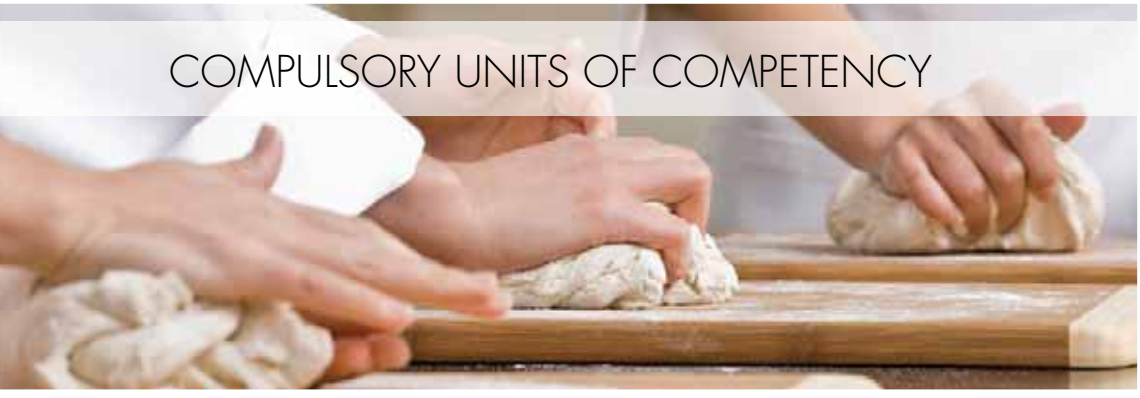
9 In order to present customers with an environment that is organised and productive, hospitality employees must:

- **a** read all relevant government legislation relating to the hospitality industry
- **b** develop good relationships with customers
- **c** develop good working relationships with staff from other organisations
- **d** develop good working relationships with colleagues and management

10 Confidentiality is covered under privacy legislation, which protects the personal details of

- **a** individuals
- **b** pets
- **c** establishments
- **d** management

(Answers can be found on page 244)



COMPULSORY UNITS OF COMPETENCY

UNIT 2

Work with colleagues and customers

Subject code:
SITXCOM001A

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

Indicative HSC hours:
15 hours

Unit overview

This core unit underpins all other units involving the interaction with colleagues and customers.

Key skills and knowledge addressed in this unit include the importance of meeting personal presentation standards, establishing good relationships with customers, meeting and exceeding customer expectations, dealing with complaints, working in teams, and using appropriate communication techniques and mediums.

This unit applies to all job roles and levels across the hospitality industry – those who deal directly with customers as well as back-of-house staff, such as food and beverage attendants, housekeeping attendants, porters and concierge staff, guides, and front office staff.

Employability skills

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

Key terms:

body language	empathy	special needs
colleagues	external customers	stereotyping
communication	feedback	task management
communication medium	internal customers	teamwork
conflict	interpersonal skills	time management
cultural differences	personal presentation	
customer complaints	quality service	

2.1 Communicating with customers

Types of customers

In the hospitality industry, customers must 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 be quite different. In the hospitality industry, communication occurs with several customer groups:

- **Internal customers**, such as workmates and colleagues from other departments within the same organisation. For example, IT and human resources (HR) serve internal needs, so any other department within the organisation would be considered an internal customer.
- **External customers**, such as 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 or repeat customers
- Customers with routine or special requests
- People from a range of social, cultural and ethnic backgrounds
- People with disabilities.

When dealing with customers in the hospitality industry you will be required to work with colleagues within your department and from a range of other departmental areas. The types of colleagues you often will be required to work with include:

- workmates or team members
- supervisors or managers
- people from other hospitality sectors
- consultants
- government organisations.

internal customers – workmates and colleagues from other departments within the same organisation

external customers – 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

communication – the exchange of information

Importance of communication in the hospitality industry

Communication is not only about what is said; it also includes our actions and behaviours. Guests and clients in the hospitality industry are paying for a service, and hospitality professionals are required to assist and serve their customers. This involves all aspects of both verbal and non-verbal communication, and also involves interpersonal skills.

The communication process/cycle

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

Communication in the hospitality industry is of vital importance. Communication 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:** Person giving the message
- **Receiver:** Person receiving the message
- **Message:** The information that needs to be conveyed
- **Feedback:** Ensuring the message got to the receiver in the form intended.

FIGURE 2.01
Each customer is an individual and, as a result, their needs may be quite different

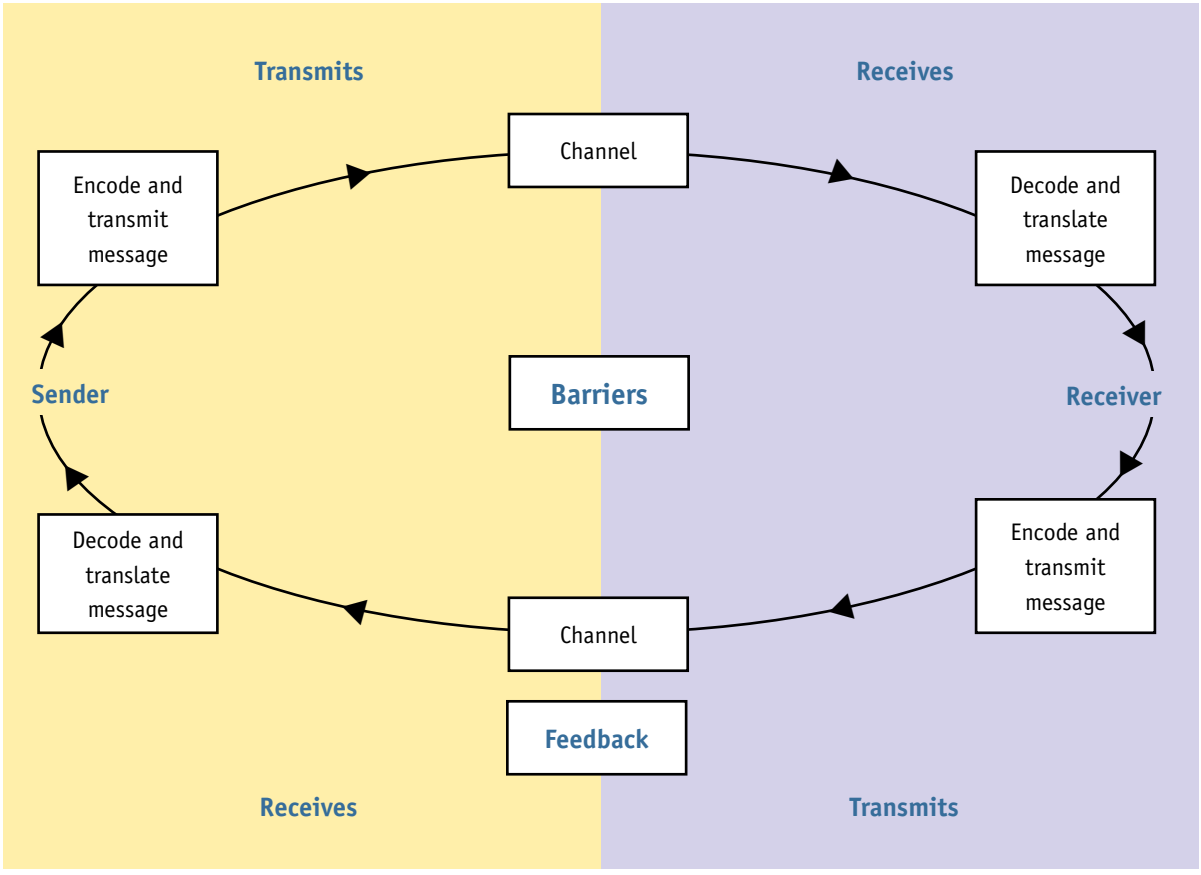


FIGURE 2.02
Two-way communication model

Types of communication

Ways of communicating in the hospitality industry include:

- **verbal** – such as face to face, telephone/mobile phone and answering machine/voicemail
- **non-verbal** – such as body language, hand gestures and facial expressions
- **written** – such as letters, notes, emails and procedures manuals.

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

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
- 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.

body language – communication using body movements or gestures instead of, or in addition to, words and sounds

colleagues – associates or workmates (in a profession or workplace)

ACTIVITY 2.1

In small groups, work on a role-play that demonstrates both effective and non-effective verbal instruction, using language, voice, volume, tone, listening skills and questioning techniques. Act out these alternative strategies and discuss them.

Non-verbal 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 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 subtext
- standards of dress
- use of personal space.

FIGURE 2.03
Good communication skills are of vital importance

In the hospitality industry, acceptable use of touch may include shaking hands or a light pat on the back. This is mainly used in greeting a customer or colleague. The way our body language is 'read' by a person impacts on how they 'hear' our message. Body language can be classified as 'open' or 'closed'.

- Open body language refers to gestures that indicate to people we are receptive and listening to the message. They include open-armed gestures, nodding, smiling and eye contact.
- Closed body language indicates we are not receptive and not interested in the message. It is often indicated by crossing arms and legs and by looking away.

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.

ACTIVITY 2.2

Give an example of each of the following types of non-verbal communication and describe the message it conveys to others:

1. Poor body language such as slouching and not making eye contact
2. Inappropriate use of personal space
3. Respect for one's own personal dress and presentation
4. Ability to correctly interpret gestures

FIGURE 2.04
Practise the skill of observing basic non-verbal communication to understand what your customers are saying

Written communication

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

- telephone messages
- emails and faxes
- orders
- guest requests
- 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
- appropriate in terms of formality and language.

ACTIVITY 2.3

You take a telephone call from a guest requesting enough room to negotiate access to a table they have booked, as two members of the party weigh over 130 kg each. Record this message in the restaurant diary in a professional manner to inform staff rostered on the evening shift. What other questions should you ask this party to ensure their needs are met?

The importance of communicating

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

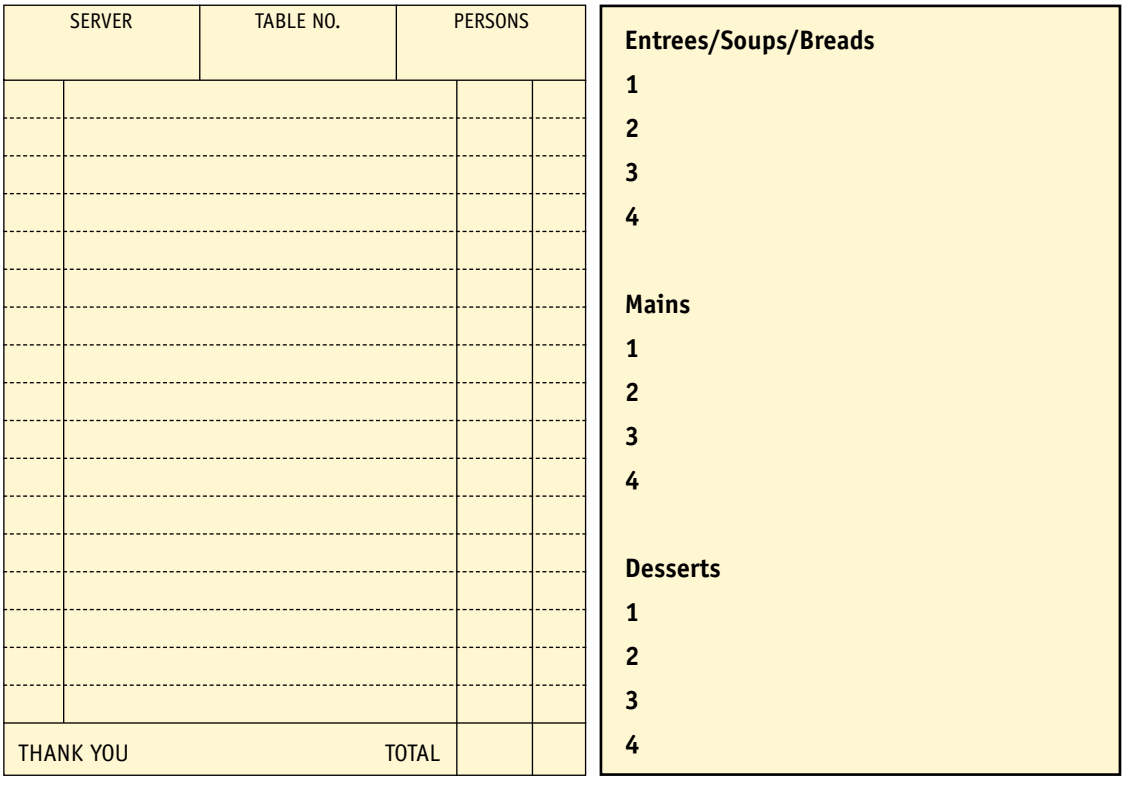
- clear
- concise
- purposeful
- correct
- courteous
- culturally sensitive.

Barriers to effective communication

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 subtext – where something is implied or suggested without the speaker coming out and saying it
- gender issues – failing to treat all genders equally
- individual differences – not recognising that all people are different and need to be treated as such
- inconsistency – not treating everyone the same
- emotions – letting personal emotions play a role in how we act

empathy – the ability to be aware of and share another person's feelings, experiences, and emotions



SERVER	TABLE NO.	PERSONS

THANK YOU TOTAL

Entrees/Soups/Breads
1
2
3
4

Mains
1
2
3
4

Desserts
1
2
3
4

FIGURE 2.05
Written communication methods: Examples of an order sheet

- physical barriers – such as loud music and noise
- inattention – not showing thought about or awareness to details
- pressure of time – the demand to perform or get a task done and not communicating effectively.

Interpersonal skills

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

- body language and listening skills
- presentation standards (e.g. dress, poise, deportment and personal grooming)
- being polite, cooperative and courteous
- **teamwork**
- effective social interaction.

Hospitality is a 'people' industry, so excellent interpersonal skills need to be developed. This takes practice, time and effort. Good interpersonal skills are needed in every sector of the hospitality industry. The skills you acquire will help to determine your level of professionalism. The following personal attributes and work ethics are important:

- excellent attendance and punctuality
- appropriate ethical and responsible behaviour
- honesty
- ability to take directives and being able to accept constructive criticism
- attention to detail
- appropriate dress and **personal presentation** standards
- positive attitude
- confidentiality
- self-confidence
- willingness to attain self-improvement
- flexibility.

interpersonal skills – skills that help communication between people, such as body language, listening skills, politeness and cooperation

teamwork – the work or activity of a number of people acting together as a team

personal presentation – a range of factors related to physical presentation, personal hygiene, how you speak, get along with others and deal with issues that arise in the workplace

special needs – a term used to describe individuals who need additional assistance for medical, mental, or psychological disabilities

cultural differences – variations in the attitudes and behaviours that characterise the functioning of different groups and/or organisations

Cultural differences

In the hospitality industry you will find yourself working with a range of people from various cultural groups. An appreciation of cultural diversity allows us to look at things from different perspectives and respect and value difference. Different cultures have different attitudes about what is important. Working in teams where differences are celebrated gives you the opportunity to take different approaches to your work and learn about the best of all cultures. Individual differences in terms of service and expectations can arise depending on the individual's:

- culture
- race
- language
- **special needs**
- disabilities
- gender
- age
- sexual preference
- religious beliefs
- customs/traditions.

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.

Elements of cultural diversity

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 to 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:

FIGURE 2.06
Different cultures have different attitudes about what is important

1 **Interpersonal relations** – The way 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.
2 **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 celebrated by Muslims.
3 **Family structure/obligations** – In some cultures family structures influence the way people behave. Certain genders are seen as more important than others. For example, in Tonga a girl should leave the room when her brother or father enters, out of respect. Also in some cultures elders are considered the most important governing body in the family and therefore make important decisions.
4 **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.
5 **Religion –** Religious beliefs influence the basic values and social behaviours of individuals. Some cultures have religious beliefs that determine things like what foods should be eaten or avoided and what kind of clothes should be worn.
6 **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.
7 **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 meat but not beef, as they believe cows are sacred animals.
8 **Social values –** Social values are an accepted way of behaving and acting within a particular social setting. They are passed from generation to generation.
9 **Work ethic –** Work ethic differs among cultural groups. Some cultures have a more laid-back approach to work hours whereas others have very strict approaches to work hours.
10 **Communication –** In some cultural groups certain mechanisms of communication are not used due to morals and ethics. 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 Asian cultures. It may be misinterpreted as rude or intimidating if we were to use it.
11 **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 ensure their service expectations are met.

Effective communication

As previously pointed out, effective communication is necessary in order to work with colleagues and customers. Our 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.
- Remove barriers that will prevent listening from occurring such as noise, distractions, preconceived ideas and stereotyping.
- Maintain your objectivity and avoid getting involved emotionally.

stereotyping – ideas or preconceptions about a thing, or a group of people, that may often be untrue or only partly true

FIGURE 2.07
An effective communicator is also a good listener

Another mechanism that can be used to assist and improve communication is the use of effective questions to ensure communication has been interpreted as intended. The following types of question can be employed to improve your communication skills:

- Closed: Questions that do not require complex thought to reach the answer, such as a yes or no response. For example, 'Would you like milk with your tea?'

- Open: More complex questions that require time to think through and respond to, often used to build up information. They include questions starting with 'how', 'what', 'would' and 'could'. For example, 'What part of the tour did you especially enjoy?'
- Reflective: Questions that require examination of existing knowledge or information before giving a thoughtful response. For example, 'Would you like us to serve the birthday cake before or after your coffee is served?'

communication medium – tools and methods for storing and delivering information such as emails, faxes and letters

ACTIVITY 2.4

1 Write down one question in three different ways: closed, open and reflective.

2 Discuss the value of open, closed and reflective questions as communication tools in the workplace. Consider your answer from a multicultural perspective.

Knowledge of a range of communication methods

Communication in the hospitality industry occurs in many forms. With the advances being made in communication technology, is it important for everyone in the industry to be aware of the benefits of using one form of technology over another. Factors that will ultimately determine the type of media used in communication will depend on factors such as:

- the required format of the message
- access of the sender and receiver to the necessary equipment
- technical skills required to use the intended communication medium
- degree of formality required
- urgency and timeframe.

ACTIVITY 2.5

In pairs, brainstorm the advantages and disadvantages of each communication medium listed in the table below. Record your ideas as you go and fill the gaps in the table.

TABLE 2.01
Types of communication

MEDIA	DESCRIPTION	FACTORS AFFECTING SELECTION	EXAMPLE AUDIENCE, PURPOSE AND SITUATION IN WHICH IT IS USED	ADVANTAGES	DISADVANTAGES
Fax		• Access of sender and receiver to fax machine • Size of document • Urgency	• Reservations and confirmation of information		• Problems with technology • Faxes may not always go through
Email		• Availability of computer and internet connection • User's computer skills • Speed of transmission			
Written messages, e.g. guest request, staff notice on message board		• Importance of message to ensure information is correctly passed on to the recipient			
Phone messages, e.g. contacting a colleague or supplier		• The need for instant feed-back			

ACTIVITY 2.5 CONTINUED

TABLE 2.01, continued

MEDIA	DESCRIPTION	FACTORS AFFECTING SELECTION	EXAMPLE AUDIENCE, PURPOSE AND SITUATION IN WHICH IT IS USED	ADVANTAGES	DISADVANTAGES
Pro formas, e.g. goods delivery document, incident report, guest report		• Information detail required to ensure the correct content of the communication			
Telephone		• Type of phone system • Degree of urgency			
Face to face		• Time and availability of person			
Assistive technology e.g. telephone typewriter (TTY)		• Access to resources and knowledge of use			
Interpreters		• Cost involved in using an external or third party			

Telephone etiquette

A widely used communication tool is the telephone. Telephone etiquette is the use of appropriate language, tone and volume when using the telephone. Combining all of these qualities will create a good impression and convey an image of professionalism. When greeting callers on the telephone the following etiquette should be used:

1. Answer the telephone promptly (within 3 rings) with a smile on your face.
2. Use a polite greeting (e.g. Good morning/afternoon).
3. Identify your workplace or organisation (e.g. 'Thank you for calling [company name]').
4. Identify yourself (e.g. 'This is [your name].')
5. Offer assistance.

You should also ensure that you:

- use courteous language
- use a friendly tone
- use clear articulation
- use an audible volume
- accurately relay the message given.

FIGURE 2.08
Appropriate language, tone and volume will create a good impression when using the telephone

Using communication mediums according to organisation procedures

There are certain procedures that exist within the hospitality industry that need to be observed. One of the most common procedures relates to the ways in which you interact with customers and guests. There is a general protocol for greeting and farewelling guests, as well as protocols for addressing guests by name. It is important to check with your specific organisation, as they may differ slightly from the recommended protocols. Some general protocols include:

- Greeting and farewelling customers – Greet and farewell customers using their surname and an appropriate prefix such as Ms, Mrs, Mr.
- Addressing customers by name – Customers should not be addressed by first name unless you are invited by the individual to do so. First names may be used when a strong and repeated relationship has been established, but only after invited by the customer.
- Time span before a response – A guest should not be kept waiting for a response, especially when making a complaint.

2.2 Maintain personal presentation standards

Personal presentation

The hospitality industry relies heavily on presentation, image and hygiene standards. Presentation and image cover two main areas, physical environment and personal presentation of staff. Individual personal presentation enhances the first impression of an establishment. It is said that 'first impressions are everything', and they are certainly very important in service industries such as hospitality. Hospitality workers must practise high standards of personal presentation in accordance with enterprise requirements, specific requirements for job function and work location, occupational health and safety issues and customer expectations. An individual with high personal presentation standards displays:

- clean uniform and shoes
- an attention to grooming (e.g. hair, facial hair clean and styled appropriately; hands and nails clean)
- appropriate jewellery
- correct posture
- positive and friendly attitude
- appropriate etiquette.

It is also important to be aware of other factors that affect personal presentation, such as:

- work location – staff working in locations of extreme heat or cold may be required to dress and present themselves in different ways
- job function – depending on the department in which you work, stricter hygiene standards may be necessary (e.g. kitchen staff)
- Occupational Health and Safety (OHS) issues – some staff may be required by law to wear certain Personal Protective Equipment (PPE)
- customer expectations on personal presentation standards – guests from certain cultures may have different expectations about standards of dress. Depending on the number of these guests visiting the organisation, these expectations may be adopted as part of the dress code.

Generally your workplace/organisation will have adapted its own policies and procedures in relation to personal dress and presentation, personal hygiene, workplace ethics and code of conduct.

ACTIVITY 2.6

1. Look closely at the two chefs and discuss how personal presentation is influenced by the following factors:
   - grooming
   - posture
   - clean uniform and shoes
   - positive and friendly attitude.
2. Using your notes for reference, identify the differences in the two pictures and suggest how improvements could be made
3. List two non-visual factors that also influence personal presentation standards.

FIGURE 2.09 Hospitality workers must practice high standards of personal presentation.

2.3 Provide service to colleagues and customers

Customer needs and expectations

It is important to realise that every customer is different. All customers will have slightly different preferences, needs and expectations. Customer needs and expectations are affected by:

- social expectations
- cultural background
- religious beliefs
- economic factors (how much they want to or can afford to spend)
- health
- age
- personality
- personal interest
- likes and dislikes
- available time
- perceptions.

Some customers may have additional needs. Initiative, sensitivity, flexibility and attention to detail will all contribute to the experience of these guests. Some guests who may require special attention include:

- those with a disability, such as mobility problems, hearing or vision impairments
- those with special cultural or language needs
- unaccompanied children, who will need supervision
- parents with young children who prefer quick service and family-friendly areas
- pregnant women who may need comfortable seating and have special dietary requirements
- elderly people who may have special dietary requirements and limited mobility
- business people who may require access to technology and need early or late meals due to travel
- single people who will have requirements such as a need for entertainment
- 18–35 year olds who will require a variety of leisure options to choose from
- over 55s who may require quieter rooms and may also be looking for services that represent good value for money.

Communication skills to enable quality service

Good customer service means delivering **quality service** at all times and ensuring products and/or services meet customer needs and expectations. Using your communication skills can improve the service quality delivered to customers. These skills include:

- listening actively to what the customer is communicating
- providing an opportunity for the customer to confirm their request
- questioning to clarify and confirm customer needs
- seeking **feedback** from the customer to confirm an understanding of their needs
- summarising and paraphrasing to check understanding of a customer's message
- using appropriate body language.

feedback – information given about the value, effect, or result of an action or process

Establishing preferences, needs and expectations for different customers

In order to be successful in the hospitality industry customer needs should be met. To establish the needs and expectations of your customers you should:

- participate in active listening
- use open, closed and reflective questions
- observe and recognise non-verbal signs.

It is important to ensure customer needs and expectations are matched to the most suitable goods or services. To be successful, you should firstly establish the needs of your customers. Not all suggestions will be suitable to the customer, however proposing a range of service situations will give the customer the option of choosing what best suits their needs.

ACTIVITY 2.7

In small groups discuss each of the following questions and prepare a short written response.

1. How can staff behaviour contribute to the delivery of quality customer service?
2. Outline the ethics of professional service behaviour.
3. Define what a suitable work ethic is.
4. Discuss the importance of quality customer service to the business services industry.

The benefits of providing good customer service include:

- promoting goodwill
- customer loyalty/repeat business
- new business
- productivity
- credibility
- promoting workplace/organisation service ethic.

quality service – service that meets or exceeds the needs and expectations of customers

Establishing good customer service practices involves having a strong knowledge of enterprise policies and procedures. Individual staff should also be aware of all enterprise products and services and be able to relay important information to a customer such as various packaging and pricing options, for example when discussing various types of accommodation available. Good customer service practices will also involve offering various solutions to problems and following up any issues to maximise customer satisfaction.

2.4 Respond to conflicts and customer complaints

Resolving conflict

conflict – sharp disagreement or struggle over ideas, interests or purposes

subtext – an underlying theme

customer complaints – any communication a customer has with a company/staff member in which displeasure or dissatisfaction is expressed

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 standoff 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 **subtext**.

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, 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 give feedback on their experience. Types of feedback received from customers can include:

- formal and informal feedback
- 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.

Common causes of customer dissatisfaction and complaints

The biggest causes of customer dissatisfaction include:

- prices for items or goods that are unrealistic
- overcharging for goods and services
- not receiving value for money
- poor or inconsistent service
- the product itself.

When a customer does make a complaint the details of the complaint must be established before it can be addressed. To establish the core of the complaint you should:

- use questioning and active listening techniques
- summarise and clarify the issue
- record details of the complaint
- discuss with the customer the process of resolution.

Procedures for handling customer complaints

The following procedures should be implemented to ensure **customer complaints** are handled in the same way by all individuals. This will ensure consistency when dealing with issues:

1. Listen without interrupting the customer and record vital information. Ask questions to help clarify and don't argue or deny, just listen.
2. Acknowledge the customer's complaint or concern.
3. Identify the nature of the problem and try to confirm all areas of concern.
4. Identify and agree on an acceptable solution.
5. Take action to resolve the complaint to the customer's satisfaction. This can only be done within the range of your authority.
6. Record and keep a record of the complaint by notifying your supervisor or a higher authority.
7. Follow up by completing all necessary documentation and ensuring 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 initiative, problem-solving and decision-making. Don't make promises that are out of your control or 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 2.8

1. Describe a situation in which you were dissatisfied with 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 have 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.

Techniques for handling difficult or abusive customers

Occasionally you may have to deal with an abusive or difficult customer. Customers may be annoyed or distressed about a situation and are 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.

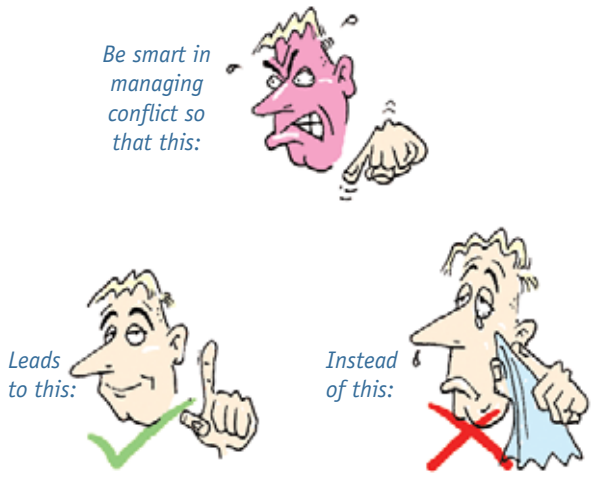


FIGURE 2.10
Outcomes of conflict resolution

FIGURE 2.11
Quality service can be recognised with industry awards

2.5 Work in a team

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.

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
- ability to make decisions
- support for each other and the team goals.

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 of the types of teams include:

- established or ad hoc work parties
- working parties
- committees
- self-directed teams.

Analysis of teams

In order for a team to be successful in the hospitality industry, all teams regardless of their type should have a definite purpose or aim, a clear set of goals and an agreed size. Some teams may not be successful if they are too large or small. All teams should spend time setting goals and work routines on a regular basis.

The main advantage of teamwork is that together a group of people can:

- accomplish larger tasks quicker
- brainstorm ideas with each other before determining which 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.

There is, however, a difference between individual and team goals. Individual goals are something that an individual person aims to achieve and may include things such as an improvement in customer service ratings or being nominated for an employee award. Individual goals are not a priority in a team environment; in fact they need to take second priority. If individuals focus on their goals in a team environment, the team will not work cooperatively and won't achieve its goals. If a team is to be successful, they must maintain focus on the common goal and work cooperatively. Thus in a team environment some individuals may have to think about what is in the

FIGURE 2.12
Good teamwork is essential in the hospitality industry

best interest of the team, rather then what is in the best interest for them.

Time and task management

Time management is very important when you have a lot of tasks (or a very complex task) to do within a designated timeframe. Without managing your time wisely, you may not be able to complete all tasks within the given timeframe. Time and **task management** are crucial skills that all individuals in the hospitality industry should have. Features of effective time management include:

- identifying tasks or goals
- consulting with others
- prioritising tasks
- delegating tasks to others
- implementing problem solving strategies
- using decision-making skills
- using diaries to record and manage tasks
- negotiating
- being able to accommodate changes to routine.

Poor time management affects everyone. If an individual does not manage their time wisely it can affect other workers, customers and even the workplace or organisation. Failing to manage your time reflects poorly on the individual and organisation and prevents basic tasks from being done to a high standard.

Effective time and task management comes down to successful planning. Without planning, tasks may not be completed to a satisfactory level or may be completed to an unacceptable standard.

For planning to be successful you must:

- organise tasks
- clarify personal responsibilities
- adopt suitable work ethics
- seek assistance where necessary
- organise work routines on a daily, weekly or monthly basis
- acknowledge if the task is above your current skill level.

If you are having problems with your work, it is much better to seek assistance than to struggle. When you first enter the hospitality industry you are not expected to know how everything is done. Do not be afraid or feel ashamed to ask for help when you are unsure about how to do a task. It is much more responsible to acknowledge your limitations and your need for assistance than to hold up the whole team because you are unable to complete a task. It's also important to ask for help as soon as you realise you need it so you don't cause delays.

People you can ask for help include colleagues such as a coach or mentor, peers or team members or your supervisor or manager. A responsible, supportive team member will recognise the importance of team goals and help you to make sure that your contribution is completed on time. In the same way, you can also help to make sure that your colleagues do not fall behind on their tasks. Knowledge of all group members' responsibilities and duties is needed for a team to be successful and will assist in ensuring the tasks are completed to a level that reflects of industry and workplace expectations.

time management – managing the use of job schedules and planning for the purpose of achieving maximum productivity; maximum time utilisation and minimum time wasting

task management – the coordinating and sequencing of jobs to maximise efficiency and quality

ACTIVITY 2.9

1. Imagine that you own a small restaurant. You are expecting a Christmas Day rush of patrons when space, time, skill and goodwill are in short supply.
2. Describe how you would use the principles of time and task management to ensure the success of the day. Include the following information.
   - the aim of the team
   - the team size
   - who is employed in your restaurant
   - the specific qualities required from all team members to achieve success
   - how you, as the employer, can ensure individual needs, as well as group needs, are met.
3. Give an example of situations when the following team members might seek assistance from other team members:
   - apprentice chef
   - kitchen hand
   - waitress.

Feedback

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 toward your work. For example, you can ask if you have done something correctly, or ask how you could have done it faster or better. Regular scheduled performance appraisals are a common workplace procedure where 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 that 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
- personal self-reflection.

Feedback is essential to evaluate workplace performance and to also improve work practices. Through feedback, your goals and individual responsibilities are reviewed and this will require demonstrating skills such as negotiation, communication and prioritising.

FIGURE 2.13
Feedback helps you improve your work

ACTIVITY 2.10

Design an employee evaluation form. Include key items on your form: name of establishment, company logo, name of employee, work position, date, work duties, progress evaluation, suggestions, signature of manager, etc. Explain how useful this form would be to:

- an employer
- an employee
- a customer.

Unit summary

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

- The importance of communication in the workplace
- Types and ways of communicating (verbal, non-verbal and written)
- Barriers to effective communication
- Interpersonal skills
- Effective verbal and non-verbal communication
- Appreciating cultural diversity
- Elements of cultural diversity
- Effective communication skills and techniques
- Features, benefits and knowledge of a range of communication methods
- Personal presentation
- Customer needs and expectations
- Quality service
- Recognising and understanding conflict
- Conflict resolution techniques
- The importance of teams and teamwork
- Types of teams in a hospitality workplace or organisations
- Principles of time and task management
- The importance of feedback

Unit summary questions

1 Outline the importance of clear and effective communication and discuss potential barriers that prevent clear communication from occurring.

2 Discuss the importance of time management and delegation of tasks from a hospitality-industry perspective.

3 List five strategies that a restaurant or café could employ to ensure that all staff deliver quality service to its customers.

4 What factors influence a customer's needs and expectations, and why do these need to be considered and taken into account?

5 Using a diagram explain the process of communication.

6 Identify the three types of communication methods and provide an example of each.

7 You need to relay a phone message from a supplier to the head chef. Outline four ways in which this could be done and identify the advantages and disadvantages of each.

8 What are the benefits of teamwork for:

- an organisation?
- a team member?
- a customer?

9 Outline the procedure for dealing with a customer complaint. Explain why is it necessary to deal with such situations immediately.

10 '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 other organisations could assist you.

Multiple-choice questions

1 When communicating with someone from a different cultural background it is important that you:

- **a** Speak clearly
- **b** Speak with jargon and slang
- **c** Speak directly through an interpreter
- **d** Don't speak at all in case the message is not understood

2 Communication methods used in the hospitality industry may include:

- **a** Verbal methods
- **b** Non-verbal methods
- **c** Written methods
- **d** All of the above

3 You experience an unpleasant confrontation with a customer. Your first reaction should be:

- **a** Stand up for yourself and tell the customer that they are wrong
- **b** Listen to what the customer has to say
- **c** Take action immediately
- **d** Call in a colleague for moral support

4 Which is not a form of non-verbal communication?

- **a** Body language
- **b** Appearance
- **c** A reservation made by fax
- **d** Space

5 Which is an example of an internal customer?

- **a** Colleague
- **b** Interstate guest
- **c** Overseas guest
- **d** Member from the local tourist board

6 Empathy involves:

- **a** Putting yourself in another person's shoes
- **b** Making a value judgement
- **c** Analysing verbal communication
- **d** Demonstrating attitude

7 Appropriate personal presentation standards required in the hospitality industry include:

- **a** Dirty hands, minimal jewellery and maximum use of perfume
- **b** Clean hair, heavy make-up and minimal use of perfume
- **c** Suitable uniform, minimal make-up and minimal jewellery
- **d** Dirty hair, body odour and a clean uniform

8 An employee requests a day off to celebrate a religious event that is important in her culture and you grant her leave. In doing so, you are showing:

- **a** Respect
- **b** Tolerance
- **c** Support
- **d** Trust

9 Communication is most effective when:

- **a** the sender uses complicated technical terms
- **b** the receiver has limited understanding of the language
- **c** the sender and receiver have mutual understanding
- **d** the receiver provides feedback

10 What is acceptable to constructively criticise about a colleague?

- **a** Their age
- **b** Their ideas
- **c** Their religious beliefs
- **d** Their cultural beliefs

(Answers can be found on page 244)

UNIT 3

Work in a socially diverse environment

Subject code:
SITXCOM002A

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 be socially and culturally aware when working with people from diverse backgrounds. All personnel at all levels should be able to demonstrate understanding and sensitivity when responding to different types of customers and colleagues. Addressing cross-cultural misunderstandings and the ability to apply this knowledge of different cultures and characteristics appropriately is also important.

Employability skills

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

cross-cultural misunderstandings – misunderstandings that arise due to differences in the ways cultural groups communicate and interpret information

Key terms:

anti-discrimination
barriers to communication
colleagues
cross-cultural misunderstandings
cultural diversity
customers
customs
empathy
equal employment opportunity (EEO)
kosher
quality service
stereotypes
support services
tolerance

3.1 Communicate with customers and colleagues from diverse cultural backgrounds

Types of customers and colleagues

There are many types of customers in the hospitality industry, and all customers should be treated with respect, valued and given quality service. You may come across internal and external customers, new or repeat customers, customers with routine or special requests, customers from a range of social, cultural and ethnic backgrounds and customers with disabilities.

People working within your industry are known as colleagues. Your workplace colleagues are also likely to come from diverse cultural backgrounds. Colleagues include supervisors; managers, members of other hospitality industry sectors, consultants, people who work for government organisations, general workmates; and team members.

As Australia is a diverse and multicultural nation, 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, moral and ethical behaviour. If we celebrate our range of cultural diversity we are showing tolerance and respect and are more likely to have harmonious 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.

anti-discrimination – treating all individuals fairly and equally regardless of circumstances or situation.

equal employment opportunity (EEO) – government legislation that aims to ensure that all employees have fair and equitable access to jobs, employment conditions, training and promotional opportunities based on merit and skill regardless of age, marital status, sex, race or disability

Principles of Equal Employment Opportunity (EEO) and anti-discrimination legislation

Both employees and employers have a responsibility to enforce anti-discrimination policies and ensure that cultural differences in the workplace are embraced, not ignored. When dealing with colleagues or customers, sensitivity should be shown to those with different cultural backgrounds. Legislation exists to ensure everyone receives access to Equal Employment Opportunity (EEO) and that discrimination does not occur. These important acts include:

The *Anti-Discrimination Act 1977 (NSW)* makes it illegal to treat someone unfairly because they belong to a particular group of people. The Act makes it illegal for individuals to be treated differently based on sex, race, age, martial status, sexual preference, disability, careers responsibility or pregnancy.

The Sex Discrimination Act 1984 (Cth) aims to promote equality amongst the sexes. It aims to eliminate harassment in relation to sex (e.g. marital status, pregnancy).

The Equal Employment Opportunity (Commonwealth Authorities) Act 1987 (Cth) exists to ensure that hiring of new employees, and offering promotions to existing employees, is based on merit and without bias.

The *Equal Employment Opportunity for Women in the Workplace Act 1999* (Cth) exists to ensure equal employment opportunities and eliminate discrimination for women.

The *Racial Discrimination Act 1975* (Cth) makes it illegal to discriminate against colleagues and customers because of their racial background.

The *Disability Discrimination Act 1992* (Cth) is designed to eliminate unfair treatment or harassment due to a disability or perceived disability.

The *Age Discrimination Act 2004* (Cth) makes it unlawful to discriminate on the basis of age. It applies to a number of areas including employment, access to goods and premises, services and facilities, education, accommodation and requests for information.

Weblinks >> >

Visit the website listed below and define the following:

www.lawlink.nsw.gov.au

- Equal Employment Opportunity
- affirmative action
- anti-discrimination
- racial discrimination

Elements of cultural diversity

Cultural diversity brings with it a variety of cultural experiences that are different from our own. You need to have an awareness of the elements of cultural diversity, including:

- interpersonal relationships
- festivals and celebrations
- family structure and obligations
- language
- religion
- customs
- food preferences and dietary needs

FIGURE 3.01
It is necessary to appreciate, recognise and be aware of differences between ourselves and others

- social values
- work ethic
- communication
- product or service preference.

For detailed information on each of these elements, please see pages 26–27.

Understanding the expectations of international visitors to Australia

Australia has a very healthy tourism industry, with large numbers of international tourists coming from Japan, New Zealand, Europe and the USA. In recent years, the number of tourists from South-East Asia has increased.

Understanding visitors' needs and wants is important to ensure their service expectations are met and ensure their travel experiences are positive. The following list details some common expectations of international visitors from different cultural groups. Note, however, that this list is quite general; you should remember to respect individual variations and requirements.

Asian visitors – Asian cultures differ quite considerably, however – in general – Asian guests require high product knowledge but prefer service that is not too personalised or familiar. Greet visitors with a nod and slight bow. Pointing is often considered to be rude, so direct guests with a flat open palm. Do not use excessive eye contact as this can be seen as rude or intimidating.

European visitors – Visitors from many continental European countries expect fast, efficient 'no-nonsense' service. They require precise information, rather than vague generalities. Although they may seem abrupt and may not always say please or thank you, they are not being intentionally rude. They often choose activities and entertainment such as visiting national parks, zoos and enjoy finding out about Indigenous culture. They often travel independently and are concerned about value for money.

American visitors – Visitors from the USA expect top-class facilities and a high standard of service. They are very inquisitive shoppers and want hospitality workers to take time to answer all their questions. They like being acknowledged as Americans and do not like excuses. They expect iced water upon being seated in a restaurant or cafe, and consider that larger food portions mean more value for money.

United Kingdom visitors – Visitors from the UK consider use of formal titles (such as Mr and Mrs) important. They do not like the use of jargon, and tend to speak in a formal and conservative fashion. They value punctuality and respect personal space and privacy.

New Zealand visitors – New Zealand visitors have very similar service expectations to those of Australians. They prefer friendly and efficient service and tend to be easy-going people.

FIGURE 3.02
Understanding overseas visitors ensures their experience is a positive one

ACTIVITY 3.1

Research the customs and expectations of visitors from the following countries using a variety of sources, such as tourist bureaus and the internet:

- Russia
- Thailand
- Japan
- France
- Germany.

Write a short report, addressing the following areas:

- What they expect in terms of service.
- How you would deal with that particular cultural group
- Service expectations they have that may be different to Australian expectations.
- Describe and explain the meaning of certain body language and gestures particular to each cultural group.

Knowledge of religious conventions

Religion plays an important role in many cultural groups. Having a basic understanding of a variety of religions will assist your understanding of cultural diversity and will also help to ensure that people from these religions feel valued and respected. Some of the religions that you need to be familiar with include:

kosher – prepared in accordance with Jewish dietary law

Islam – In Islamic society, averting the eyes conveys modesty and respect. The friendly gesture of sharing food or refreshments may not always be appropriate. The major religious event for Muslims is the month of Ramadan, during which strict Muslims fast from sunrise to sunset – they do not even drink water during this time. Eating pork and drinking alcohol are forbidden at all times. Shaking hands may be a gesture of respect and welcome in some cultures, but for Muslim women it is seen as inappropriate to shake hands with a man. Even being alone in a room with a man could be seen as a breach of cultural rules for Islamic women. All Muslims, particularly women, are required to maintain a level of modesty in their dress. For some Muslim women this means covering the whole body except for the face and the hands, while others just cover their hair when in public. The Muslim day of public prayer in mosques is Friday.

Hinduism – Hinduism is practised mainly by Indians. Hindus believe in many gods and in karma and reincarnation. Most Hindus are practising vegetarians, as they see all life as sacred. Hindus often pray before eating. It is customary for Hindus and Muslims to only eat and pass items with the right hand.

Sikhism – Sikhism developed from Hinduism and is based on the teachings of Guru Nanak. Sikhs believe in a single god. Believers pray before starting work, will not remove hair from any part of their body (hence many Sikh men wear turbans) and are forbidden to drink alcohol or smoke. Like Hindus, they will not eat meat from a slaughtered animal.

Buddhism – Buddhism is practised mainly in India, Sri Lanka and South-East Asia. It is based on the teachings of Buddha. Buddhists seek peace, enlightenment and an end to suffering. Many choose to be vegetarians.

Judaism – There are Jews living in every country in the world, although many come from Israel, Europe and North America. Observant Jews pray three times a day. Their holy text is called the Torah. Jewish people will not eat shellfish or pork, and contact between meat and milk is forbidden. Food processed and prepared according to Jewish law is described as kosher. The special day of worship for Jews is Saturday.

Christianity – Christianity includes several denominations, but all Christians believe that Jesus Christ was the son of God and that he died and rose again. Jesus's teachings are written about in the Holy Bible. Most Christian denominations worship on a Sunday.

Shinto – Practised mainly in Japan, Shinto is more a way of life then an actual religion. It is quite similar to Hinduism and is based on the teachings of Confucius. Shinto has no real founder, no written scriptures, no body of religious law and only a loosely organised priesthood. All of human life and nature are viewed as sacred and ancestors are deeply revered and worshipped. They believe strongly in tradition and the family, nature, physical cleanliness and ancestral spirits.

FIGURE 3.03 Religion can be an important factor when dealing with guests

ACTIVITY 3.2

Choose a cultural group of interest to you. Research the group and present your findings to the class in a short oral presentation. Make sure you cover the following areas:

- festivals and celebrations
- examples of typical food preferences and food
- religious practices
- typical customs
- communication techniques and habits used (including particular body language and gestures)
- work ethic.

Promoting diversity and accommodating individual differences in the workplace

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 stereotypes 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.

Awareness of specific social and cultural groups

There are some cultural groups that are more at risk of receiving inequitable access to resources and are more likely to be discriminated against. These groups include:

Indigenous cultures – The Aboriginal and Torres Strait Islander people were the original inhabitants of Australia and their civilisation is one of the oldest in the world. History has shown that generally these groups have not had the same access to resources, employment and health care. As a result government benefits are specifically available to these people to help assist them in a variety of areas.

Non-Indigenous cultures – This group include anyone whose parents or ancestors moved to Australia from another country some time within the last 250 years. The cultural diversity of Australia is very mixed and we have a population that is rich in cultural traditions and ethnicity. Again these groups of people may not always have the same access to resources and inequities may occur if awareness of these specific groups is not promoted.

Disability groups – Some people may have physical, intellectual, or mental disabilities. People with disabilities may require special resources such as wider ramps, a speech or sign language interpreter or facilities such as moveable bedding. Being aware of their needs and accommodating them will help ensure quality service.

cultural diversity – the variety of traditions and beliefs and cultures in a society.

stereotypes – fixed ideas about what someone or something is like

FIGURE 3.04
Aboriginal and Torres Strait Islander people were the original inhabitants of Australia.

Case Study 3.1

Racist pub sued for $90 000

By Katherine Danks
16 December 2007

BRETT Grogan was a genuine rugby league hero living in a football-mad town. But when he tried to enter a Newcastle bar on a night out in 2004 Grogan, an Aborigine, was barred because of a 'no coon policy'.

The former Newcastle Knights star, who won a premiership in 1997, was last week awarded $15 000 damages for the slur, but the money has not cooled his anger.

Five other Aboriginal men refused entry to the Sydney Junction Hotel at Hamilton were each given the same amount, including Mr Grogan's cousin, Dr Tony Grogan.

They had spent the evening playing cards and watching a film when they went out for a drink in the early hours of May 16, 2004.

All were dressed appropriately, unaffected by alcohol and were not known to be troublemakers. But Mr Grogan said he was stopped by the doorman who told him: "You're not going to like it but your kind aren't allowed in".

When he protested, he was told: "Look, don't get angry but we're not allowing Aborigines in tonight'".

The Administrative Appeals Tribunal heard that the security guard was acting on instructions from night manager Joshua Tout, who had enforced what he called a 'NCP policy' or 'no coon policy', after a brawl involving drunken Aborigines the day before.

In explaining the policy to one staff member, Mr Tout imitated a 'spear chucker'.

The Administrative Decisions Tribunal ordered First Rate Leisure, which formerly operated the pub, and Knightland Home Security, which employed the bouncers, to pay $15 000 to each person after finding they were discriminated against because of their race.

But Mr Grogan said he was disappointed the judgment contained no orders for cultural awareness training.

'It's just a sum of money," Mr Grogan, 34, said.

'We went to the tribunal because I believe that they need to be educated, because that stuff just can't happen.'

Mr Grogan, now a NSW Police Force Aboriginal liaison officer, said he had never encountered such 'blatant racism' in all his life.

He plans to meet his lawyers to find out what more can be done.

'On the field there is a bit of slurring, but I'm a pretty quiet person and I'm respected,' he said.

'I've had people say some racist stuff but then apologise after the game, and that it (the racist slur) happened in the heat of things.'

Mr Grogan said he refused the offer of an apology during mediation because it was offered from a representative they did not know.

The tribunal was told there had been a build-up of tension at the pub that culminated in a brawl involving drunken Aboriginal men who smashed a window and glass doors after being thrown out on May 14.

Mr Tout, who is no longer connected with the pub, then instructed security guards Marguerite Hall and Brett McLean to refuse entry to Aboriginal people the following night.

Ms Hall said she was told the order came from former licensee Hugh Halpin, but the tribunal found Mr Tout made the decision.

In a private conversation, Ms Hall told Mr McLean that she did not agree with the instructions and would not obey them.

He said to her that he felt that he had to carry them out.

Later that night Ms Hall contacted Mr Tout and told him that there was a group of Aboriginal people at the door who were getting upset and aggressive at not being allowed in and that they had requested to see the manager.

The tribunal found that Mr Tout's refusal to come to the door exacerbated the hurt and humiliation the rejected people were feeling.

'They were refused entry to the hotel, either directly or indirectly, in the most humiliating circumstances,' the tribunal found.

'They were rejected because of their race.'

Source: http://www.news.com.au/dailytelegraph/story/0,,22931249-5001021,00.html

ACTIVITY 3.3

1. Why was Brett Grogan refused entry to the pub?
2. Under what Act of legislation was he clearly discriminated against?
3. Discuss the importance of cultural awareness training.
4. Outline the importance of not stereotyping customers and colleagues according to their cultural background.
5. What do you think would happen if an Anglo-Australian had been in the same scenario?

The importance of respecting individual difference

All individuals, regardless of cultural background, have the right to be treated the same. Unfortunately this has not always occurred and some individuals have been treated differently because of their culture, race, language, special needs, disabilities, gender, age, sexual preference, religious beliefs and customs and traditions. Everyone needs to be aware that treating people differently is a legal offence and under law you may be prosecuted.

To overcome such issues, anyone working in the hospitality industry should respect and accept cultural differences and adopt a sensitive approach when dealing and communicating with people in the workplace.

Overcoming language barriers is an important skill to develop when dealing with cultural groups who do not speak English. When dealing with such groups consider the following:

Effective cross-cultural skills involve being aware of and sensitive to individual needs. You shouldn't make assumptions and stereotype people. You should always show courtesy, tact, diplomacy and professionalism. You should employ active listening skills and questioning techniques, use appropriate body language, use appropriate speech, build a rapport with the customer or colleague and use suitable language.

Effective verbal communication involves using verbal and non-verbal methods clearly. Don't use jargon and slang that may not be understood. Be aware of the appropriateness of non-verbal communication with people from different cultures. You need to be aware of using a clear voice, ensuring your voice is at an appropriate volume and tone, use active listening techniques and ask questions or rephrase to clarify or confirm understanding.

Effective non-verbal communication techniques means being aware of body language and subtext. Messages can be misinterpreted or misunderstood if you are not aware of personal space. In some cultures you may offend if you invade personal space.

Some universal signs and gestures are understood by most people. To communicate you may want to point, use drawings or demonstrate how a piece of equipment works, for example.

Barriers to effective communication

Cross-cultural misunderstanding can occur when there is no appreciation or understanding of different people's cultural habits. Being aware of the following barriers to communication can help to reduce misunderstandings.

Bias and stereotyping occur when you make assumptions based on race. You shouldn't assume anything; remain unbiased and neutral when dealing with people from other cultures.

Lack of empathy gives the wrong signals. It is important to show empathy and understanding in order to communicate clearly. Try to put yourself in other people's shoes and imagine what it would be like to be in a very different country where you can't speak the language.

barriers to communication – obstacles that prevent people from understanding each other, including bias, stereotyping, lack of empathy and negative subtext.

empathy– the ability to share someone else's feelings or experiences by imagining what it would be like to be in their situation.

FIGURE 3.05
Always show courtesy, tact, diplomacy and professionalism when dealing with customers

Negative subtext can convey a negative message to a customer without directly coming out and saying it. This can lead to a variety of interpretations.

Gender issues are treated differently in some cultural groups. They may not view gender and sexuality in the same way as they are by the majority of Australians.

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

Individual differences can occur and lead to differences in terms of service. If industry protocol and procedures are not followed people may experience differences in terms of service. This can lead to cultural misunderstanding.

Inconsistency occurs when the same product or service is not delivered at all times.

Emotions should not interfere with your work ethic. We need to keep any personal issues to ourselves.

FIGURE 3.06
It is important to ensure that personal issues do not interfere with work

Physical barriers such as noise and interfere with the communication process and prevent the message from being received and understood.

Inattention can occur if we are not carefully thinking about our job. We need to make sure we give 100 per cent of our attention all the time.

Pressure of time means that sometimes we may not deliver the same product or service. If we are aware of time constraints and use methods of delegation we should be able to complete all jobs within the given time frame. When this does not occur, frustration and inconsistencies in service are likely to occur.

ACTIVITY 3.4

Identify a non-English-speaking cultural group and a local tourist attraction. A colleague is having difficulty explaining to an overseas visitor who cannot speak English how to get to this tourist attraction. Role-play how you would assist your colleague in order to communicate the required directions effectively.

An awareness of gestures, words and phrases

At all times when dealing with customers and colleagues we need to be culturally sensitive and aware. This includes being particularly conscious of the language that we use and ensuring it is:

- clear
- concise (i.e. to the point)
- courteous
- appropriate
- culturally sensitive.

Regardless of language spoken, there are several universal signs that are understood by most cultural groups. You could use these to help direct customers to toilets and first aid, and make them aware of issues such as danger or no-smoking areas.

Some other physical gestures that are universally understood are clapping for applause and putting up a hand to indicate stop.

ACTIVITY 3.5

1 Identify each of these universal signs.

2 In pairs, think of two physical gestures that are internationally understood. Perform these to the class to see if their meaning is understood by all in the same way.

FIGURE 3.07
Seek assistance from a more experienced team member if a cross-cultural misunderstanding occurs.

How and when to seek assistance

If a cross-cultural misunderstanding occurs, you may want to call for assistance from a supervisor or more experienced team member. Choose the best solution to deal with the situation, which may involve drawing upon others' expertise and learning from their strategies to help defuse difficult situations. You may seek assistance from appropriate personnel such as colleagues, supervisors and departmental managers.

Types of information and support services

You may need to seek assistance from a range of sources in order to ensure the highest level of customer service is provided. Different support services exist for different organisations and situations.

Internal services include specialist staff and/or staff from diverse cultural or language backgrounds. Such staff are often employed because of their cultural or language skills. In large establishments, these staff may be on hand to assist with difficult situations.

External services include interpreters, local government agencies, cultural organisations, education institutions and disability advocacy groups. These services can be of particular use to smaller establishments who may not have specialist staff or facilities.

Individuals and workplaces may also like to consult reference materials such as the internet and library for further information.

Recognising potential conflict

Conflict can be avoided if you are aware of the potential signs and you become adept at reading and interpreting body language. Recognise potential conflict by:

- using active listening skills
- observing body language
- reading subtext.

The following factors can create conflict. If you are aware of these issues, conflict can be avoided:

- poor customer service
- variation in colleagues' work practices or methods
- cultural misunderstanding
- poor communication
- barriers to communication
- aggressive behaviour
- prejudice and intolerance
- misunderstandings regarding roles and responsibilities.

An understanding of problem solving

When conflict does occur, it is important that it is resolved quickly and professionally. Conflict management involves finding a resolution that satisfies all parties. Steps in the process include:

- **Identifying the problem** – identifying what caused the problem, who is involved/affected, when and where it took place
- **Considering possible solutions** – there may be a number of different solutions to consider. It is important to consider the advantages and disadvantages of each
- **Taking action** – implementing the solution
- **Following up** – ensuring the problem has been resolved and customers/colleagues are satisfied with the outcome.

support services – assistance provided to help alleviate a situation or make it easier

Conflict resolution techniques

Some of the conflict resolution techniques that you could employ to resolve issues include:

1. Eliminate adversarial contests: Some people have an attitude of 'win at all costs'. This attitude is not healthy or helpful. Eliminating the need for every point of conflict to be a contest will help ensure the best solution is reach in every situation.

2 Manage stress: During times of stress, people often make rushed decisions that may not be the best solution. If you can reduce stressful situations this will ensure you keep a clear head and make the best decision for the given problem.
3 Promote the concept of 'win–win': A 'win-win' situation meet the needs of both parties. It may not be the exact or desired outcome but both parties involved are happy with the result.
4 Allow for solutions that meet all parties' needs – Find a solution in which all parties are satisfied.
5 Follow due process – Follow the correct procedure when dealing with problems, i.e. listen, acknowledge, respond, report and follow up.

Occasionally you may have to deal with problems to which there seems to be no solution. Such problems may not be able to be resolved amicably and you may need to employ a third party whose role is to arbitrate during discussions. Sometimes legal intervention is needed if a problem cannot be solved.

customs – patterns of behaviour which have been established over a period of time.

Understanding the importance of respecting cultural difference

Respecting cultural difference is essential at all levels of the hospitality industry. Cultural diversity should be acknowledged and celebrated with an attitude of mutual respect and understanding.

When working with colleagues and customers who have a different cultural background we, as individuals, need to adopt a sensitive approach to dealing with any misunderstandings. We need to be aware and conscious of our language and communication skills, and ensure that we don't talk too quickly or use jargon or slang that may not be understood.

Respecting personal space is also important as is ensuring we don't have preconceived ideas or stereotypes about people because they are from another cultural group.

Common causes of misunderstanding between different cultural groups

There are several common causes of misunderstandings between cultural groups. Being aware of these areas will reduce the number of misunderstanding is the workplace. Common causes include:

- Non-verbal behaviour – gestures and body language may be misinterpreted between different cultural groups
- **Religion** – each cultural group may have different religious beliefs, and there may even be several religions within a cultural group
- **Customs, beliefs and values** – these differ from cultural group to cultural group and will influence how an individual acts
- **Dress and personal grooming** – standards of dress often differ between groups, so tolerance and respect need to be shown
- Product or service preference – depending on the cultural group, product and service preferences will be different
- Levels of formality – some cultural groups have very strict rules about ways to address elders. Levels of formality are often passed down from generation to generation.
- Family obligations – family obligations often dictate what and how some cultures do things. This may occasionally cause conflict between groups.

FIGURE 3.08
An attitude of mutual respect and understanding should be established in the hospitality industry

Dealing with cross-cultural misunderstanding in the workplace

Cross-cultural misunderstanding can occur when there is no understanding or appreciation of different cultural norms. There are many strategies that you can employ, either as an individual or as a workplace or organisation, to reduce or minimise misunderstandings.

As an individual you can:

- learn basic terms in a range of languages commonly encountered in the workplace
- develop an understanding and tolerance of cultural diversity
- overcome prejudice and assumption
- use non-verbal communication skills
- actively seek to break down barriers
- use your professionalism.

A workplace or organisation can:

- ensure staff are well trained
- ensure staff use their cultural skills
- ensure written communication and signs are available in various languages
- promote cultural celebrations
- ensure everyone is flexible
- use a variety of communication methods
- ensure staff have a knowledge of cultural buildings and support agencies.

ACTIVITY 3.6

Evaluate how you would prevent cultural misunderstandings in the following situations.

Role-play in pairs or small groups.

- A non-English-speaking guest arrives at your motel and is experiencing difficulty in communicating what he wants.
- A new colleague from Korea is working in your housekeeping department and you have been asked to give her instructions about her duties.

Establishing good customer service practices

Establishing good service practices is important in all business, but particularly when your business regularly deals with people from different cultures. All guests are entitled to excellence in service, which includes making them feel important and welcome, assisting them promptly and efficiently and ensuring they are satisfied. Excellence in service is achieved when customer expectations are exceeded. It is important to work hard to give all guests the best possible experience and ensure their needs are met.

Good customer service involves:

- **tolerance** of peoples' differing beliefs and values
- prompt responses to misunderstandings and dissatisfaction
- efficient communication in clear language that is understood by all parties
- being friendly and courteous
- positive gestures and body language.

tolerance – willingness to accept behaviour and beliefs which are different from your own, although you might not agree with or approve of them

ACTIVITY 3.7

1. Identify key words or concepts from each bullet point in the box above.
2. Develop a mind map to explain each point.

Unit summary

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

- Types of customers and colleagues
- Cultural awareness and the importance of it in the workplace
- Principles of Equal Employment Opportunity (EEO)
- Elements of cultural diversity
- Cultural expectations of major international tourist markets into Australia
- Knowledge of a range of religions
- Proactive strategies for promoting workplace diversity and accommodating individual difference
- Awareness of specific social and cultural groups
- The importance of respecting individual difference
- Effective cross-cultural communication skills
- Barriers to effective communication
- Universally understood signs and gestures
- The range of sources of information and support services available within the community
- Issues which may cause conflict or misunderstanding in the workplace
- The importance of respecting cultural difference and adopting a sensitive approach when dealing with misunderstandings in the workplace
- Common causes of misunderstanding between different cultural groups
- Conflict resolution techniques
- Establishing good customer service practices

Unit summary questions

1. Outline some areas of service that have a lot of contact with overseas visitors.
2. Write a paragraph discussing one or two positive effects of our large migrant population on our hospitality industry.
3. List five strategies that could be employed in workplaces to overcome cultural differences.
4. Clarify why gestures should be clear, concise, direct, courteous and culturally sensitive.
5. Explain how avoiding discriminatory jokes and showing empathy with others assists with lines of communication.
6. Identify the legislation that makes it illegal to discriminate against colleagues and customers in the provision of goods and services on the basis of age, race, gender, sexual preference, marital status, disability, nationality and religion.
7. Research what action strategies affirmative action e.g. Equal Employment Opportunity for Women in the Workplace Act 1987 (Cth) provides for groups that are considered disadvantaged.
8. Examine how an external service, such as an interpreter, could increase your level of understanding in some situations.
9. 'When working in the hospitality and tourism industry you are a representative not only of your workplace but also of Australia in general.' Evaluate this statement and give reasons why this may be so.
10. Analyse why cultural diversity is an integral and important aspect of Australia's hospitality industry.

Multiple-choice questions

1 Australia is a multicultural nation made up of a range of people from diverse backgrounds. This diversity brings with it a variety of cultural experiences that are different to the majority of the population. This diversity is explicit in the following areas:

- **a** culture, religion and sport
- **b** culture and religion only
- **c** culture and language only
- **d** culture, religion and language

2 An understanding of visitors is necessary so organisations can identify their specific needs and ensure:

- **a** their service expectations are not met
- **b** their service expectations are met
- **c** their reservations are kept
- **d** that someone from their own culture serves them

3 To promote workplace diversity and accommodate individual differences, organisations need to:

- **a** ensure staff have adequate training to cope with diversity and differences
- **b** recognise and use individual differences and skills
- **c** use a range of communication media and techniques so messages are understood
- **d** all of the above

4 Having preconceived ideas about a cultural group or race can lead to:

- **a** stereotyping and prejudice
- **b** stereo listening and prejudice
- **c** stereotyping and acceptance
- **d** acceptance of prejudice

5 Regardless of the language spoken, several universal signs are understood by many cultural groups. Some signs that are universally understood are:

- **a** toilet
- **b** first aid
- **c** phone
- **d** all of the above

6 When two people are trying to communicate and they do not speak the same language:

- **a** non-verbal communication techniques must be relied upon in order to communicate
- **b** verbal communication techniques must be relied upon in order to communicate
- **c** non-verbal communication techniques should be used with verbal communication techniques
- **d** non-verbal communication techniques cannot be relied upon in order to communicate

7 An understanding of some of the major religions you will come into contact with in the hospitality and tourism industry will help you to:

- **a** learn
- **b** meet the spiritual and dietary needs of a range of customers
- **c** choose a religion
- **d** meet the spiritual needs of a range of customers

8 The responsibility to ensure that cultural differences in the workplace are not ignored belongs to:

- **a** employers
- **b** employees
- **c** both employees and employers
- **d** both customers and employers

9 People that are culturally different and who are paying for services are considered:

- **a** a 'guest' because of background
- **b** a 'guest' regardless of background
- **c** an inconvenience
- **d** a 'guest' with regards to their dress sense

10 Reporting of difficulties with workmates due to cultural differences should be encouraged in order to resolve the situation. The report should be directed first to:

- **a** a supervisor, human resources officer or a department manager
- **b** the person that you are having difficulty with
- **c** your family
- **d** the customer so that they can understand your position

(Answers can be found on page 244)

UNIT 4

COMPULSORY UNITS OF COMPETENCY

Subject code:
SITXENV001A

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

Indicative HSC hours:
15 hours

Participate in environmentally sustainable work practices

Unit overview

This unit introduces the key outcomes, skills and knowledge required to participate in environmentally sustainable work practices within the hospitality industry. It requires the ability to measure self-usage of resources effectively and follow predetermined environmentally sustainable work practices. The ability to identify and report on breaches and suggest improvements that will contribute to environmental sustainability is also required.

This unit pays particular attention to the retail, sport and recreation, accommodation, tour operating and attractions sectors. It applies to frontline operational personnel who operate under close supervision and guidance from others during the normal course of their daily activities.

Employability skills

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

Key terms:

environmental hazards/risks
environmental issues
environmentally sustainable work practices
recycling
resource consumption
resource efficiency
sustainability
water resources management
waste management

4.1 Identify current resources used within the workplace

Current environmental issues in the hospitality industry

In recent years, environmental issues have become more and more important for society, governments and businesses across the world – and the hospitality industry is no exception.

Protecting the environment and minimising the environmental impact of work practices is now an issue of major importance.

The main environmental issues facing the hospitality industry today include:

- **Sustainability**

  Sustainability is a term that is used in many different contexts today. Put simply, sustainability is the ability to maintain certain processes or states at a certain rate or level into the future. The word 'sustainability' can be used to describe society, the economy and, of course, the environment.

  When people talk about sustainability in a social context, they generally mean meeting the needs of the current generation without negatively affecting the ability of future generations to meet their own needs.

  In an economic context, an organisation is said to be sustainable if it has adapted the ways in which it does business to reduce the impact on the environment. This usually includes practices like using renewable resources, reducing waste, and water use. An environmentally sustainable business is accountable for the environmental impacts of its activities.

  In an environmental context, sustainability describes the ability of an ecosystem to maintain its normal processes (e.g. seasons), functions (e.g. weather patterns including rainfall), biodiversity (e.g. the range of different animals and plants) and productivity (e.g. fertile soil) into the future.

  To be sustainable, regardless of context, the Earth's resources must be used at a rate at which they can be replenished.

- **Waste management**

  Waste management is a big issue for the hospitality industry because hospitality businesses produce a range of waste materials, some in very large quantities. There is a growing need for long-term, environmentally responsible solutions to the management of waste products.

  A good waste management plan today should aim to decrease the amount of waste going to landfill and increase the amount of waste that can be recycled.

- **Energy use and efficiency**

  Reducing energy consumption is another way hospitality businesses can become more sustainable. In Australia, coal power stations generate a large percentage of greenhouse gases released into the atmosphere, so reducing energy consumption by using energy more efficiently to provide the same services will reduce the impact on the environment.

  There are a number of different ways in which businesses can become more energy efficient, including fitting energy saver light globes or maximising natural light. Efficient energy use is

sustainability – relating to a process of harvesting or using resources so that they are not permanently damaged or depleted

waste management – the collection, transportation, processing, recycling or disposal of waste materials

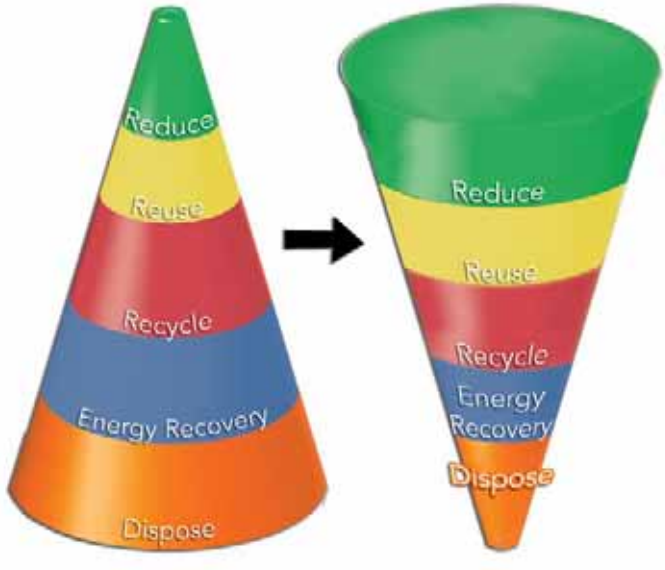


FIGURE 4.01
Waste management hierarchy

FIGURE 4.02
An energy efficient light globe

water resource management – the decision-making, controlling, and non-controlling processes by which water is protected, distributed, or developed.

recycling – to re-use or reprocess existing materials in order to produce new materials (e.g. glass, metals or cans)

achieved by means of a more efficient technology or course of action rather than by changes in individual behaviour.

- **Resource use and efficiency**
  Using a range of resources (e.g. plastics, wood and paper products) efficiently is also important to improve overall sustainability.
- **Water resource management**
  Another environmental issue for businesses to consider is water resource management. The welfare of our population and environment depend on good management and sensible use of water especially as we have drought and long-term climate change factors to consider. Ensuring that a dishwasher is running efficiently can make a difference to the amount of water that is consumed. Practices such as hosing down areas late at night or early morning rather than during the heat of the day also ensure that water resource management is efficient.
- **Recycling and re-use**
  The process of recycling has become more and more important for hospitality business over the past few decades. Recycling includes the collection and sorting of recyclable materials (e.g. glass, paper, plastic), as well as the processing of those materials into new products.

  Recycling preserves raw materials that manufacturers would otherwise use to produce new products. Recycling also assists in reducing the amount of rubbish going into landfills. This helps reduce the pollution that may result from waste disposal and adds to the saving of resources for our environment.

  In the hospitality industry, there are many areas where businesses can recycle such as reusing containers for storage of food or cleaning products.

  Reusing items that you would otherwise throw away (e.g. using an old take-away container to store leftovers) is also an import part of becoming more sustainable.

FIGURE 4.03
Different cultures have different attitudes about what is important

FIGURE 4.04
A recycling symbol

Four steps to improving environmental sustainability

1 ***Reduce***
- Avoid waste – look for ways of producing and using goods that stop waste being generated
- Reduce waste – choose products that can be used productively, recycled in your area, and have minimal packaging

2 ***Re-use***
- Re-use containers, packaging or waste products

3 ***Recycle***
- Recycle waste material into useable products

4 ***For waste that can't be avoided, reused or recycled***
- Treat the waste to make it less hazardous or reduce the volume of the hazardous component and dispose of the waste safely

To become environmentally sustainable, workplaces are required to measure current resource use effectively and to carry out improvements wherever possible. Individuals and businesses need to be pro-active, and think about issues such as lowering energy use, recycling, reducing water consumption, waste management and setting up procedures that are environmentally friendly.

ACTIVITY 4.1

1 Define environmental sustainability.
2 Research a hospitality establishment that is undertaking the environmental sustainability challenge.
3 Design an environmental sustainability policy for your school kitchens. Include re-use, recycling, and waste management. Also try to include some energy conservation and water conservation strategies for future students to follow.

Case Study 4.1

Savings in the City: Crowne Plaza, Melbourne

Crowne Plaza is a 383-room, four-and-a-half-star hotel located on the banks of the Yarra River in Melbourne. Crowne Plaza is part of the Intercontinental Hotels Group.

The City of Melbourne is currently conducting a program called Savings in the City – Green Hotels in order to encourage large hospitality businesses to become more environmentally friendly. The Crown Plaza is one of the hotels involved in the program and is discovering many ways to save energy, water, waste and money.

Benefits of Savings in the City

"Our hotel chain has become very aware of the advantages of being sustainable; they've just appointed a director of sustainability for the whole of Australia."

Crowne Plaza Hotel

continued

Case Study 4.1 continued

"Management likes to be seen to be green, but we do it for the environment, not the kudos. We've all got kids."

Staff at the Crowne Plaza said that the greatest benefit they get out of being involved in the Savings in the City program is the contribution they are making to create a better environment for them and their children. The Crowne Plaza said that there are great cost benefits in reducing waste, water and energy but because they share their bills with the Melbourne Convention Centre it is hard to measure the true savings. Instead they choose to focus on the knowledge that they are making a real difference to the environment.

Waste

Crowne Plaza's waste audit identified a whole range of initiatives to reduce the level of waste sent to landfill. The Crowne Plaza has:

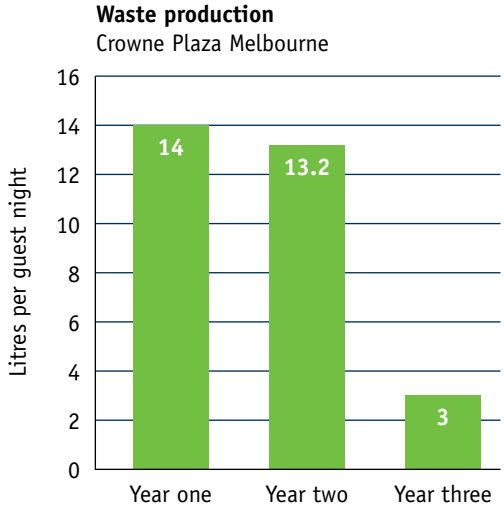
- purchased a new garbage compactor to better manage the waste and reduce the number of waste pick ups needed
- introduced recycling all cardboard
- installed paper recycling bins for all desks
- conducted extensive staff education campaigns
- installed security cameras to assist and monitor staff recycling practices.

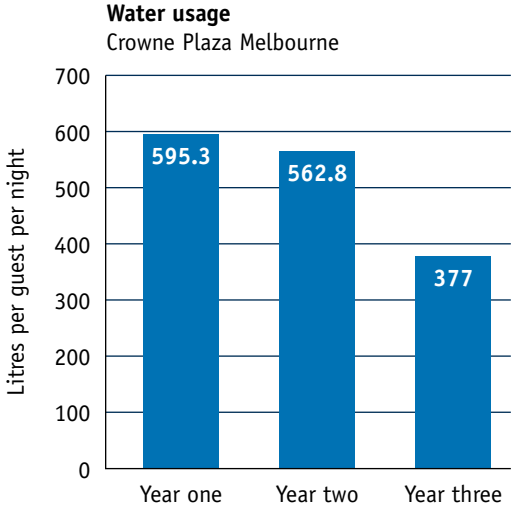
Water

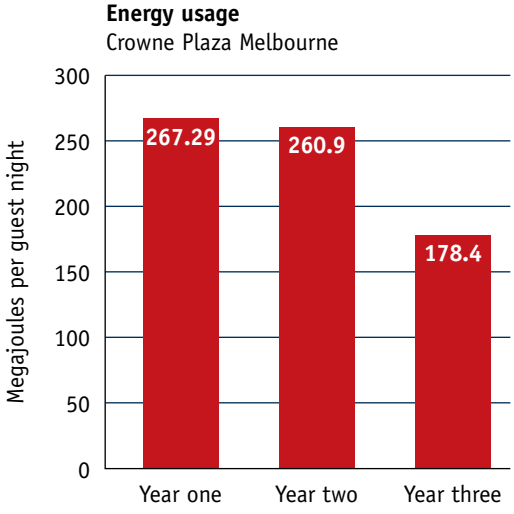
Being a large luxury hotel, Crowne Plaza Melbourne uses more than 50 million litres of water a year and, as such, was required under State regulations to undertake a Water Management Action Plan.

The hotel had already commenced water saving initiatives, and was able to improve on this to include:

- a water management system that regulates water flows throughout the hotel







- upgrades to wall-mounted toilet outlet valves that use six litres rather than nine litres
- a reporting system for back-of-house taps to report leaks
- a requirement that all new kitchen appliances must be low water use
- working with the management of the Chinese restaurant in the building to reduce their water use.

Energy

Following their Savings in the City audit, staff at Crowne Plaza have introduced some exciting new initiatives to save energy:

- installing a sensor driven automated building management system to regulate temperatures throughout the hotel
- installing variable speed drives on pumps so that they are not running at full speed when they don't need to be
- installing dimmers on all hotel lighting
- conducting a controls audit on the air conditioning systems to ensure they are operating to design specifications which decrease energy use
- replacing all incandescent globes with fluorescents
- training housekeeping staff to turn off the lights in guest rooms when cleaning.

ACTIVITY 4.2

1. In pairs, come up with an additional initiative that Crowne Plaza could implement to:
   - reduce waste
   - save water
   - save energy
2. Write a 5-point plan for how you can reduce the use of water in your kitchen at home and at school.
3. 'We do it for the environment, not the kudos.' As a class, discuss the major challenges faced by the hotel in going 'green'.

Environmental responsibilities of staff

Environmental sustainability plans and procedures will not be successful unless all staff follow them. Environmental issues are the responsibility of all staff. Essentially, these responsibilities include:

- following operating practices, inspection procedures and work-related directions
- reporting and communicating all environmental issues as soon as they occur so as to prevent extensive damage
- maintaining environmental records that are precise and ensuring these meet all policy and legal requirements – incident and accident reports are necessary and are compulsory for all OHS issues within the workplace. These are necessary for Health and Safety but may also have environmental repercussions and so are crucial. Inspection reports are enterprise plans that aim to reduce water and energy costs while improving the environment for everyone. This is necessary for hospitality establishments as it is an indication that improvement of environmental related activities is conducted within the business.

Types of resources

The term 'resource' can apply to a whole range of different things. Sometimes it is associated with mechanisms that we need to help us fulfil a task. Other times it is used to refer to something that can be used for support or help (e.g. the book is a valuable resource).

In terms of the hospitality industry, resources are commonly thought of as total means available to a company for increasing production or profit (e.g. equipment, labor, and raw materials and any assets).

FIGURE 4.05 People are the most important resource for any hospitality business

The resources used in the hospitality industry vary depending on the task at hand, but the list below outlines some of them:

- **Human resources** – is another term for the staff. In the hospitality industry, human resources are the most valuable resource a business can have. They are the 'face' of the business and perform the essential tasks required to achieve customer satisfaction. Together with management, staff perform duties that include ensuring environmental considerations are part of their everyday workplace responsibilities.
- **Facilities and equipment** – need to be well maintained in order to reduce harmful effects on the environment. Reporting maintenance issues will ensure that facilities and equipment are effective and can perform at their optimum.
- **Raw materials** – can include a number of different kinds of resources, such as building materials and petrol products.
- **Stock and supply** – includes a range of items, from food and beverage to linen and cleaning agents.

The environmental threat of resources used in the hospitality industry

Many of the products used in the hospitality industry on a regular basis have the potential to damage the environment if they are not used properly. Some of these products include:

- **Paper**
  Recycling of paper is an important environmental strategy as it uses up to 90% less water and 50% less energy than making it from trees. Paper that is placed in landfill, rather than being recycled, creates methane as it breaks down. Methane is a major greenhouse gas that contributes to global warming.
- **Plastic**
  Plastic is lightweight and moisture resistant, floats easily in air and water, and can travel long distances and pollute forests, rivers and oceans. Many plastics are toxic and non-biodegradable, which means that they remain in the environment for hundreds, or even thousands, of years. Plastic incineration causes toxic secretions such as carbon dioxide and methane.

ACTIVITY 4.3

1. Why are people the most important resource for a hospitality business?
2. Discuss two practical ways in which staff can help ensure environmental considerations are part of everyday responsibilities?

FIGURE 4.06
Australians use around 6 billion plastic bags per year – around 3.3 billion of these are supermarket shopping bags

FIGURE 4.07
A landfill garbage dump

These emissions are greenhouse gases that play a part in climate change. Australians use more than 1.3 million tonnes of plastic every year. Much of this ends up in the environment or in landfills. Various reports have indicated that NSW will reach its present landfill capacity by 2010.

- **Hazardous materials**
  Hazardous materials are those substances that may cause people injury or illness if they come into contact with them or do not use them properly. The hospitality industry uses various substances that pose a risk to staff and customers such as cleaning agents and chemicals. When disposing of these chemicals, it is important to follow the manufacturer's instructions, company policy and environmental legislation.
- **Energy**
  Large hospitality organisations, such as hotels and resorts, have enormous energy requirements. Not only do they consume large amounts of electricity, they also have a great demand for LPG gas and petroleum products such as oils and fuels.

  Increasing energy efficiency is necessary for organisations like this, as each of these products has an environmental cost in terms of production. Coal power plants that generate electricity are a major contributor to greenhouse gas emissions in Australia. The use and production of oil and petrol products also have negative effects on the environment.
- **Equipment**
  Much of the electrical equipment used in hospitality businesses can also have a negative effect on the environment if not handled responsibly.

  All types of equipment, from large generators to smaller electrical appliances, need to be kept in good working condition in order to minimise their need for energy and (in some cases) to prevent them from generating unnecessary pollution.

ACTIVITY 4.4

Clean Up Australia has put together a plastic recycling fact sheet. Read the fact sheet at www.cleanup.com.au/PDF/au/cua-plastic-recycling-fact-sheet.pdf and answer the following questions:

1. What are 3 of the biggest environmental issues related to plastics?
2. Identify four things you can do at home to minimise plastic waste.

Collecting, processing and reporting information on environmental issues

The collection and comparison of information on resource consumption within an organisation is a good way to measure whether correct environmental procedures are in place. Monitoring and recording the use of resources over periods of time enables businesses to identify where savings can be made – and environmental effects improved. For example, knowing how much paper or linen is used in a regular month will allow staff and management to identify

FIGURE 4.08
A coal power station in Australia

when these amounts differ. If twice as much linen is required in a particular month, there should be a good reason for this.

There are a number of ways in which to collect and measure information on the types of resources being used, such as:

- examining invoices from suppliers
- investigating and recording the types of resources used in the workplace
- measuring the amounts of resources that are used under different conditions

There are a number of manual and electronic tools that can be used to help record the information gathered, such as checklists, databases, spreadsheets, graphs, stock control tools and associated software.

In order for environmental policies to be effective, all staff should be involved in environmental hazard identification in the workplace. Where environmental issues or hazards are concerned, it is necessary for all staff to take initiative and demonstrate problem-solving and decision-making skills.

Each staff member should be aware of the relevant people to report hazards to and should always act within the level of authority of their job description. The person(s) to be informed include immediate supervisors/team leaders, managers and trainers.

There are many ways in which hospitality staff can monitor and report` environmental hazards systems. Some of these include:

- formal/informal (reporting)
- verbal communication (reporting, monitoring)
- written (reporting)
  - checklists (monitoring)
  - incident and accident reports (reporting)
  - inspection reports (reporting)
  - Registers/logs/files (reporting, monitoring).

4.2 Comply with environmental regulations

Environmental regulations are integral to ensuring that establishments meet standards. A number of state and federal Codes of Practice, Acts and Regulations exist to ensure certain environmental standards and practices are met. For definitions of these terms refer to page 67 of Unit 5.

Main features of environmental legislation

The New South Wales government has comprehensive legislation in place to protect public health and the environment from potential harm. The list below details some of this legislation:

- *Protection of the Environment Operations Act 1997* (NSW) and amendments
  Refer to pages 138–39 of Unit 9 for full details on this Act.
- Code of Practice (WorkCover NSW) – Control of Workplace Hazardous Substances
  Industry codes of practice provide practical guidance and advice on how to achieve the standard required by the Act and regulation. Codes of practice are developed through consultation with representatives from industry, workers and employers, special interest groups and government agencies. The Control of Workplace Hazardous Substances code is part of a regulatory package designed to deal with the safe use of hazardous substances in the workplace so as to minimise the risk of disease and injury due to the exposure of hazardous substances in the workplace.

Reporting issues of environmental concern

The appropriate person(s) to whom to report issues of environmental concern are:

- supervisor/team leader
- manager
- trainer

These people have been trained to ensure that standards are adhered to and have the authorisation to act if required. It is imperative that staff always report environmental concerns and seek alternatives if their concerns are not addressed.

ACTIVITY 4.5

1. What are the main differences between an Act and a Code of Practice?
2. How does a regulation differ from both of the above?
3. Research and summarise Protection of the Environment Operations Act 1997 and list three ways in which it impacts on the way you should dispose of waste.

4.3 Seek opportunities to improve resource efficiency

Minimising the environmental impact of work practices

To minimise possible negative impacts on the environment, positive work practices need to be encouraged and established in all areas of the hospitality industry.

The kinds of waste generated by any hospitality business are a significant issue as they represent either a cost to the business (e.g. for disposal) or a loss of profit (e.g. food wastage). Aside from these concerns, the environmental cost can also be an area for great concern.

Some hospitality businesses have reported that consumer and foodservice waste represents around 26% of total input – meaning a loss of potential earnings as well as an environmental issue in terms of waste disposal. Efficient use of energy and resources should be practiced at all times.

There are a number of strategies and procedures that can be implemented in hospitality businesses which reduce waste and improve resource efficiency. These can have a positive affect on the environmental sustainability of the business and also improve profitability:

- Accurate ordering, serving and stock rotation – can assist in reducing waste and products going out of date.
- Correct calculations for food services (e.g. buffets, conferences) – can reduce the risk of food wastage.
- Adoption of alternative energy sources (e.g. solar energy).
- Use and purchase of environmentally-friendly products and use of biodegradable materials
- Strategies to encourage customers/guests to behave in more environmentally-friendly ways (e.g. providing bins for recycling, towel/sheet re-use policies)
- Waste minimisation approaches – in most hospitality industries, paper waste is the most common type of waste, followed by organic waste (e.g. fruit and vegetable scraps, eggshells). One strategy for reducing paper wastage at certain hospitality businesses is the removal of disposable plates, bowls and cups. Reducing packaging materials that accompany food and beverage shipments can also often be arranged by contacting the wholesaler. Buying items in bulk and eliminating single serve items such as sugar packets and cereal boxes and replacing them with bulk packaging is another waste minimisation technique.

  With respect to organic waste, some kitchens donate leftover food to local homeless shelters, whereas others treat landscaped grounds around the establishment with composted organic waste.

ACTIVITY 4.6

The table below has some tips for reducing the use of water and the production of waste in the hospitality industry.

Use the worksheet from your Student CD (or copy the table into your notebook), and add another three to each side. After you have finished, share your responses with the class and draw up a larger table that includes all of your ideas.

WASTE	WATER
Store waste materials, such as paper, cardboard, cooking oil, cans, plastics separately for recycling	Monitor your water usage – by being aware of when and how you use water, you will be able to decide on new ways to use less
Request delivery of materials from suppliers in reusable packaging such as wooden crates	Introduce a towel re-use policy for guests. Place a note in guest rooms stating that towels will only be replaced if left on the floor – otherwise they will be reused
Use refillable dispensers such as hand wash units	Store grey water for plant watering
Buy in bulk to reduce costs and packaging	Cover spas and pools when not in use to reduce evaporation

Workplace/organisation policies and procedures for waste disposal

All waste generated by hospitality facilities should be kept in secure receptacles and areas for removal according to business policies and procedures.

The Environmental Protection Authority (EPA) has clear guidelines relating to how waste should be removed. Kitchen or compost waste may be treated and disposed of according to business procedure.

General waste should be placed in the general waste bin for disposal, while recyclable items, including oils and paper, need to be separated for collection.

Hazardous waste includes liquids and solids (or a mixture of both), and contained gases. When hazardous waste is not disposed of correctly (for example, down sinks or as regular waste), it contributes to pollution and can cause serious environmental and health issues.

Clinical waste must be placed in biohazard bags, which are yellow and display a biohazard symbol. Single-use sharps (i.e. needles and syringes) should be disposed of by the user into a regulation sharps containers. Hospitality facilities have a legal obligation to follow

these procedures – failure to comply can lead not only to pollution but also to significant fines.

In the hospitality environment, common potentially hazardous wastes include:

- Polishes (e.g. floor, metal, shoe and furniture polish)
- Cleaning and disinfecting products (e.g. carpet and oven cleaners, detergent, bleach, spot removers and pool chemicals)
- Office products (e.g. white-out fluids, permanent ink markers, photocopying and printing fluids)
- Pesticides, fungicides, and herbicides used around the hotel
- Solvents and aerosols, including air fresheners
- Oil based paints and varnishes
- Cooling tower and chilled water chemicals
- Flammables (e.g. LPG gas, lubricating oil)
- Motor oil
- Other hazardous waste can come in the form of solid items, such as batteries, fluorescent lamps, light bulbs, computers and monitors and asbestos.

ACTIVITY 4.7

1. Define hazardous waste.
2. Outline the correct way to dispose of the following hazardous wastes:
   - furniture polish
   - motor oil
   - pesticides.
3. Investigate some of the environmental consequences of failing to follow correct disposal procedures for hazardous wastes.

FIGURE 4.09
Cleaning products can be harmful to the environment

Unit summary

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

- Environmental issues applicable to the hospitality industry
- Opportunities to improve resource efficiency
- Current resources used within the workplace
- Environmental issues applicable to the hospitality industry
- Environmental responsibilities of staff
- How to collect information, process information and report environmental issues
- Compliance with environmental regulations
- The main features and intent of environmental legislation
- Appropriate person(s) to whom to report issues of environmental concerns
- Strategies and procedures to work in an environmentally sustainable manner in the hospitality environment.
- Minimising the potential negative environmental impacts of work practices
- Workplace/organisation policies and procedures for waste disposal

Unit summary questions

1. What are the main environmental impacts of the hospitality industry?
2. Describe the waste management needed within a large hospitality establishment.
3. List five tips for conserving water in the hospitality industry.
4. List five tips for reducing waste in the hospitality industry.
5. How is ecotourism important for the environment?
6. Describe environmental sustainability.
7. What is recycling?
8. How can paper waste be eliminated in food preparation areas?
9. Hazardous waste comes in many shapes and forms. List the main three types.
10. In the hospitality environment there are many common potential hazardous wastes. List 10 of these.

Multiple-choice questions

1 Recycling is:

- **a** the process of cycling backwards
- **b** to process old, used items so that the materials can be used to make new products
- **c** the process of throwing away unwanted goods and purchasing new goods
- **d** to process new, used items so that the materials can be used to restore a product

2 Waste management is the:

- **a** collection, transport, processing, recycling or disposal of waste materials.
- **b** recycling of goods from an establishment
- **c** collection, transport, promoting, recycling or disposal of waste materials
- **d** processing of unwanted goods

3 Which of the following strategies will not improve resource efficiency?

- **a** accurate ordering, serving and stock rotation
- **b** correct calculations for food services
- **c** strategies to discourage customers/guests from behaving in more environmentally-friendly ways
- **d** adoption of alternative energy sources

4 Many of the resources used in the hospitality industry on a regular basis have the potential to:

- **a** damage the reputation of the organisation
- **b** annoy customers if not used properly
- **c** damage the environment if not used properly
- **d** decrease the impact on the environment if not used properly

5 Appropriate person(s) to whom to report issues of environmental concerns are:

- **a** supervisor/team leader
- **b** bank manager
- **c** personal trainer
- **d** work colleague

6 The hospitality environment has common potential hazardous wastes including:

- **a** polishes, cleaning and disinfecting products
- **b** office products
- **c** pesticides, fungicides, and herbicides
- **d** all of the above

7 The reporting and monitoring of environmental hazards can be performed through the following means:

- **a** formal/informal, verbal and written
- **b** checklists
- **c** pest inspection reports
- **d** informal discussions and report forms

8 Kitchen waste for composting includes:

- **a** vegetable scraps, floor wastes and rodent droppings
- **b** egg shells, vegetable and fruit peelings
- **c** meat scraps, discarded oil and paper serviettes
- **d** chicken bones, fish scales and grass clippings

9 Improving sustainability in the hospitality industry can be a marketing issue. It can improve the business by:

- **a** decreasing customer business
- **b** increasing poor environmental performance
- **c** increasing business for environmentally friendly products
- **d** improving company image and reputation

10 Biohazard bags feature a biohazard symbol and are currently coloured:

- **a** yellow
- **b** purple
- **c** orange
- **d** red

(Answers can be found on page 244)

UNIT 5

Follow health, safety and security procedures

Subject code:
SITXOHS001A

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

Indicative HSC hours:
10 hours

Overview of unit

This unit introduces the skills and knowledge required to follow health, safety and security procedures. It applies to all individuals working in the tourism and hospitality industries.

In Australia every year, hundreds of workers die and even more workers are injured at work. Employees have a responsibility to ensure the welfare of their workers and those visiting the enterprise at any given time.

It is necessary for all employees to be aware of all aspects of safety in the workplace and work together to ensure safe work practices.

Employability skills

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

Key terms:

accidents
breaches of health, safety and security
consultation
duty of care
emergency situations
employee responsibilities
ergonomics
hazard identification
hazards
incidents
manual handling
material safety data sheet (MSDS)
occupational health and safety (OHS)
occupational overuse syndrome (OOS)
participation
personal protective equipment (PPE)
risk assessment
safe work practices and procedures
suspicious behaviour
workers' compensation

5.1 Follow workplace procedures for health, safety and security

Understanding the cost of workplace injury

In New South Wales alone, at least 180 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 9 000 of these workers being under 25 years old.

There are many different types of cost 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

Social costs, including the provision of medical and support facilities, 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 their work colleagues, who may require counselling or have to bear the financial burden left because of the injury.

Economic costs

Economic costs, including costs for medical and rehabilitation consultations needed as a result of injury, as well as loss of wages, 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 that 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 and have an impact on productivity. The cost of workers' compensation insurance will increase for the business. All of these organisational costs occur when someone injures themselves at work.

emergency situations – serious situations or occurrences that happen unexpectedly and demand immediate action (e.g. fires, chemical spills, serious medical problems)

FIGURE 5.01
Workplace injuries have many different costs associated with them – not just physical costs

Sources of information about occupational health and safety in the workplace

Information in today's technological society is easier to access then ever before. Information can be accessed 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.

The following sources of information relating to occupational health and safety (OHS) and the workplace are important for all employers and employees to be aware of 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 run 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 all established staff members are kept updated when changes occur.
- **Emergency plans** – outline a set of emergency situations along with appropriate responses. It lists and explains specific threats and responses necessary to ensure all within the workplace are kept safe in any situation.
- **Training manuals are 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. Operator's manuals provide instructions for use, set up, cleaning and general maintenance for the user. They also provide warranty details for products.
- **WorkCover NSW and Australian Safety and Compensation Council (ASCC), (formerly National Occupational Health and Safety Commission NOHSC) publications/safety alerts** – provide current information about creating a safe working environment. They contain safety alerts that staff need to be aware of and also give legal information about laws and regulations that govern the industry.
- **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 (i.e. building code), health requirements for plumbing, ventilation, etc. (i.e. sanitary and health codes), and the specifications for fire escapes or exits (i.e. fire code).
- **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.

Occupational Health and Safety Legislation

- *Occupational Health and Safety Act 2000* (NSW)
- *Occupational Health and Safety Regulations 2001* (NSW)

The Australian Government has taken a proactive approach to providing safe and healthy workplaces for employees. The Australian Safety and Compensation Council (ASCC) was set up to improve **Occupational Health and Safety (OHS)** in all Australian states. The role of the ASCC is to seek cooperation between government, business and the union movement, and to link OHS into industrial relations.

The following list covers some of the aims of the *Occupational Health and Safety Act 2000*.

The Act aims to:

- secure and promote the health, safety and welfare of people at work
- protect people against workplace health and safety risks
- provide for consultation and cooperation between employers and workers in achieving the objects of the Act
- ensure that risks are identified, assessed and eliminated or controlled
- develop and promote community awareness of OHS issues
- provide a legislative framework that allows for progressively higher standards of OHS to take account of new technologies and work practices
- protect people against risks arising from the use of machinery, equipment or appliances.

Occupational Health and Safety (OHS) – health, safety and security procedures specified by the government that are enforced in the workplace to protect employers and employees

Weblinks >> >

Further information can be found at www.ascc.gov.au and www.workcover.nsw.gov.au.

OHS 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
- workplace inspections regularly
- act on all reports of hazards and injury
- follow safety procedures
- wear protective equipment provided, e.g. hearing, gloves, etc
- report hazards and injuries
- keep work area 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 etc
- forget to consider the safety of others
- take short cuts to get the job done quickly
- block fire exits.

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 OHS 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 an OHS complaint. It is an offence to reject this right of entry or to hinder an inspector carrying out his inspection.

WorkCover inspectors also investigate any incidents that cause serious injury or loss of life. The inspectors can take photographs, samples, seize property, examine and copy documentation, carry out interviews and enquiries 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.

Codes of practice (WorkCover NSW)

Codes of practice are made under the *Occupational Health and Safety Act 2000* and must be approved by the Minister for Commerce before they come into effect. They are developed through consultation with representatives from industry, workers and employers, special interest groups and government agencies.

In New South Wales, industry codes of practice provide guidance and advice on how to best achieve the standard required by the Act. A code of practice is not law, but it should be followed unless there is an alternative course of action that achieves the same or better standards.

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

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

- **OHS consultation** – is a meeting for deliberation, discussion, or decision making with reference to

FIGURE 5.03
WorkCover NSW works to avoid workplace accidents

the Occupational Health and Safety (OHS) Act. Consultation is designed to protect the health, safety and welfare of all people at the workplace.

- **Risk assessment** – is an objective evaluation of risks in the workplace. Risk assessments are an important part of the risk management process. Assessments provide information to reduce assumptions and uncertainties about risks. They ensure identified risks are clearly considered and presented.
- **Manual handling** – is any activity that requires the use of physical force or effort to move, lift, push, pull, hold or carry an object. The manual handling code provides practical advice to help employers and employees meet the requirements for the identification, assessment and control of risks arising from manual handling in workplaces.
- **Labelling of workplace substances** – provides advice to employers, self-employed persons, suppliers and employees on meeting the labelling requirements of the Occupational Health and Safety (Hazardous Substances) Regulation (1996).
- **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, however, explosives, infectious substances and radioactive substances are not covered in this code.

risk assessment – an objective evaluation of potential risks in the workplace

Weblinks >> >

Further information can be found at www.workcover.nsw.gov.au

ACTIVITY 5.1

WorkCover NSW is a statutory body that works in partnership with the workplace community to achieve safe and secure workplaces within New South Wales. Research WorkCover NSW on the internet at: www.workcover.nsw.gov.au. Find and describe an Act, a legislation and a code of practice that apply to the hospitality industry that isn't already mentioned in the book. Print a copy of your findings.

Case Study 5.1

Better ways of handling chickens at a supermarket deli

Tubs of fresh chicken were identified as a significant manual handling problem in the deli section of Coles Supermarkets.

Coles Supermarkets faced a considerable manual handling problem in the handling of fresh chicken deliveries. Observation and consultation with staff identified the standard handling process as a major source of concern. In some larger stores, staff could handle up to two tonnes of fresh chicken weekly.

Assessment

An audit of the system showed that large containers of chicken, each weighing between 15 and 20 kg each, were delivered in ordinary supermarket trolleys to the loading dock. They were then wheeled to cool storage. Here they were manually unpacked and placed in vertical stacks reaching as high as shoulder height. This process involved

Case Study 5.1 continued

a combination of twisting, bending, and reaching that was deemed hazardous when dealing with heavy objects. From the stacks in cool storage, the tubs were manually dragged to the preparation area where chickens were reading for cooking. As they were dragged, leakage from the tubs also caused a significant slip hazard.

Solution

Coles Supermarkets considered many solutions to this problem, including splitting the chicken up into smaller tubs or involving more staff, but these solutions were not cost effective and did not sufficiently neutralise the possible hazards. It was eventually decided that purpose-built trolleys would be introduced to reduce the amount of double handling involved in the process. The tubs could be left on the trolleys in cool storage and wheeled to the preparation area only when required. The trolley also has an in-built drip tray to overcome the hazards posed by leakage.

RPM Building Services developed a new trolley for Coles and staff tested a prototype. These trolleys have now been introduced permanently. Tubs of chicken are unloaded directly onto the trolleys upon delivery, which means that staff are now only required to lift each full tub once, from the trolley to the preparation table. This is a vast improvement, as the old system required them to lift each tub three to four times. The new system also means that loaded tubs are never lifted from the floor, significantly reducing the risk of injury.

Ross McCaskill, Colesí OHS coordinator, says that in just one year the expense of the trolleys will be recovered due to improved efficiency and a reduction in often costly injuries. The new system will be used in all Coles stores.

ACTIVITY 5.2

Read the Case Study above and write one paragraph on how the OHS program at Coles assisted in this case.

Employer responsibilities

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

employee responsibilities – a range of responsibilities including cooperating with and following work safety guidelines and instructions

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

Employers have a **duty of care** to provide for the health, safety and welfare 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 equipment and machinery is well maintained and conforms to safety standards; and providing and maintaining systems of work and work environments that are safe and pose no health risks to employees or any 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 well ventilated. They must consult with employees about OHS matters to enable the employees to contribute to decisions affecting their health, safety and welfare, while ensuring that employees do not pay for any changes that need to be made under any OHS act or regulation. The inclusion of providing information instruction, training and supervision necessary to ensure the health and safety of employees as well as providing adequate facilities for the welfare of employees is a major responsibility for all employers.

Employers, however, are not the only ones that have a duty of care; employees must take reasonable care of the health and safety of themselves and others and cooperate with employers in their efforts to comply with OHS. It is also a must to ensure the health and safety of visitors or people working who are not employees who are present on the business site.

Employee responsibilities

Employees also have certain responsibilities in the workplace. **Employee 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. 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.

Safe work practices

Safe work practices and procedures are necessary to ensure that the workplace is a safe as possible for employers, employees and customers. Safe work practices are designed to ensure that OHS regulations are obeyed 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 that all employers and employees should adhere to:

- **OHS induction training** – initial training for employees and employers informing them of their responsibilities and the requirements of the OHS act within the workplace
- **Selection, use and maintenance of personal protective equipment (PPE)** – 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. For example, when moving heavy loads, correct trolleys and lifting equipment should be used to reduce the risk of injury.
- **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, goggles.

  The MSDS also provides information to be used in emergencies, such as what to do if a person is affected by the chemical. Pumps or taps should be utilised to transfer chemicals from a large container into a small one; you should never try to pour them. Chemicals should never be mixed as it may cause a reaction such as an explosion. All containers for chemicals require clear labelling and chemicals should never be stored in drink bottles.
- Safe posture (sitting, standing, bending and lifting) – ergonomics is the relationship between how the body interacts with the equipment required for a

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

ergonomics – the relationship between how the body interacts with the equipment required for a particular task

FIGURE 5.04
Correct lifting equipment and trolleys must be used when moving heavy loads

Ergonomics for working on a computer

When sitting/standing at a desk:

- It 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 with the desk/keyboard
- The top of the monitor should be at eye level
- **Correct manual handling (lifting and transferring)** – manual handling requires that certain things, such as lifting heavy or large objects, often requires two or more people. A trolley or other suitable, well-maintained equipment is necessary to move heavy items a large distance.

manual handling – movement of goods by hand

FIGURE 5.05
When sitting at a desk, your back should always be straight.

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

particular task. Poor ergonomics can result in injuries such as **Occupational Overuse Syndrome (OOS).** You can help prevent OOS by taking regular breaks and ensuring 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.

Occupational Overuse 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

- **Location and use of safety alarms and emergency exists** – staff should have ongoing training in the areas of evacuation procedures dealing with emergencies, such as fire, accidents, and chemical spillage. The procedures need 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.
- **Correct use of fire fighting equipment** – staff members are required to correctly use the fire fighting equipment. The most commonly used within the industry are the fire extinguishers and the fire blanket
- **Hazard identification and risk control** – every workplace should have a **hazard identification** and risk control system, to minimise accidents.

hazard identification – recognising the risk of potential hazards and 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** – obeying workplace policies and procedures is an essential part of minimising the risk of accidents.
- **Housekeeping/clean-up procedures, including waste disposal, with proper consideration of OHS and the environment** – In order to minimise accidents, 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 OHS standards.

FIGURE 5.06
Always bend your knees and crouch down when lifting.

How to lift

1. Bend the knees and crouch down, with a straight back.
2. Balancing with one foot slightly forward, take hold of the object securely both at the back and the base of the object.
3. Straighten back, using thigh muscles – stand up.

ACTIVITY 5.3

Research the steps required to ensure safe work practices are followed for the following equipment/scenarios:

- handling of knives and sharp equipment
- hot surfaces
- computers and electronic equipment

Write a report from your research on a suitable delivery of your information to employers within the hospitality industry. Use diagrams and pictures to illustrate your report.

Weblinks >> >

Use the internet to find out more about the different safety standards and codes of practice in different Australian states and territories:

Australian Safety and Compensation Council – www.ascc.gov.au

WorkCover NSW – www.workcover.nsw.gov.au

WorkSafe Victoria – www.worksafe.vic.gov.au

SafeWork South Australia – www.safework.sa.gov.au

Queensland Division of Workplace Health & Safety – www.whs.qld.gov.au

Workplace Standards Tasmania – www.wst.tas.gov.au

NT WorkSafe – www.worksafe.nt.gov.au

ACT WorkCover – www.workcover.act.gov.au

WorkSafe Western Australia – www.worksafe.wa.gov.au

Comcare – www.comcare.gov.au

Recognition and use of standard OHS 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 in terms of correct signage.

- **Legislative requirements**
  Employers have the responsibility for the day-to-day health, safety and welfare of all employees and visitors in the workplace. This duty of care forms part of the OHS Act, which is the overriding legislation that covers all NSW 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 as 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.
- **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.

Personal Protective Equipment (PPE)

The Occupational Health and Safety Act stipulates that employers must provide suitable personal protective equipment (PPE) for all employees, regardless of job roles and responsibilities; e.g. 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

TABLE 5.1

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	

FIGURE 5.07
Employers must provide suitable personal protective equipment for all employees.

- **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.

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

If these guidelines are not followed, PPE may not fulfill 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 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 in correct storage – or disposed of correctly (if the PPE is single-use equipment).

Employers are expected to develop a policy and procedure that clearly explains workplace safety requirements relating to 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.

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 know the procedure for reporting breaches.

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

Types of health, safety and security breaches include:

- **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
- **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 Occupational Health and Safety 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

- **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.

Reporting health, safety and security breaches

All accidents that occur in the workplace should be 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 safety committee to be able to effectively monitor workplace activities, correct monitoring, reporting and record-keeping procedures are vital. This needs to be achieved at all levels within the establishment.

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

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

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

Monitoring and reporting for OHS includes both formal and informal reporting. The reports can be both verbal and/or written. Verbal reporting of all incidents should be completed as soon as possible. The incident should be reported within 24–48 hours of the incident occurring.

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, 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.

FIGURE 5.08
Many hospitality establishments today require all staff to carry security passes in order to reduce unauthorised access

- **WorkCover/Accident Report forms 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 OHS 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 Occupational Health and Safety Committee.
- **Incident forms**
  Incident forms should be filled in by the individual staff 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.
- **First aid registers**
  First-aid registers should indicate all stock levels which have been used in the first aid kit. This will assist with re-ordering 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, the treatment your healthcare professional is providing or recommending to help you return to work.

ACTIVITY 5.4

There are many procedures that are observed and practiced during your compulsory work placement. Describe in detail three of the following and how they relate to the maintaining of security within the workplace.

- Security cards (if applicable)
- Restricted access
- Sign-in/out book
- Lock-up procedures
- Cash-handling procedures

Case Study 5.2

Melinda burnt when OHS program fails

Melinda was 21 years old and had only been employed by KFC for about five weeks.

Melinda was cleaning a bacon fryer and steamer unit. One compartment of that unit (the fryer) held hot cooking oil, while the other (the steamer) contained hot water. Melinda, 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 and the back door was 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 bainmarie', a metal bucket-like utensil located on the floor of the area. Melinda then proceeded firstly to empty the hot water from the steamer unit into the bain-marie (under the impression it was hot oil) and then poured the hot oil from the bacon fryer into the same container. When the hot oil hit the hot water it started to explode.

Melinda 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.

KFC accepted the blame for the accident, the reason for its occurrence being a failure of its extensive safety, health and welfare program.

The Court imposed a fine of $20 000.

SOURCE: www.ohs.labor.net.au/youthsafe/case/case1.html

ACTIVITY 5.5

Read the Case Study, above, and write five reasons how/why the OHS program failed in this case.

Reporting suspicious and unusual behaviour

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

- unauthorised access to computer systems
- unusual cash movements
- unidentified persons in restricted areas
- emergency situations.

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

- **monitoring people**:
  - staff
  - customers
  - visitors, sales representatives, contractors and/or vendors
- **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**.

Follow procedures for dealing with breaches in security and emergency situations

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

Some of the most common security breaches and emergency situations include:

- **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 more uneasy.
- **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 lead to turning dissatisfied customers into loyal customers 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 OHS legislation, every workplace must have a first-aid box accessible to staff. Emergency telephone numbers should be displayed near every telephone.

FIGURE 5.09
A good business will try to minimise customer complaints through good customer service.

  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 property 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
- **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 (i.e. never propped open).

All hospitality establishments are required by law to have 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.

Even as a guest in an establishment 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.

- **Flooding**
  Flood procedures need to be in place and staff/customers should follow a similar evacuation policy for that of fires.
- **Natural disasters**
  Natural disasters, such as earthquakes need to be included in any emergency plan. The safest, strongest part of the establishment is where people should gather 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 and should be able to continue cooking meals during power failures.

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.

ACTIVITY 5.6

Using knowledge from your work placement experience, design a step-by-step procedure that can be followed for three of the following emergency situations:

- Bomb threat
- Irrational customer
- Accident or medical emergency
- Robbery or armed hold-up
- Fire
- Flood
- Earthquake
- Power failure

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.

Potential workplace 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 member need to be informed and aware of areas that have an increased risk of slips, trips and falls (e.g. 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

FIGURE 5.10
Spills should be cleaned up immediately.

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 the report should be recorded in writing.
- **Poor ergonomics** – 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** – including stress, inappropriate behaviour, working long hours, rushing to complete tasks, inexperience, sickness, anxiety, anger, careless or deliberate negligence are all triggers for accidents.
- **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** – can cause stress. Rushing to complete tasks or working long hours to complete work are common causes for accidents.
- **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 in terms of workplace accidents. Laws governing the safe number of hours to be worked exist for all industries and must be adhered to.

Case Study 5.3

$5-an-hour job left Rick disfigured

'Rick' 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 predawn 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 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 June 29, 1996, Rick and another 14-year-old part-timer were left unsupervised in the shop's back room to flush out the mincer.

continued

Case Study 5.3 continued

'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.

It was 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 another four since.

In June last year, the company operating the butcher shop was fined $20 000 in Dandenong Magistrate's Court for breaches of occupational health and safety 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.'

Rick (not his real name) and his family asked not to be identified to protect their privacy.

SOURCE: www.ohs.labor.net.au/youthsafe/safety_first/discussion.html

ACTIVITY 5.7

Read the Case Study and discuss the questions below with your class.

1. Why did Rick take the job in the butchers' shop?
2. When Rick started at the butchers' shop was the work appropriate for a young worker? Why?
3. What factors led to Rick's injury?
4. Why was the employer fined?
5. How could this injury have been prevented?
6. Will this injury affect Rick's adult life?
7. What compensation do you think would be fair?

ACTIVITY 5.8

Obtain a copy of the Urban Role-play from the YouthSafe website (**www.ohs.labor.net.au/youthsafe/safety_first/urban.html**). Read the scenario and the character roles before undertaking the role-play.

ACTIVITY 5.9

Many factors contribute to workplace accidents. These factors range from 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.

ACTIVITY 5.10

Obtain a copy of the Injury Analysis exercise from the YouthSafe website (**www.ohs.labor.net.au/youthsafe/safety_first/injury.html**).

Complete the activities that accompany the article.

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 Occupational Health and Safety 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 occupational overuse syndrome (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
- knowledge of stress management techniques
- safe use of tools, machinery and equipment
- 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

The procedures to follow in the event of an emergency are extremely important. Firstly, it is important to notify the appropriate authorities (emergency services and WorkCover NSW) as soon as possible.

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

Reporting and recording of all events accurately is of high importance.

When emergency procedures are followed properly, it enables all involved to achieve the best possible results and minimise harm to all involved.

Essential information in regard to 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 number.

ACTIVITY 5.11

Choose a specific business in the hospitality industry (e.g. a hotel, restaurant, bar) and use the internet to investigate the role of the following personnel in the monitoring of workplace safety:

- First-aid officers
- Safety officers
- Security officers
- Emergency services
- WorkCover representatives.

Make a list of their main duties.

5.3 Participate in the organisation's OHS practices

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

The employer may make arrangements for the establishment of an OHS committee or the election of an OHS representative whether or not it has been requested by any of the employees.

An OHS committee needs to be established if the employer employs 20 or more persons and a majority of those employees request the establishment of the committee, or if WorkCover direct the employer to do so.

The employees may elect more than one OHS representative if they wish. An OHS representative may also be appointed to an OHS committee.

OHS representatives and committees have the following functions:

- to review the procedures and policies in place to ensure the health, safety and welfare of persons in the workplace
- to investigate any matter that may be a risk to health and safety in the workplace
- to attempt to resolve any matters that breach the OHS policy but, if unable to do so, to request an investigation by an inspector for that purpose.

participation – the involvement of all employees in issues related to OHS practices and procedures, such as hazard identification, risk assessment, accident investigation

consultation – the process of exchanging information and ideas with staff on any changes that affect OHS practices and procedures

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 OHS 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.

Participation and consultation allow employers and employees to:

- share relevant information about occupational health and safety (OHS) and welfare
- express their opinions and views and to contribute to the resolution of OHS and welfare issues in the workplace

Key bodies involved in OHS

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

- **WorkCover NSW** – WorkCover promotes safer and healthier workplaces for workers. It enforces the occupational health and safety legislation through education, inspections, investigations into incidents and complaints and, when necessary, applies penalties and prosecutions.
- **ASCC –** The role of the Australian Safety and Compensation Council (ASCC) is to develop national occupational health and safety guidelines and workers' compensation policies. The ASCC also carry out research and promote consistency in legislation developed by different states and territories in Australia.
- **Local councils** – The local government OHS Manual has been developed to assist councils in New South Wales in the implementation of their statutory obligations under the *Occupational Health and Safety (OHS) Act 2000* and OHS Regulation 2001.
- **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 high OHS 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

Hazards

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

Some common workplace hazards include:

- **Human factors** – 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.
- **Work environment** – poor/inadequate lighting, amenities and equipment, poor housekeeping, wet and slippery floors, damaged floor coverings and falling objects.
- **Physical hazards –** those that impact on the body, such as noise, heat and cold, vibration, electricity, lighting, fire, machine guards and inadequate working space.
- **Chemical hazards** – including gases, dust, fumes and vapours may cause chemical hazards in the hospitality industry. The use, storage and maintenance of chemicals and poor ventilation are also hazards.
- **Psychological hazards** – such as stress created by working longer hours, being understaffed and unrealistic performance expectations.
- **Environmental hazards** – such as smoking, can have harmful effects on everyone in a particular environment. In the workplace, the *Smoke-Free Environment Act 2000* has imposed a ban on smoking in enclosed public places in an attempt to reduce the health risks caused by passive smoking. By 2007 all public areas, whether inside or outside, were made smoke free.
- **Biological hazards** – are caused by infections that are contagious, including those caused by bacteria and viruses.
- **Ergonomic hazards** – involving, for example, inappropriate heights of work stations, especially computer workstations.

FIGURE 5.11

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

- **Radiation hazards** – including those resulting from the UV rays of the sun. Those most at risk are outdoor workers. Radiation may also occur when there is contact with leaking microwaves, and from ultra-violet light, infra-red light, lasers and X-rays.

OHS committees need to be notified 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.

ACTIVITY 5.12

Visit the 'Hazards of Hospitality' interactive café site (**www.whs.qld.gov.au/cafeonline/**).

Complete the numerous checklists found in the various sections of the site. When you are familiar with all the information on the site, attempt the test.

Risk management

Risk management is recognised as a key business process for planning and decision-making within both the private and public sector around the world.

Risk management techniques includes:

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

Hierarchy of risk control measures:

- **Level 1** – Eliminate the risk:
  - discontinue any unsafe activities/stop using unsafe equipment
- **Level 2** – Minimise the risk by:
  - substituting the system of work/equipment (with something safer)
  - modifying the system of work/equipment (to make it safer)
  - isolating the hazard (such as introducing restricted work areas)
  - introducing additional safety equipment (such as rubber mats)
- **Level 3** – Introduce other controls:
  - adopt administrative controls and safe work practices
  - use PPE.

Unit summary

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

- The costs of workplace injury
- Occupational Health and Safety (OHS) legislation
- Code of practice for WorkCover NSW
- Employer and employee responsibilities
- Safe work practices and procedures
- Recognition & use of OHS signs
- Personal protection 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 OHS management practices/ understanding of roles and functions
- Identification of possible hazards
- Risk management

Unit summary questions

1. What are the differences between the responsibilities of an employer and employee?
2. What does the term 'ergonomic' refer to within the workplace?
3. What do the following abbreviations refer to?
   - OHS
   - OOS
   - MSDS.
4. How is reporting and monitoring completed for OHS?
5. What are 'safe work practices and procedures' and why are they essential in any hospitality workplace?
6. Describe in detail correct lifting procedure.
7. Define the following terms in a hospitality context:
   - accident
   - suspicious customer
   - bomb threat
   - robbery.
8. How is security maintained within a large-scale motel?
9. Why is protective clothing important for specific workplaces?
10. What is a hazard? List the classifications and give examples of each.

Multiple-choice questions

1 The WorkCover Authority of NSW is a statutory body that works in partnership with the workplace community to ensure:

- **a** safe and secure workplaces within NSW
- **b** that all workers are paid correctly
- **c** safe and secure workplaces within Australia
- **d** that customers receive good service

2 An employer has a duty of care to provide for:

- **a** the health, safety and welfare of some employees and visitors in the workplace
- **b** the health, safety and welfare of all visitors in the workplace
- **c** the health, safety and welfare of all employees and visitors into the workplace
- **d** the health safety and welfare of all employees into the workplace

3 An Occupational Health and Safety committee is to be established if a majority of employees request the need to form a committee:

- **a** if there are 20 or more persons employed at an establishment
- **b** if there are 50 or more persons employed at an establishment
- **c** if there are 10 or more persons employed at an establishment
- **d** if there are 1000 or more persons employed at an establishment

4 Safety signs that represent caution have a:

- **a** green background with white symbols
- **b** white background and yellow symbols
- **c** blue background and white symbols
- **d** yellow background and black symbols

5 Ergonomics is the relationship between how the body is used and the:

- **a** strength of the equipment being used
- **b** colour of the equipment being used
- **c** equipment purchased to complete a particular task
- **d** equipment being used to complete a particular task

6 Management and security must be notified of any suspicious behaviour or unusual occurrences:

- **a** without delay
- **b** when you get time
- **c** not at all … they are busy enough!
- **d** only if you feel its necessary

7 The Occupational Health and Safety Act stipulates that employers must provide protective clothing for all employees:

- **a** dependent upon job roles and responsibilities
- **b** only if they are chefs
- **c** regardless of job roles and responsibilities
- **d** only if the establishment can afford it

8 Chemicals should always be stored:

- **a** in well-ventilated areas together with the food and beverages for easy access
- **b** in a dark closet so air doesn't contaminate the chemicals
- **c** in a well-ventilated area that is separate from food but near beverages
- **d** in a well-ventilated area that is separate from food and beverages

9 A hazard is anything (including work practices or procedures) that has the potential to:

- **a** harm the health or safety of a person
- **b** harm only the safety of a person
- **c** harm the health or safety of only the building
- **d** harm the impact of the chemical

10 If a health, safety or security breach has occurred, when reporting the breach you should first verbally notify the supervisor/manager. You should then submit a written incident report:

- **a** whenever you feel like it
- **b** when you have time
- **c** at the earliest possible opportunity to allow any follow-up that may be required to occur
- **d** at the end of your shift to allow any follow-up that may be required to occur

(Answers can be found on page 244)

UNIT 6

COMPULSORY UNITS OF COMPETENCY

Subject code:
SITXOHS002A

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

Indicative HSC hours:
10 hours

Follow workplace hygiene procedures

Overview of unit

This unit introduces the key skills and knowledge required to follow hygiene procedures in the hospitality and tourism industry. It is particularly relevant to staff working in the kitchen, housekeeping and food and beverage areas, and tour operations that involve the preparation of food.

Correct **hygiene practices and procedures** are a major priority in the hospitality and tourism industry in order to ensure the safety of all employees, employers and customers. To meet these standards fully, it is necessary for businesses to follow relevant state and territory legislation. Businesses in the hospitality and tourism industry must fully understand the legislation so they can successfully implement and follow all guidelines and rules.

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

Employability skills

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

Key terms:

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

6.1 Follow hygiene procedures and identify hygiene risks

Understanding of the importance of hygienic work practices is essential within every facet of the hospitality industry. All staff must ensure their procedures are safe and hygienic when in their 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 microorganisms (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. Risks 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 going to the toilet.

Environmental hygiene risks come about through poor work practices, inappropriate handling and storage of foods, as well as 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 an industry-wide benchmark is maintained. Hygiene procedures include regular hand washing, wearing of appropriate and clean clothing, as well as ensuring personal hygiene is of an excellent standard. These procedures assist the safe and hygienic handling of food and beverages and avoid cross- contamination in food preparation areas and **storage**. 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, clothes and equipment to avoid transferring microorganisms.

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

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

Safe storage of food and beverages are 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, dry storage and fresh ingredients have their individual requirements.

Safe garbage disposal is also very important in maintaining good hygiene. Garbage clearing procedures

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

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 the lifespan or sustain the 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 transferring of microorganisms from contaminated foods and areas to other foods

FIGURE 6.01
Cross-contamination is the term for the transference of microorganisms 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 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.

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.

FIGURE 6.02
Correct procedure for washing hands

vary in different hospitality areas, however, every sector of the industry must ensure waste is disposed of thoroughly, and stored away from the premises so that kitchen and food storage areas do not smell or foster 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 helps 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 and establishment will have their own specific guidelines to follow.

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 removes all traces of soap.

Sanitising involves sterilising an area using anti-bacterial 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. It is important staff 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 the highest standards of hygiene are maintained. Legislation and national food codes endorse these issues and constantly remind staff of their legal requirements.

FIGURE 6.03
Safe garbage disposal is also very important in maintaining good hygiene

ACTIVITY 6.1

1. What are the differences between cleaning and sanitising? Give a specific example of each.
2. Describe the preferable order of washing up in a domestic or commercial situation.
3. Describe and explain the process of garbage removal and cleaning of the garbage areas in a commercial kitchen for a new employee.

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 NSW. 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 www.austlii.edu.au. In conjunction with this, *Food Regulation 2004* (NSW) is adapted from the requirements of the new *Food Standards Code*. This regulation ensures the *Food Standards Code* implementation by law.

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

contamination – food and/or water made unfit for consumption by humans or animals by the presence of environmental chemicals, radioactive elements, bacteria or organisms

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

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.

ACTIVITY 6.2

Research the *Food Act 2003* (NSW) and *Food Regulation 2001* (NSW) and write a summary of each in order to demonstrate to a potential employer that you fully understand the importance of both Acts to the hospitality industry.

Weblinks >> >

For information and specific details on food standards go to:
http://www.foodstandards.gov.au/thecode/foodsafetystandardsaustraliaonly/

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

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 the New Zealand. FSANZ sets food standards for the two countries.

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 of 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 an extremely important to ensure the hospitality industry follows all guidelines and legislations set down by different government bodies

FIGURE 6.04
An Environmental Health Officer ensures the hospitality industry follows all guidelines and legislations set down by the 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 that has 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.

A well-constructed and 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 6.3

Complete a HACCP plan for the preparation of the following snacks. You may choose to demonstrate this knowledge on a poster, a flow chart or 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

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

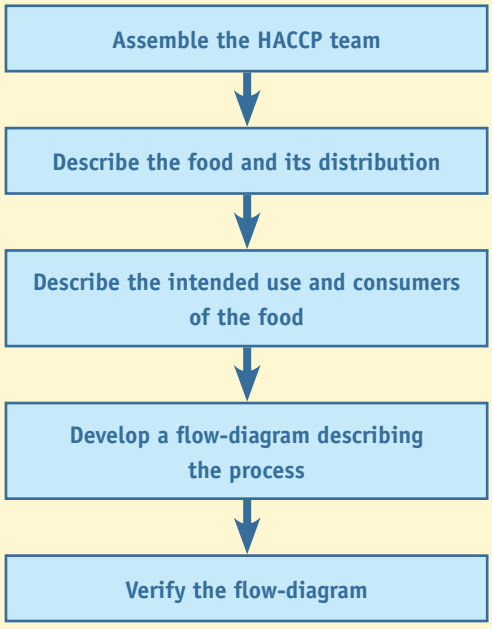


FIGURE 6.05 Developing a HACCP food-safety audit

agencies, including the local councils or the Department of Health and the Meat Authority (Food Safety NSW). The Environmental Health Officer has 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.

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:

- **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 for 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 spreads 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 which impairs your ability to handle food safely and without contaminating others.

ACTIVITY 6.4

Design a hygiene checklist for staff to comply with at the start of every shift.

hygiene practices – routines and instructions for ensuring safe and hygienically prepared food and work areas

Poor organisational and **hygiene practices** may have lasting effects on the customers, employees and the employer. Poor food handling and cleaning practices that 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 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. A knowledge of monitoring and reporting systems is important for all employees to establish protocol for reporting incidents. These methods may include including formal/informal reporting, descriptions of incidents to supervisors through verbal/written reports, as well as 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 – potential problems or danger that relate to the cleanliness of people and premises. This may include contamination from equipment, utensils or food handlers involved in the manufacture of food products

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 (biohazard contamination) or through contaminated by raw and cooked food .
- inappropriate storage of foods, including storage at incorrect temperatures and food left uncovered.

Food poisoning

food poisoning – a general term referring to illness transmitted to people by eating food which 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 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 which are resistant to heat and cold.

There are three types of food poisoning. These are:

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

FIGURE 6.06
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 microorganisms such as viruses, moulds and bacteria.
  Microorganisms are small, usually single-celled, organisms that cannot be seen by the naked eye. Most microorganisms cause no harm, but some cause food spoilage (visible contamination). Some microorganisms cause food poisoning (invisible contamination).
- **Physical food poisoning** – caused by harmful substances (such as glass fragments or metal shavings) that are introduced during the preparation process.
  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 can not survive – they will stop growing and die off. The higher the temperature, the faster they will die.

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

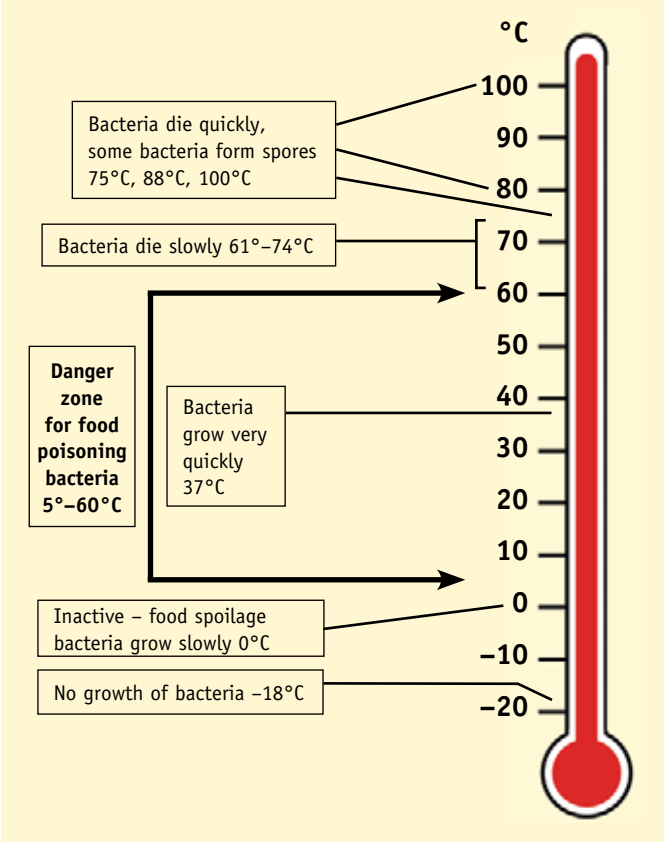


FIGURE 6.07 Behaviour of bacteria at various temperatures

Common types of bacteria

- **Staphylococcus aureus** is generally a non-fatal form of bacteria that can be found in food. Illness may develop soon after eating and last up to a couple of days. Symptons may include nausea, vomiting, abdominal cramps and diarrhoea. Foods affected may include non-acid, moist, high-risk foods, which include meat, eggs, dairy dishes, cream-filled bakery products as well as fish and chicken.
- **Clostridium perfringens** are widely distributed in the environment and frequently occur 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.
- **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, 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 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 bacteria. Although rarely a cause of food poisoning, it can be fatal. The toxin produced is deadly and works on the central nervous system. Initially it causes digestive problems, followed by double vision and constipation, fatigue and headaches then paralysis, and respiratory and heart failure. It is found in low-acid foods in an anaerobic environment, such as processed canned or bottled foods.
- **Campylobacteria** is 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.

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

Possible symptoms of food poisoning

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

Prevention of food poisoning

With regard to food poisoning in the hospitality industry, prevention is definitely better than cure! 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 enterprise agreements and legal requirements.

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.

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.

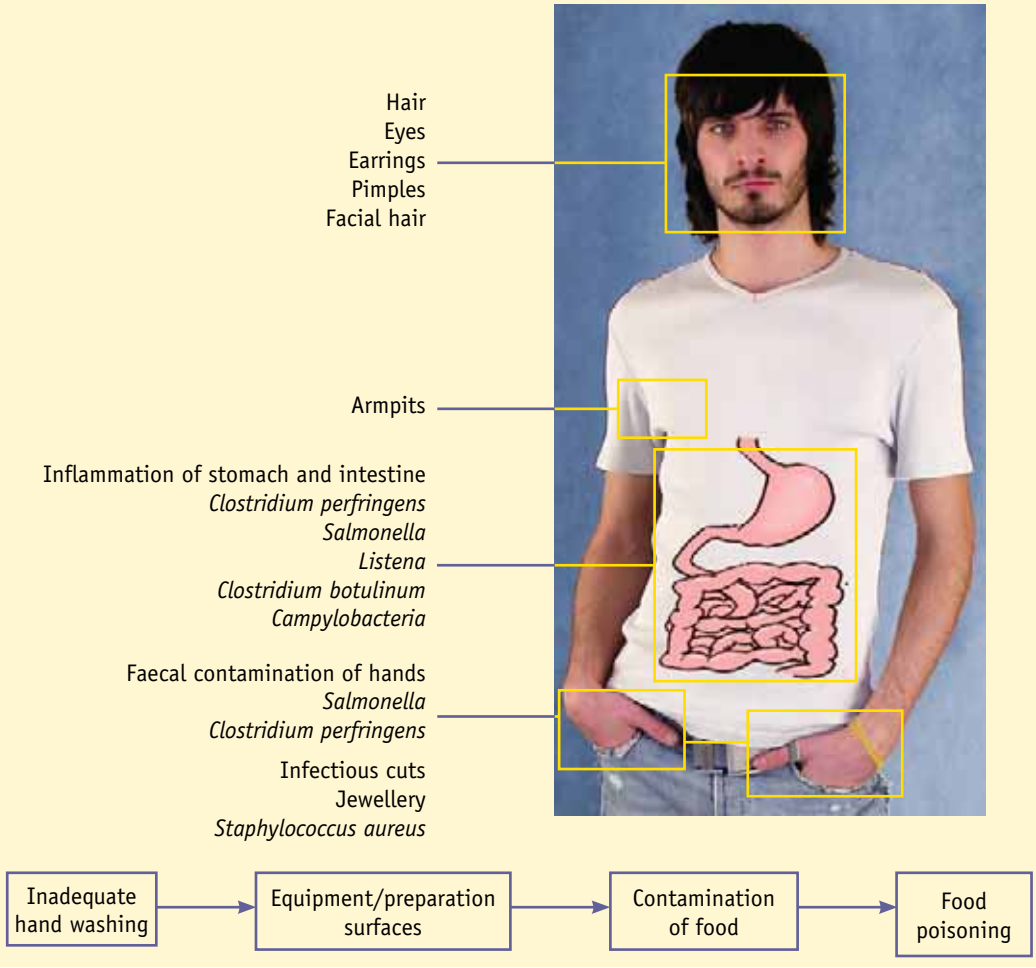


FIGURE 6.08
How bacteria are transferred

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 report incidences to are area supervisors, the cleaning supervisor and the Occupational Health and Safety Committee.

ACTIVITY 6.5

Over the years there have been many recorded cases of food poisoning, with many people suffering major illness and in some cases dying. Research three cases that made headlines in Australia and write a brief review of each.

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 therefore is the systematic process of making a realistic evaluation of the true level of risks within the business. Before risks can be properly managed, they need to be identified – you can begin with these questions:

- 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 a coloured Band-Aid
  - implementation of food safety programs such as HACCP
- food handling practices and schedules
  - storage
  - preparation
  - disposal.

Safe food storage procedures and handling of goods is another legal obligation for businesses according to enterprise requirements. Safe storage procedures include:

- storing goods according to the manufacturers' 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.

FIGURE 6.09
Band-Aids prevent hygiene hazards and their associated risks

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
- always following instructions on containers in accordance with material safety data sheet (MSDS)
- storing substances 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 stores areas laundry 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.

ACTIVITY 6.6

Design an ideal storeroom layout for dry goods in a commercial kitchen. Label all storage container types and foodstuffs. A visit to a commercial kitchen would help you with this task.

6.2 Report any personal health issues

Personal health issues that pose a risk in the workplace

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

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

The health risks include the following:

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

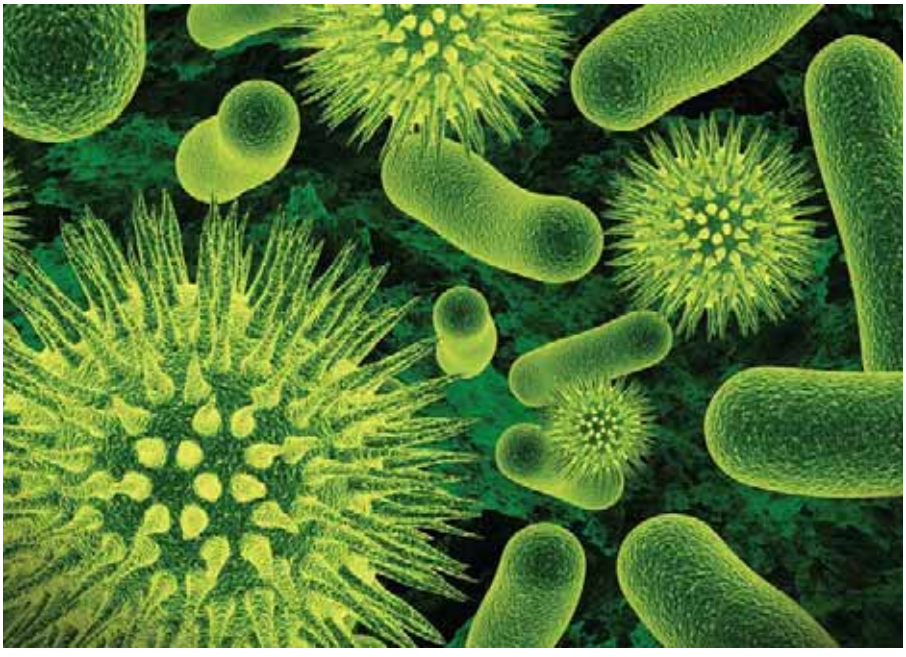


FIGURE 6.10
An awareness of personal health issues will prevent the spread of diseases or illnesses amongst staff and patrons within the establishment

FIGURE 6.11
Report any health issues where there may be a hygiene risk within the environment where food is being prepared

6.3 Prevent food and other item 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 the employees relate to personal hygiene, dress and presentation. Extra regulation of dress and hair accessories, jewellery and watches also assist in reducing possible contamination issues among employees.

As mentioned earlier in this Unit, the need for staff to follow the rules relating to cuts or open wounds is essential in the hospitality industry. Industry standards require the use of regulation waterproof blue or brightly coloured bandages and or dressings.

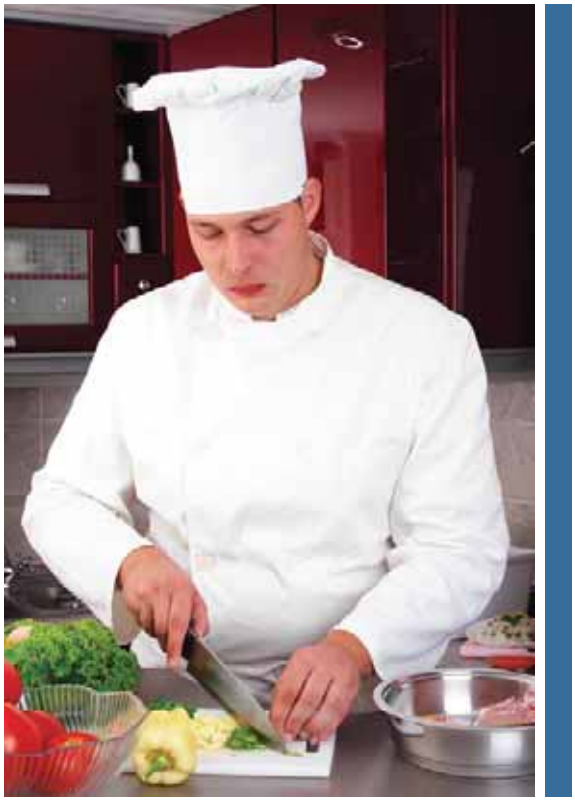
At any stage during a shift, employers and employees may need to locate or use a first aid kit. It is therefore essential that all staff know the location of the kit and how to use its contents. A good general knowledge of first aid is a great asset to have at any time, and is another qualification to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

Other regulations in the workplace ensure all employees and employers have personal protective equipment (PPE). PPE 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. For full details on a range of PPE refer to page 141.

6.4 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
  - handling equipment.
- 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.



Unit summary

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

- *The Food Act 2003* (NSW) (as amended)
- The Food Regulation 2004 (NSW)
- The Role of FSANZ
- The Role of the Environmental Health Officer
- HACCP
- The identification 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
- 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
- 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. Describe the method for correct hand washing.
2. Why is it important to ensure all staff members have high personal hygiene standards?
3. What is the main aim of the Food Act 2003 (NSW)?
4. What is HACCP? Why is it important to have a HACCP system when preparing food products?
5. There are seven principles of HACCP. List the principles in order.
6. What is the role of an Environmental Health Officer?
7. Describe six personal hygiene procedures that should be followed before starting each shift in the hospitality industry.
8. What is the difference between food poisoning and food spoilage?
9. What are microorganisms? Describe in detail three examples of microorganisms.
10. The types of food poisoning are chemical, physical and biological. Explain each type, giving examples of each.

Multiple-choice questions

1 To assist with good hand-washing procedures you should:

- **a** use cold water
- **b** use soft soap from a dispenser
- **c** use cake soap
- **d** use dishwashing liquid

2 Good personal hygiene includes:

- **a** showering daily
- **b** washing your linen
- **c** cleaning your work area
- **d** sanitising the preparation area

3 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

4 HACCP stands for:

- **a** Happy Animals Caught Cropping Plants
- **b** Hazard Analysis Critical Control Plants
- **c** Hazard Analysis Critical Control Points
- **d** Happy Analysis Critical Control Points

5 Before starting work in a food preparation area you should:

- **a** have a manicure
- **b** iron your uniform
- **c** wash your hands using correct procedures
- **d** keep your beard clean and brushed

6 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** brightly coloured
- **c** skin coloured
- **d** a specific brand

7 When pre-cleaning dishes the following needs to be completed:

- **a** remove all scraps of food and dirt from the surface
- **b** assemble all equipment
- **c** soak the cutlery
- **d** air dry the crockery

8 Automatic dishwashers:

- **a** use gloves
- **b** clean and sanitise utensils automatically
- **c** use warm water
- **d** increase staff workload

9 Vermin within a hospitality establishment are:

- **a** cats, rat and dogs
- **b** kangaroos, possums and cockroaches
- **c** rats, mice and cockroaches
- **d** birds, fleas and mice

10 Microorganisms are:

- **a** bacteria, moulds and mushrooms
- **b** bacteria, moulds and viruses
- **c** moulds, mushrooms and dirt
- **d** moulds, mushrooms and viruses

(Answers can be found on page 244)

Commercial cookery stream

UNIT	UNIT CODE	UNIT TITLE
7	SITHCCC001A	Organise and prepare food
8	SITHCCC002A	Present food
9	SITHCCC004A	Clean and maintain kitchen premises
10	SITHCCC005A	Use basic methods of cookery
11	SITXFSA001A	Implement food safety procedures

UNIT 7

COMMERCIAL COOKERY STREAM

Subject code:
SITHCCC001A

Prerequisite subjects:
This unit must be assessed after the following prerequisite unit:
- SITXOHS002A – Follow workplace hygiene procedures

Indicative HSC hours:
20 hours

Organise and prepare food

Unit overview

This unit introduces the key skills and knowledge required to organise and prepare a variety of foods for the kitchen of a hospitality or catering operation. It focuses on general food preparation techniques. The term "organising and preparing food" is also referred to as "mise en place" and includes basic preparation prior to serving food, which may involve cooking components of a dish but does not include the actual presentation.

Employability skills

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

Key terms:

equipment	food preparation techniques
food items –	ingredients
dairy	menu items
dry goods	portion control
fruits and vegetables	recipes
meat	safe and hygienic work practices
seafood	waste minimisation
poultry	workflow

7.1 Prepare and use equipment

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. For more information on safe and hygienic work practices refer to Units 5 and 6.

Classification of equipment

The **equipment** found in commercial kitchens can be classified into three groups: utensils, mechanical and fixed.

Utensils – These are small, hand-held, non-electrical pieces of equipment. Examples include knives, peelers, tongs, bowls, spoons, chopping boards, whisks, pots and pans, etc.

Mechanical – Mechanical equipment varies in size; however, they are portable, have moving parts and are generally electrically operated. Common examples include mixers, food processors, slicers, blenders and mincers.

Fixed – This includes all large pieces of equipment that are generally attached or 'fixed' to the kitchen floor or walls, making them difficult to move. Examples include stoves, salamanders, ovens, refrigerators, deep-fryers, bratt pans and dishwashers.

Types of equipment

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 there are a range of knives 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:

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 25cm long, is wide at the heel and tapers to a point. The handle is offset to avoid your knuckles hitting the chopping board.

equipment – manual and electric tools and machinery

Paring knife: a small knife with a pointed blade about 7cm 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 5cm long. The curved blade makes this knife ideal for turning vegetables and artistic work.

Filleting knife: has a long, narrow and flexible blade and as the name suggests, is used to skin and fillet fish and poultry.

Granton pockets – a scalloped edge (granton edge) creates a series of fine air pockets between the blade and product being cut.

Boning knife: has a thin, pointed blade about 12cm long, allowing the chef to get as close as possible to the bone when cutting raw meat and poultry.

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.

Carving knife: has a long, flexible blade with alternating 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.

Carving fork: has two prongs and a long handle and is used to hold meat when carving and for lifting and turning.

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 below.

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 etc.

Peeler: used for peeling fruits and vegetables, the blade is slotted and can either be fixed or swivelling.

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 which 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.

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. It is 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. Items such as sieves, conical strainers and colanders need special attention to ensure all food particles are dislodged. Piping bags, aluminium and copper items and chopping boards also need special attention.

Be careful when cleaning knives. 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.

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, 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 freestanding or the bench-top variety. The freestanding 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 bench-top 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 and sanitising equipment.

Food processors, blenders, mixers and slicers are generally stored on bench tops for easy access, or on a shelf if used less frequently. Grills, salamanders and fryers are generally fixed into commercial kitchens.

Large fixed equipment

There is a range of large fixed equipment in most commercial kitchens, including bains-maries, ovens, fridges and dishwashers.

Bains-marie: a 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: generally having glass doors to enable items to be easily seen, the vertical refrigerator is a smaller version of the coolroom and is used to keep foods cold.

Ovens: there are two main types of ovens 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 food 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, reassemble and 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.

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. They are coloured as follows; white – bakery and dairy; blue – raw fish and seafood; green – fruit and vegetables; yellow – raw poultry and chicken; red – raw meats; and brown – cooked meats.

FIGURE 7.01
Coloured chopping boards

Knowledge of knives

Parts of a knife

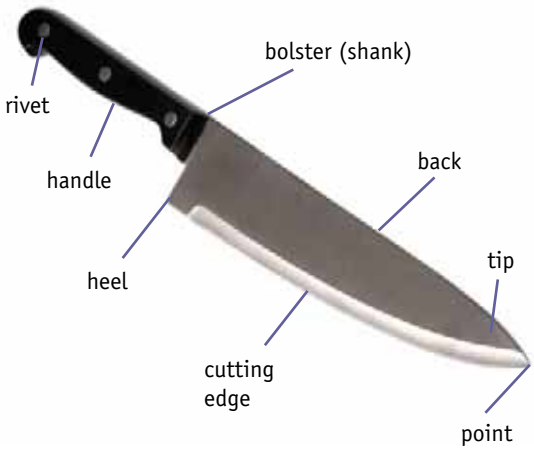


FIGURE 7.02
Parts of a knife

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 firm but relaxed; if you hold your knife too tightly your hand will tire quickly and cutting will be difficult.

FIGURE 7.03
The correct grip

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.

Knife sharpening

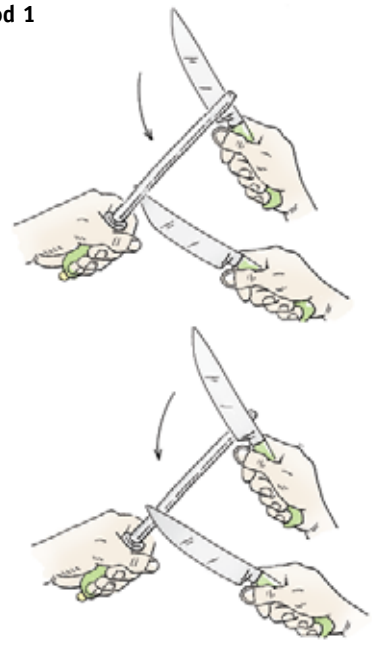
Using a steel

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.

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 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.

Method 1



Method 2

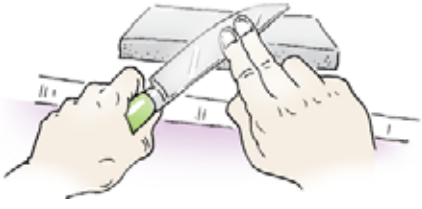


FIGURE 7.04
Methods for honing a knife

FIGURE 7.05
Method using a sharpening stone

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 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 and then clean and dry the knife to remove any metal grindings.

ACTIVITY 7.1

Practice sharpening and honing your knives using a stone and a steel.

7.2 Assemble and prepare ingredients for menu items

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.

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 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 to 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 you should read the entire recipe thoroughly before starting and check that you understand all the terms used. Then collect all the required ingredients and equipment, pre-heat the oven if needed, weigh and measure ingredients accurately and proceed step-by-step through the method. Check the product while it is cooking and 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.

Standard features of a recipe

The standard features of a recipe include:

- Preliminary preparation
- Equipment
- Quantity of ingredients
- Method
- Cooking temperature
- Cooking time
- Number of portions recipe will produce
- Total cost of product.

ACTIVITY 7.2

Create a standard recipe card for a food item you have prepared at school.

Types of menus

There are several different types of menus offered by hospitality establishments, depending on the occasion, customer, season, hours of business, etc.

ingredients – food items used to make dishes or menu items

Table d'hôte

(Means 'table of the host'.) A set menu, consisting of two to four courses for a set 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 for all of the dishes. A set price is charged per person.

À la carte

(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 is known in advance, making preparation and planning easier.

Buffet

A buffet menu is one where all the food is prepared and then presented on a table for the customers to select and serve their own food. The menu dishes are selected according to the pre-determined cost and style of the buffet, which may include finger food, breakfast buffet, seafood buffet, salad buffet or full buffet. All food is elaborately presented on platters in portion sizes and some may be glazed with a light aspic to prevent them drying out.

Cyclic

Cyclic menus operate in establishments where the same customers dine daily, e.g. hospitals, nursing homes, boarding schools and prisons. Several full day menus are developed for a period of time (cycle) which may last from seven to 28 days. The cycle is then repeated. Cyclic menus aim to avoid too frequent repetition of meals.

ACTIVITY 7.3

Use the Internet to find an example of each type of menu from restaurants, function centres, caterers, etc. in your local area. Print them out and label them accordingly.

Team problem solving

Problems that arise within teams can be solved by using the following steps:

- **identify problem** – establish what the problem or issue is that is causing concern
- **consider solutions** – identify and consider appropriate solutions to the problem, including the pros and cons and impact each solution will have on the team
- **action** – implement the chosen solution
- **follow-up** – evaluate the solution to determine 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.

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 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 1/4 cup to 1 cup. Spoon measures usually consist of 1/4 teaspoon, 1/2 teaspoon, 1 teaspoon and 1 tablespoon. When measuring ingredients with cups or spoons, 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.

Selecting ingredients

Whether you are using fresh, frozen, preserved or prepared ingredients, you must ensure that you select ingredients of the highest quality. The criteria in the table below provides a useful guide to selecting quality ingredients.

TABLE 7.1

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 that is 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:

- 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.

Preserved and pre-prepared products:

- packaging in a good condition, correctly labelled and within the use-by date.

Vegetables

Fresh:

- vegetables should be clean, have no soil, 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.

Preserved and Pre-prepared products:

- packaging in a good condition, cans not dented, correctly labelled and not past the use-by date.

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 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.

Frozen:

- packaging and food should feel completely frozen and show no signs of thawing
- no signs of freezer burn or ice crystals
- when thawing there should be minimal liquid loss.

Preserved and pre-prepared products:

- check the use-by or best before date
- packaging should be in good condition, cans not blown, and 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.

Mise en place tasks

The type of kitchen and menu will determine the mise en place that is to be done. 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.

Workflow

A workflow plan identifies the precise steps of a task. Workflow plans are needed to save time and energy.

workflow – the precise steps of a task, involving logical sequences, organisation, time constraints and cooperation

Workflow planning applies to all tasks, regardless of the size and involves the following:

- **Logical sequence** – Organising the tasks into a step-by-step approach and logical order based on commonsense is essential in any kitchen.
- **Time efficient** –Tasks also need to be organised into a time efficient order. Some tasks take a long time to complete and other tasks may be done while you wait. Careful planning will ensure items are ready when you need them. For example, if you need to boil a food item, placing the water on to boil whilst 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 in a certain time frame. 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.

ACTIVITY 7.4

Create a workflow plan for tomato concassé.

Poor workflow

Poor workflow can lead to a disorganised kitchen and have a negative impact on colleagues, customers and the workplace/organisation. Colleagues may be required to re-do tasks that were inadequately completed by others, which in turn can affect teamwork and lower staff morale. 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. This may then affect the workplace or organisation due to loss of business as a result of unsatisfied customers. Poor workflow can also cost workplaces and organisations money through wastage of food and time.

7.3 Prepare dairy, dry goods, fruits and vegetables

Portion control

portion control – the serving of meals at standard sizes

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.

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.
- 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 7.5

Identify the portion control equipment or methods you would use to ensure standardised serves for the following menu items: mud cake, rump steak, soft drink, mushroom sauce, sorbet, chicken and corn soup, roast potatoes, sugar for tea and coffee, jelly and peas.

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 will make up most of your 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 such as dirt, soil, sand and often insecticides and chemicals on them. Therefore it is very important to ensure that all fruit and vegetables are thoroughly washed in cold water to remove insecticides, chemicals, pests and soil. Some vegetables 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 fruit and vegetables are prone to spoilage by oxidation after peeling. This results in the fruit or vegetable turning brown due to a reaction with the oxygen in the air. To prevent this from occurring, some fruit and vegetables need to be stored in a particular way immediately after they are peeled. Storage methods include:

- immersion in water, e.g. potatoes
- application of lemon juice, e.g. eggplant
- immersion in a mixture of water and lemon juice (acidulated water), e.g. apples
- immersion in brine (salted water).

Specific peeling techniques

Peeling tomatoes

To peel a tomato without damaging its flesh, it 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.

Crushing garlic

Crushing garlic should be one of the last mise en place tasks as its strong aroma can be easily 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 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.

mirepoix – (*pronounced meer pwa*) equal quantities of roughly cut carrots, celery and onions, used to flavour soups and stocks

FIGURE 7.06
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, e.g. julienne, brunoise, jardinière, paysanne, macedoine.
2. **Rough cutting** – the coarse cutting of foods that are generally used for flavour only and not for service, e.g. mirepoix.

Julienne

Julienned vegetables are cut into long, thin, match-like sticks, 3mm × 3mm × 40mm. They are mostly used as a garnish. To cut a carrot into julienne:

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 onto its side and slice into 3 mm slices.
5. Place several slices together and cut them into 3 mm strips.

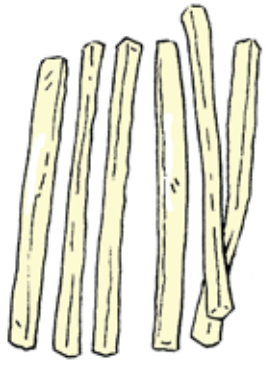
Brunoise

Brunoise is a very fine 3 mm dice, 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:

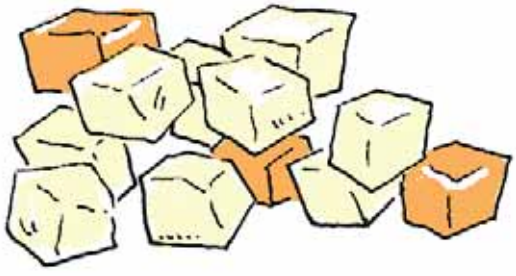
1. Wash and peel vegetables such as carrot, turnip, leek, potato and celery.
2. Cut each vegetable into a different shape that is 5 mm thick and 15 mm wide.



Julienne

Jardinière

Brunoise



Macedoine

Paysanne

FIGURE 7.07
Precision cuts

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 cutting 20 mm lengths and then 4 mm slices and 4 mm strips.

Turning

Turning is the process where 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 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 2mm apart along the length of the onion. Do not cut through the root.
3. Make 3–4 cuts horizontally, at right angles to the other cuts, again, not cutting through the root.
4. Slice the onion at 2mm intervals. The slices that fall will be a small dice.

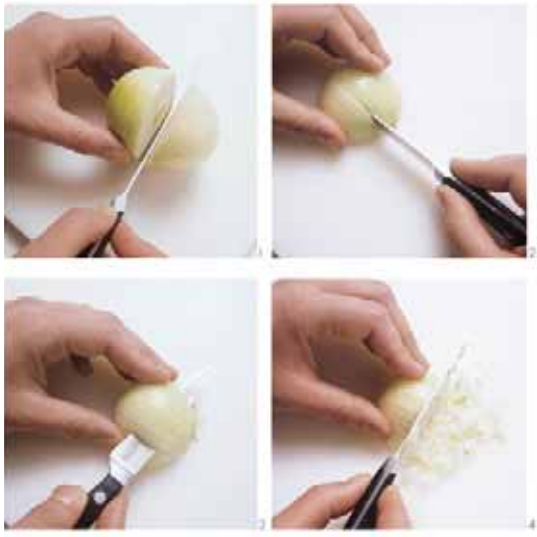


FIGURE 7.08
Dicing an onion

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 7.6

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 and dice an onion.

Waste minimisation techniques and environmental considerations

Hospitality establishments need to continually look at the amount of waste they produce and examine ways to minimise this waste to save money and also help save our environment. All hospitality establishments should aim to cut down on their amount of 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

- accurate measurements and calculations – to avoid creating excess wastage
- recycling – recyclable products should not be placed into the rubbish but separated and recycled
- using recyclable products – items such as glass, paper, cardboard and PET containers can be recycled
- resource efficiency – using resources wisely to minimise waste.

Storage and handling of dairy products

Dairy foods are those that are derived from milk and 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, to 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, are commonly 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, 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 will have 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.

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, parmigana and pastas. Once prepared, concassé should be covered and stored in the coolroom 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 coolroom. 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 coolroom.

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 8mm 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 coolroom.

Marinades

Marinades are used to impart flavour, tenderise and preserve. They may be cooked or uncooked, liquid or dry. Dry marinades are rubbed onto the food, while liquid marinades have the food steeped in them. Food that is being marinated is stored in the coolroom. 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.

menu items – foods or dishes offered on a menu

ACTIVITY 7.7

Prepare each of the basic food products outlined above.

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. See Unit 8 for more information on the preparation of garnishes.

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, 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 to 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 should be served immediately to maintain the quality of the food.

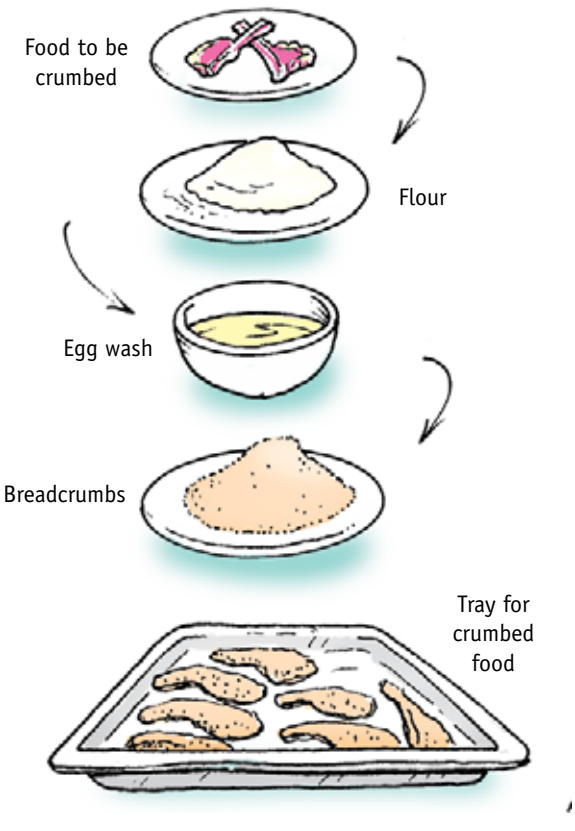


FIGURE 7.09
The crumbing process

ACTIVITY 7.8

Crumb a piece of chicken using the two-handed method described below left.

7.4 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 is 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.

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 which 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** - 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** – 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 factors that meat is portioned accurately. Some establishments purchase their meat pre-cut or pre-portioned.

FIGURE 7.10 Equipment for preparing seafood

FIGURE 7.11 Filleting a fish

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 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 is done with sharp scissors, are all 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 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.

Preparation techniques

- **Trussing** – 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** – 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** – is the placing of a mixture (usually seasoned, moist breadcrumbs), inside the washed and trimmed cavity of the bird.
- **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 quickly cooled to below 5°C and then stored in the coolroom 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 quickly cooled to below 5°C and then stored in the coolroom 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.

FIGURE 7.12 Equipment for preparing poultry

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. Classify the equipment found in a commercial kitchen as: utensils, mechanical or fixed.
2. What are standard recipes and why are they used?
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. What does workflow involve and why is it important?
7. What does portion control involve and why is it important?
8. Define the following precision cuts: julienne, brunoise, paysanne, macedoine, jardinière, turning and dicing.
9. Explain waste minimisation techniques and environmental considerations relating to food preparation.
10. Explain how to store and handle dairy products.
11. Explain the following basic food items; clarified butter, roux, concassé, chopped parsley, duxelles, croutons, bouquet garni and marinades.
12. Outline the equipment required, preparation techniques and suitable storage of meat, seafood and poultry.

UNIT 8

Present food

Subject code:
SITHCCC002A

Prerequisite subjects:
This unit must be assessed after the following prerequisite unit:
- SITXOHS002A – Follow workplace hygiene procedures

Indicative HSC hours:
10 hours

Unit overview

This unit introduces the skills and knowledge required to plate, present and serve food in an efficient and professional manner. Those undertaking this role require the ability to apply hygiene procedures and to work as part of a team in a commercial kitchen or catering operation.

Employability skills

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

Key terms:

crockery and utensils
food service
food service equipment
foods
garnishes
plating food
portions/portion control
presentation
safe and hygienic work practices
sauces
standard recipes
teamwork
workflow

8.1 Prepare food for service

Types of food

A variety of foods are plated, presented and served in the hospitality industry. Types of food items that need to be presented include:

- **Entrees** – small hot or cold dishes that are served before the main meal.
- **Main courses** – the main part of a meal.
- **Desserts** – sweet dishes served at the end of a meal, after the main course.
- **Soups** – may be served as an appetiser at the start of a meal, or as the main course of a meal. They consist of a variety of ingredients and can be clear, chunky, hot or cold.
- **Sandwiches** – mostly eaten for lunch or as a snack. They come in many shapes and sizes and are generally filled with savoury foods such as meats (chicken, ham, and salami), cheese and salad.
- **Breakfast items** – served generally before 10am, food items may be hot and/or cold and include fruits, bakery products, yoghurts, cereals, conserves and egg dishes.
- **Canapés and appetisers** – food items served before a meal to stimulate the appetite. Canapés are small, bite-sized items often made from bread, toast, crackers or vegetables, with an accompanying topping. They are commonly served at functions or cocktail parties and are not always followed by a meal.

Safe and hygienic work practices and procedures

When presenting food it is essential that you understand and follow safe and hygienic work practices. This is especially important as most foods when presented for service will not be cooked again and therefore any food that may be contaminated will become even more dangerous for customers to consume. Special consideration also needs to be given to food served and presented as part of a buffet. Precautions need to be taken to ensure food is not contaminated by customers serving the food themselves. For more information on safe and hygienic work practices refer to Units 5 and 6.

Basic food products

It is important to have an awareness of basic food products that are used in menu items when presenting food. Basic food products include; clarified butter, roux, concassé, chopped parsley, duxelles, croutons, bouquet garni and marinades. These items are generally used as part of a menu item and are not served on their own. Refer to Unit 7 for more information on the characteristics, use, storage requirements and application in menu items for each of these basic food products.

clarified butter – butter that has been heated to separate the milk solids and water from the butter fat (also known as ghee)

roux – (*pronounced roo*) a cooked mixture of equal quantities of fat and flour, used as the basis of most sauces

concassé – (*pronounced con cas say*) peeled and seeded tomatoes cut into 1cm squares

duxelles – (*pronounced duk sel*) a mixture of finely chopped mushrooms and onion, commonly used in meat stuffings

croutons – small cubes of toasted bread served in soups and salads

bouquet garni – (*pronounced boo kay gar ni*) a bundle of herbs tied together, used to add flavour to soups, stocks and sauces

marinades – a flavoured sauce or liquid in which food is placed before cooking

sauces – liquid seasonings served with food to enhance its flavour

Menu types

When presenting food it is helpful to know which style of menu you are presenting the food for. Different menus require food to be presented in different ways. Some different menu types include; table d'hôte, set menu, à la carte, function, buffet and cyclic. Refer to Unit 7 for explanations of each of these types of menus.

Interpreting customer orders

Interpreting customer orders is important to ensure that they receive the correct meal cooked to their specification. This will result in satisfied customers and return business. It is also vital that special requests such as specific dietary or cultural needs are interpreted correctly. Vegetarians, people who are lactose intolerant, people with celiac disease and people with severe food allergies for example, need to feel confident that they can order food which is appropriate for them to eat. Different cultural and religious groups such as Muslims and Jews may also have specific dietary requests which establishments need to cater for.

Sauces

Sauces (and garnishes) are used to add the final touch to menu items and to complement the food they are served with. A sauce is a liquid seasoning used to enhance the flavour, appearance and quality of sweet and savoury dishes. Sauces provide moisture, mouth feel, flavour, richness, colour/ shine, interest and visual appeal to a food.

Types of sauces

The consistency of a sauce will depend on how it is to be used. The two types of sauce consistency are pouring and coating.

Pouring sauces should be the same consistency as single cream. The sauce should thinly coat the back of a spoon and freely run off, e.g. jus lié, jus rôti and demi-glace.

Coating consistency is thicker than pouring. It is similar to thickened cream and should thickly coat the back of a spoon, e.g., velouté, hollandaise, béchamel and béarnaise.

Characteristics of sauces

Sauces used in the presentation of food should have the following characteristics:

- a smooth texture that is free from lumps
- a flavour and consistency that complements the food it is served with

- be served at the correct temperature; hot sauces should be above 85°C, warm emulsion sauces between 30°C and 37°C and cold emulsion sauces between 1°C and 4°C. If a sauce is not served at the correct temperature it may separate.
- appear fresh and without a skin (which indicates that the sauce has been held for a period of time before service)
- be the correct colour.

Application to menu items

Entrees, soups, main courses, and desserts all utilise sauces and garnishes to improve the overall presentation and taste of the dish. The type of food dish and menu item will determine what sauce and/or garnish is used. When a garnish is applied to a sweet dish, such as a dessert, it is referred to as a 'decoration'.

ACTIVITY 8.1

Working as a team, prepare and present for service, with sauces and/or garnishes where appropriate, one of each of the following menu items: soup, entrée, main course and dessert.

Evaluate the presentation of each menu item your team prepared.

Presenting sauces

Sauces can be presented as part of the cooking liquid, coating a food or as an accompaniment. If the sauce is to be served on a plate, it may be served under the food or partially masking it. In silver service, the sauce is always served separate from the food to allow the customer to appreciate the food before it is covered in sauce. Sauces should never be served on crumbed or battered food as the crumb coating or batter will become soggy.

Crockery for serving sauces

Sauces that are to be served as an accompaniment to a meal can be presented in a glass bowl or sauce boat. Glass bowls, or similar type of dishes, in varying sizes are commonly used for thicker sauces and when the sauce is used for dipping food items into. Examples include; tartare, sweet chilli, sweet and sour, plum and seafood sauces. Sauce boats are commonly used to present thinner sauces that the customer can pour onto their food themselves, for example red wine sauce and gravy.

FIGURE 8.01
A sauce of pouring consistency

FIGURE 8.02
A sauce of coating consistency

Garnishes

A garnish is a small item of food placed on a food dish prior to serving to enhance its appearance. Some common garnishes include:

Twists

Made from citrus fruits such as lemon or orange, or from cucumber, twists are used with fish, salads, platters and drinks. To prepare, very thinly slice the fruit and make a cut from the centre to the edge, hold and twist one half to the right and the other to the left.

Curls

Made from celery and spring onions (shallots), curls are used with sandwiches, salads and platters. To prepare, cut the celery or shallot into approximately 7 cm lengths and use a sharp knife to make a series of thin lengthways cuts from the centre to the edge. Place in iced water to allow the ends to curl up.

Wedges

Made from lemons and tomatoes, wedges are used with fish dishes and salads. To prepare, cut the food into quarters or eighths. For lemons, remove any white pith and seeds. Wedges can then be turned into a butterfly by making a cut under the skin and folding it back.

Fans

Commonly made from gherkins, radishes, avocadoes and strawberries, fans are used on salads, meat or cheese platters and desserts. To prepare gherkins, strawberries and avocadoes, make a series of lengthways cuts three-quarters of the way along to the end and spread the cuts from left to right. For radishes, trim the ends and make several fine cuts across the radish, then place in iced water until the cut ends have spread out.

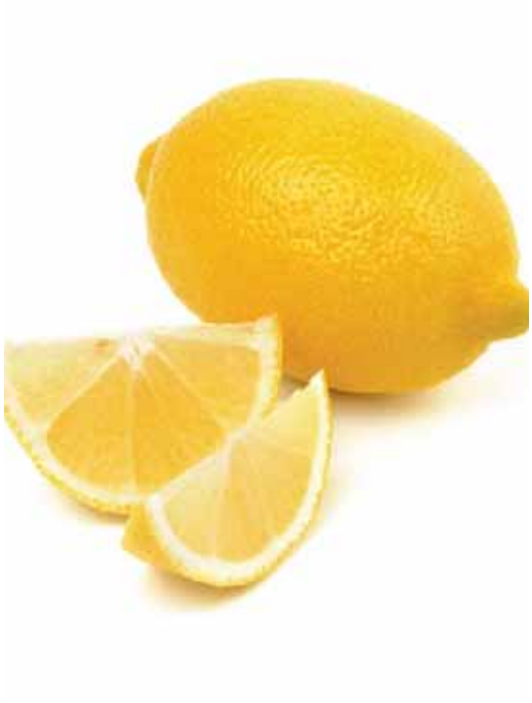


FIGURE 8.03 Lemon wedges

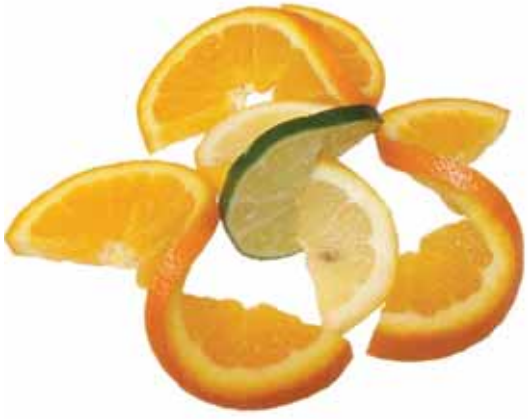


FIGURE 8.04 Citrus twists

FIGURE 8.05 A strawberry fan

FIGURE 8.06
Tomato roses

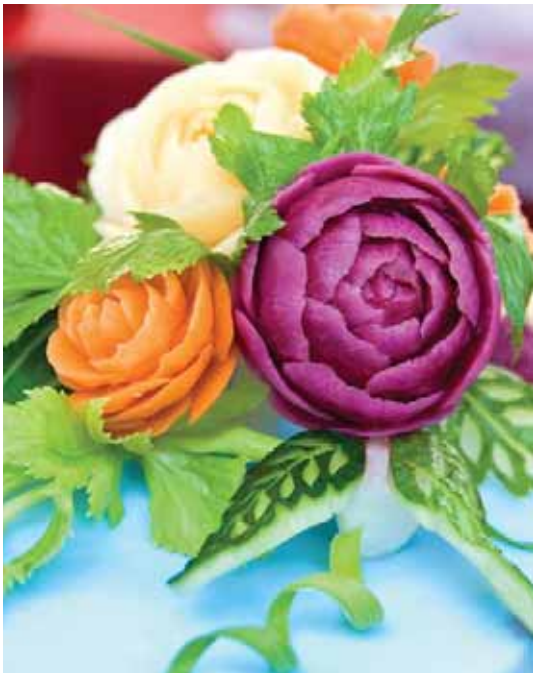


FIGURE 8.07
Vegetable roses

FIGURE 8.08
Mushroom turning

FIGURE 8.09
Cucumber garnishes

Roses

Made from radishes or tomatoes, roses are used with salads, platters and open sandwiches. To prepare a radish rose, cut the base level and make four cuts into the bottom of the radish. Continue up to the top with rows of overlapping cuts and place into iced water until the cut parts spread.

For a tomato rose, peel a thin strip all the way around the tomato starting at the base and finishing at the stem. Roll the strip up to form a coil and sit it on its base end on the plate.

Turning

Turning is suitable for mushrooms and is used with salads, meats and soups. To prepare, first trim stems off level with the cap. Then make a curved cut around the mushroom starting at the centre of the cap. Make a flatter cut next to the first cut so the piece of flesh will lift away. Continue around the mushroom.

Scoring

Scoring is suitable for cucumbers and often used for cucumber slices in salads or sandwiches. To prepare, run the prongs of a fork or a channel knife along the length of the cucumber, scoring the skin. Then slice the cucumber thinly and the slices will have a patterned edge.

FIGURE 8.10
Croutons

Croutons

Made from bread, croutons are used with salads and soups. To prepare, cut the crusts off a loaf of bread, cut slices and then cut crossways into small cubes. Fry the pieces until they are golden brown.

ACTIVITY 8.2

Prepare each of the following types of garnishes: twists, curls, wedges, fans, roses, turning, scoring and croutons, using a range of foods.

Characteristics of garnishes

Effective garnishes are small, simple, edible, attractive and appropriate to the overall dish. They are made from good quality ingredients that are free from blemishes and full of natural colour. Characteristics of garnishes include;

- fresh – they must be made from fresh ingredients
- edible – all garnishes must be edible
- suitable for the dish
- visually appealing.

Garnish preparation

When preparing garnishes, the following principles should be followed:

- **size** – generally garnishes are small and simple so as not to overcrowd the plate and detract from the food. With the exception of buffets, garnishes are made for individual dishes
- **height** – garnishes can be used to add height to a dish, thus creating interest and improving the appearance
- **colour** – garnishes can add colour by complementing and contrasting with the colours of the dish
- **shape** – a contrast of shapes can be obtained by using garnishes of a different shape to the food to alleviate uniformity and add interest
- **texture** – contrasting textures such as crunchy, smooth, crisp and soft can be achieved with garnishes, e.g. croutons with soup
- **flavour** – the flavour and style of the garnish must complement the meal, e.g. a strawberry fan would not be used with pumpkin soup
- **innovation** – garnishes also allow the chef an opportunity to be creative and innovative in the way they present the food.

ACTIVITY 8.3

Identify appropriate garnishes for the following meal types: breakfast, soups, egg dishes, pasta dishes, seafood, vegetable dishes, meat, poultry and desserts.

Traditional garnishes

Traditionally some garnishes were used to indicate the main ingredient of a dish. Some examples of traditional garnishes include; croutons for French soup, lemon wedges for fish and seafood and sour cream for pumpkin soup. Common garnishes include twists, cones, curls, julienne, wedges, fans, Vandyke, turning, roses, scoring, croutons, balls, chiffonnade, herbs, swirls of cream or sauce, chocolate filigree work and piping.

ACTIVITY 8.4

Name five menu items and suggest suitable garnishes for each.

Current trends

In the 1970s, a sprig of parsley was the most common garnish for a savoury dish and tinned fruits, chocolate, strawberries, icing sugar and whipped cream were common for desserts. Garnishes became more dramatic in the 1980s and 1990s, with alfalfa, watercress, dill, continental parsley and vegetable shapes common. Spun toffee, fruits sauces and fresh fruit were used on desserts.

Today, chefs have access to a wide range of ingredients to use as garnishes. Some common examples include; pancetta and sweet potato crisps (or other long,

thin strips of vegetables that have been deep fried), microwaved herbs, sour cream quinelles and sorbets. Candied or caramelised fruit (especially citrus), spun sugar or toffee, piped toffee, and almond tuilles.

Current trends in food presentation still follow the principles of garnish and food preparation outlined in this unit to ensure an aesthetically pleasing dish. Some common trends include; height – where the food is piled up in the centre of the plate leaving a wide rim around the edge, drizzling of sauces over the food and around the edge of the plate, layering of food, tasting plates – where several different entrees or desserts are served on the one plate, the use of large plates especially for entrees and desserts, using crockery of different shapes e.g. round, square and rectangle and colours e.g. black and white that complement the dish and serving desserts in glasses.

ACTIVITY 8.5

Interview a chef or someone who works in the hospitality industry to find out about current trends in garnishing and food presentation.

ACTIVITY 8.6

Collect pictures from food magazines and industry journals to show current trends in garnishing and food presentation.

8.2 Portion and plate food

Use of crockery and utensils

There is a wide range of **crockery** and **utensils** that are used in the presentation of food.

ACTIVITY 8.7

Use the Internet to find examples of crockery for the presentation of the following food items: entrees, main courses, desserts, soups, sandwiches, breakfast items and canapés and appetisers. Print photos of your selected crockery and label the menu item you would present on it.

FIGURE 8.11
Suitable crockery for presenting food

Criteria for selecting crockery

When selecting crockery to be used for presenting food, ensure that it is:

- **undamaged** – any cracked or chipped crockery should be discarded, as it not only detracts from the presentation of the food, but also harbours bacteria.
- **clean** – all crockery must be spotlessly clean. After plating, the rim should be wiped to remove drips, spills or grease marks.
- **appropriate to the size and type of the dish/ menu item being served** – the size of the crockery should match the size of the portion. If the crockery is too big the food will be lost and appear small, if the crockery is too small the food will look overcrowded and unappetising. The type of food also needs to be considered. For example, fish is generally served on an oval plate, entrees are served on entree plates, main courses on large plates, soups in soup bowls or soup tureens, and sandwiches and appetisers on plates or platters.
- **enhances the appearance of the dish** – the crockery selected should enhance and complement the food; consider the size, shape and type of food. The style, shape, size and colour of the crockery should also match the food being served on it.
- **appropriate for the type of establishment** – the crockery selected will also depend on the establishment. Fast food outlets use disposable crockery and packaging so the customer can take the food away, while a five-star restaurant would have a full range of crockery to choose from for each dish.

crockery – articles such as dishes, cups and plates that are used to serve food and beverages

utensils – tools such as knives, tongs, containers used in household and commercial kitchens

Temperature of crockery

The temperature of crockery used to serve food needs to be appropriate for the dish that is being served. Hot foods should be served on a hot plate or platter, while cold foods should be served on chilled plates and platters. This helps to ensure high quality food for the customer.

Food portioning

Portion

The amount of food that is served to one person is referred to as a portion.

FIGURE 8.12
A portion of food

Portion control

The standardisation of the size of a meal. It ensures all customers receive a portion of the same size.

Portion control includes:

- using correct utensils, measures and equipment to prepare and serve food
- the use of standardised recipes
- specified meal and component sizes
- plating menu items uniformly.

Portioning food involves planning and preparation such as:

- calculating portions
- calculating required crockery.

Standard recipe

Provide information on how to prepare and cook a dish for consistency in portion size, presentation and composition. They are used to standardise the production of every food item on a menu and ensure that the food will be consistent in quality, quantity, cost and presentation, regardless of which chef prepared the food. For more information on standard recipes refer to Unit 7.

Workflow management

Effective workflow management is essential when preparing and presenting food to ensure the kitchen is organised and operates efficiently and effectively. More information on workflow management is provided in Section 8.3.

Possible problems in preparing and presenting food

Even in the most organised kitchen problems can still occur in the preparation and presentation of food. Such problems may include:

Shortage of ingredients

If a kitchen runs out of ingredients it is essential to communicate this to food and beverage staff to avoid customers ordering meals that can't be prepared. The kitchen may be able to substitute other ingredients or create new menu items to replace those that can no longer be prepared. An order should be placed as quickly as possible to replenish the ingredients.

Spillages

All spills need to be cleaned up immediately. Spills that are not cleaned up immediately create a hazard for people to easily slip on and may also attract pests and vermin, creating a hygiene issue. Wet spills on the floor are best cleaned up using a mop and bucket and placing a warning sign over the area, dry spills can be swept into a dustpan and disposed of. Most spills on benches are easily wiped up with a damp cloth. Care should be taken with broken glass and hot food items, such as boiling liquids.

Mistakes

Mistakes happen and it is better to look at ways of fixing the mistake rather than placing blame on people. Attempts should be made to avoid mistakes by ensuring staff are adequately trained and effective communication is occurring. If you make a mistake it is better to let your supervisor know so it can be resolved rather than pretending it didn't happen which can create a bigger problem. If a mistake is made that will directly affect a customer, such as a wrong meal needing to be re-cooked, it is better to admit the mistake to the customer and apologise for the delay rather than leaving them waiting for a long time and thinking it is poor service. Most people respond well if they are dealt with honestly when a mistake has occurred. While an apology is generally adequate, depending on the nature of the mistake, some establishments may offer other incentives such as a free meal, to ensure the customer leaves satisfied.

Team problem solving

Problems that arise within teams can be solved by using the following steps;

- **identify problem** – establish what the problem or issue is that is causing concern
- **consider solutions** – identify and consider appropriate solutions to the problem, including the pros and cons and impact each solution will have on the team
- **action** – implement the chosen solution
- **follow-up** – evaluate the solution to determine the problem has been solved.

Plating and presenting food

Food needs to be plated and presented neatly and attractively, without drips or spills, to the establishment requirements for the specified dish, taking into consideration visual appeal, colour and contrast, temperature of food and service equipment, and classical and innovative arrangement styles.

Presenting food

Criteria to be considered for the presentation of foods include:

- plate and portion size
- temperature of plate appropriate for the temperature of the food
- placement of food
- avoiding grease marks, spills and drips
- removing grease marks, spills and drips
- use of appropriate sauces and garnishes.

FIGURE 8.13
Food needs to be plated and presented neatly.

FIGURE 8.14
A food display

Food service display areas

Food to be displayed in public areas needs to be presented at the correct temperature, in an attractive manner, without drips or spills and giving attention to colour.

Buffets are a common type of food service display. Food is prepared and elaborately presented on platters on a table for the customers to select and serve their own food.

Bains-marie filled with hot water or ice are used to keep food hot or cold.

Service equipment and utensils

There is a range of equipment and utensils used when serving food. Some common items include; crockery – in a range of sizes, shapes and colours chosen to complement the food that is being served, platters, food and beverage trays, chafing and bains-marie dishes, cake stands and glasses. Utensils such as tongs, forks, spoons, ladles and cake servers are commonly used to serve food. In silver service, a fork and spoon are used together to serve food such as bread rolls and vegetables to customers.

garnishes – edible decorations that enhance the appearance of dishes and menu items

Displaying food

When displaying food it is important to consider:

- visual appeal
- colour and contrast
- classical and innovative food presentation styles
- presentation of service area.

Waste minimisation techniques and environmental considerations

When plating and presenting food it is important to minimise wastage and also to consider the effect on the environment. Strategies to assist in doing this include:

- correct portion control
- correct storage, handling and preparation of foodstuffs
- correct disposal of waste (recycling and sorting of waste).

8.3 Work in a team

Teambuilding and teamwork

A team is a group of people who work together to achieve a common goal. Teamwork is particularly important in the hospitality industry and is evident in all areas from the kitchen to food service staff to housekeeping, to name a few. It takes work to build a successful team and requires effort from all team members.

Characteristics of successful teamwork

Features and characteristics of successful teamwork include;

- identification of purpose and aim of team
- goal-setting
- planning and organising work routines.

Cooperative working environments

Cooperative working environments create a happy and productive environment for employees to work in and assist establishments in providing high quality products and services to their customers.

Strategies to promote cooperative working environments include:

- good communication
- mutual respect
- understanding roles and responsibilities
- positive working relationships
- application of:
  - codes of conduct
  - workplace policies and procedures
- teamwork.

Food production/kitchen relationships

Food and beverage

Teamwork is needed between the food production and food and beverage departments for areas from food plating and presentation to the delivery of food to the customer. It is essential for clear communication between these two departments. Kitchen staff need to communicate menus to food and beverage staff, to enable them to take orders from customers, which they must communicate to the food production staff for preparation, who then need to communicate back to food and beverage staff when meals are ready for service to customers. Poor teamwork and communication can result in incorrect meals being delivered to customers, or customers waiting for excessive periods of time. It can also affect the quality and appearance of food if it is left sitting too long before being served to the customer. All of which will result in dissatisfied customers and a loss of future business.

Room service

The food production team provides meals to the room service staff for delivery to customers. Again, communication and effective teamwork between room service and kitchen staff is important to ensure the customer receives high-quality meals. Some room service staff may be skilled in basic food preparation for times when there is no kitchen staff on duty.

It is important to maintain a positive and effective working relationship between these areas to ensure customers receive high quality food products and efficient service.

Workflow

Effective workflow management

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 efficient
- planning and organisation
- time constraints
- cooperation.

Poor workflow

Poor workflow can lead to a disorganised kitchen and have a negative impact on:

- **colleagues** – creating extra work by having to re-do tasks and wasting time, leading to poor job satisfaction and low morale of staff and possibly a high turnover of staff.
- **customers** – receiving poor quality food products and service, resulting in an unpleasant dining experience where their expectations where not met.
- **workplace or organisation** – loss of business due to dissatisfied customers, costs associated with time and food wastage and training of new staff.

Personal presentation, image and hygiene standards

When working with food it is essential to maintain a high level of personal presentation, image and hygiene standards. These include:

- **attention to grooming** – hair should be off the face, long hair tied back and covered if in the kitchen. Facial hair should be neat and trimmed regularly. Nails should be short, clean and without nail polish. Make-up and jewellery should be kept to a minimum, except in the kitchen where no jewellery is appropriate.
- **attention to personal hygiene** – hands need to be washed correctly and regularly, especially when starting work, after using the toilet, sneezing, coughing, etc and when changing tasks. Breath should be clean and fresh. Showers should be taken daily. Deodorant should be used and strong perfume avoided.
- **clean uniform/shoes** – uniforms should always been clean, neatly ironed and worn correctly with the appropriate shoes.

FIGURE 8.15
Attention to grooming is essential to maintain a high level of personal presentation and hygiene standards.

Workplace influence on personal presentation standards

Whilst there are minimal personal presentation standards that need to be met, the standards that each workplace/organisation deems to be acceptable will depend on the following:

- **work location** – the location of an establishment will have an impact on the dress and uniform requirements, for example, city hotels, outback pubs, cruise ships and island resorts would all have different dress requirements.
- **job function** – each job within an establishment also has differing standards of personal presentation. Kitchen staff face strict hygiene requirements which are not necessary in front office or housekeeping staff for example.
- **OHS issues** – depending on your job function, OHS requirements will differ and need to be addressed. Items such as covered, low-heeled shoes for wait staff, steel-capped boots in the kitchen or for maintenance staff, hats for staff working outdoors and chef's uniform for kitchen staff may be required.
- **customer expectations on personal presentation standards** – the expectations of customers also influences the standards set for personal presentation.

Workplace policy and procedures

Workplaces and organisations generally have their own policies and procedures for employees in regards to personal dress and presentation and personal hygiene. What is acceptable at one workplace may not be acceptable at another and employees need to abide by the policies and procedures of their workplace.

Unit summary

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

- Types of food items to be plated, presented and served
- Safe and hygienic work practices
- A range of basic food products and menu types
- Interpretation of customer orders
- Sauces – including types, characteristics, in menu items, methods of presenting
- Garnishes – including characteristics, principles of preparation, traditional garnishes and current trends
- Selection and appropriate temperature of crockery to present food
- Portioning food – including portion, portion control and standard recipes
- Dealing with problems
- Criteria for the presentation of food
- Display of food
- Waste minimisation techniques
- Teamwork
- Relationship between food production and food and beverage and room service
- Workflow
- Personal presentation, image and hygiene standards

Unit summary questions

1. Define 'sauce' and discuss the characteristics of sauces that are used in the presentation of foods.
2. Discuss different methods of presenting sauces for service.
3. Define garnish and list eight different types of garnishes.
4. Identify the principles of garnish preparation.
5. Identify the criteria for the selection of crockery.
6. Define the following terms; portion, portion control, standard recipe.
7. Explain the criteria for the presentation of foods.
8. Discuss the characteristics of successful teamwork, giving specific examples.
9. Discuss the relationships between the food production department and:
   - **a** food and beverage
   - **b** room service.
10. Identify personal presentation, image and hygiene standards required in the hospitality industry.

COMMERCIAL COOKERY STREAM

UNIT 9

Clean and maintain kitchen premises

Subject code:
SITHCCC004A

Prerequisite subjects:
This unit must be assessed after the following prerequisite unit:
- SITXOHS002A – Follow workplace hygiene procedures

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 ix.

maintain – to keep in a condition that meets standards and requirements

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

9.1 Clean, sanitise and store equipment

The importance of cleaning services to food safety, hygiene and the quality of service

Cleaning and maintenance services are essential in the hospitality industry to ensure that hygiene and safety levels comply with legislation and regulations. In addition to this, 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.

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 OHS guidelines and regulations relating to general workplace safety; **cleaning agents and chemicals** and hazardous substances; equipment and manual handling and storage requirements. This assists in ensuring the prevention of injuries or illness.

Safety is a key component in 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.

clean – free from dirt; unsoiled; unstained; free from foreign matter

safe and hygienic work practices – routines/processes to ensure a safe and hygienic workplace for staff and guests

cleaning agents and chemicals – any materials with a chemical composition that assist with the removal of dirt, dust, bacteria and mould from the surface of an object

Food safety legislation and regulations

As mentioned above, all hospitality industry businesses need to comply with food safety legislation and regulations. These include:

- *Food Act 2003* (NSW) (as amended)
- *Food Regulation 2004* (NSW)
- Standards for Australia contained in the *Australian and New Zealand Food Standards Code*

For full details relating to the Act, Regulation and Code, refer to page 180 in Unit 11.

Environmental legislation and regulations

In addition to food safety legislation and regulations, hospitality businesses need to comply with environmental legislation and regulations in order to ensure that the environment is not harmed as a result of the use of improper cleaning chemicals and procedures. These include:

- *Protection of the Environment Operations Act 1997* (NSW) and amendments
- *Protection of the Environment Operations Amendment Act 2005*

  This Act aims to:
  - protect, restore and enhance the quality of the environment in New South Wales
  - provide greater opportunities for public involvement in environmental protection
  - reduce risks to human health and prevent harm to the environment

FIGURE 9.01
The quality of service provided by every hospitality business is dependent on cleaning services

- reduce discharge of substances likely to cause harm to the environment
- eliminate the use of harmful waste
- reduce the use of materials and encourage the re-use, recovery or recycling of materials
- increase monitoring and reporting of environmental quality on a regular basis
- simplify and strengthen the legal framework for environment protection
- assist in the achievement of the objectives of the *Waste Avoidance and Resource Recovery Act 2001*.

Weblinks >> >

For more information on the Protection of the Environment Operations Act 1997 (NSW) and amendments go to: www.legislation.nsw.gov.au

- *Protection of the Environment Operations Act 1997* (NSW) and amendments
- *Protection of the Environment Operations Amendment (Scheduled Activities and Waste) Regulation 2008*
  This Regulation aims to:
  - define certain substances as 'residue waste' for the purposes of the *Protection of the Environment Operations (Waste) Regulation 1996*
  - make it an offence to release any 'residue waste', or to cause or permit such waste to be released, to any land that is used for a purpose of growing vegetation (e.g. fruit and vegetables).
- Code of Practice (WorkCover NSW) – control of workplace hazardous substances
  The code is part of a regulatory package designed to deal with the safe use of hazardous substances in the workplace. It aims to:
  - minimise the risk of disease and injury due to the exposure of hazardous substances in the workplace.

OHS guidelines and regulations relating to cleaning agents, chemicals and equipment

As well as federal and state government standards regulating food safety and environmental standards that must be met, there are a range of occupational health and safety (OHS) procedures relevant to cleaning and maintaining kitchen premises. These include:

- the use of protective clothing and equipment
- 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 for the safety of others
- provision of information, instructions and training
- the establishment's own standard procedures and work practices.

For more information relating to OHS procedures, refer to Unit 1.

OHS 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 OHS guidelines that relate to the specific substances being used.

Every cleaning agent requires the user to read and follow the instructions and requirements of the label. This includes using the correct quantities, PPE and cleaning equipment to ensure safe practice.

cleaning equipment – tools or machinery used for the purpose of cleaning, i.e. to reduce dirt, dust, bacteria and moulds from objects

FIGURE 9.02
Use personal protective equipment (PPE) when handling chemicals

In the workplace you may be required to use the following cleaning agents:

- **General all-purpose sprays** – All-purpose sprays 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 liquids scouring agents used to remove heavier stains or grime form surfaces.

surfaces – the outer faces of an object; the outermost or uppermost layers or areas

- **Bleaches** – chemical agents used to whiten or remove color 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 made from fats and oils. Detergents are commonly used to wash crockery and glassware.
- **Abrasives** – substances used for grinding, polishing, e.g. 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.
- **Glass cleaners** – detergents, solvents, and other additives are mixed in varying proportions to produce glass cleaners. Glass cleaners are commonly used to clean glass objects such as windows and glass tabletops.
- **Degreasers** – substances that commonly contain caustic soda. They are used to remove grease, oil and are commonly used in kitchen areas on cooking utensils and ovens and cook tops. Special care and protective equipments should be used when handling degreasers.

Warning

Caustic soda is capable of burning, corroding and destroying skin and living tissue.

- **Pesticides** – Pesticides are used to kill harmful animals 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 are 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.

FIGURE 9.03
Detergents are commonly used to wash crockery and glassware

FIGURE 9.04
Pesticides are used to kill harmful animals or plants

The importance of product labels and material safety data sheets (MSDS)

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.

Therefore, 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 dosage 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
- safe handling requirements (including PPE) where and when required
- knowledge of first aid procedures and access to first aid equipment.
- correct disposal methods – follow OHS guidelines and MSDS
- suitable storage measures – ensure all chemicals are kept in their original container and in a recommended storage position.

The information relating to specific chemicals is different, so all staff need to be aware of the safety requirements for each cleaning and sanitizing agent or chemical they are using.

MSDS should be clearly displayed on site and staff should have access to them at all time 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 keep updated on all information contained in the MSDS.

Use and application of personal protective equipment (PPE)

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

FIGURE 9.05
Safety boots should be worn to protect your body from workplace hazards

FIGURE 9.06
First aid equipment

ACTIVITY 9.1

Visit the website: www.safety.uwa.edu.au/policies/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. For detailed information on all of these factors, refer to pages 73–74 of Unit 5.

Knowledge of safe work practices and procedures

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 OHS regulations are obeyed in the workplace. For detailed information relating to all safe work practices and procedures, refer to pages 70–71 in Unit 5.

Procedures for cleaning and sanitising kitchen equipment

It is important to be aware of the correct procedures for cleaning and sanitising **kitchen equipment** for a number of reasons. Firstly, for health and safety reasons, staff need to be aware of the correct cleaning processes required for different equipment (i.e. the types of cleaning agents needed, how regularly the equipment requires cleaning, safety guidelines for cleaning). Secondly, staff need to be trained how to clean equipment according to guidelines set out by the manufacturer. Hospitality equipment is often very expensive and incorrect cleaning procedures can damage or destroy equipment.

It is important to understand the differences between cleaning and sanitising. To clean involves scraping, rinsing, washing and rinsing again to removes all traces of soap. To **sanitise** involves sterilising an area using anti-bacterial 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.

kitchen equipment – portable and fixed tools and machinery, such as ovens, that can be used for cooking or preparing food

sanitise – to reduce or eliminate harmful microorganisms such as salmonella and listeria; to sterilise

Although you should always clean and sanitise equipment according to manufacturer instructions, there are some basic steps that will need to be followed when cleaning equipment:

- **Step 1** – Rough cleaning 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 list outlines 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. Dismantle equipment where necessary. Be careful as some equipment when dismantled may cause harm if not handled correctly (e.g. sharp blades from a food processor).
- **Utensils and cutlery** – Use a dishwasher according to the manufacturer's instruction 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 instruction 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 (e.g. hotels, 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 on the size of the kitchen premises. The cleaning of the dishwasher should take place daily to ensure they have been cleaned and sanitised following manufacturer's instructions. Dishwashers should be dismantled for periodic cleaning and maintenance.

FIGURE 9.07
Dishwashers should be dismantled for periodic cleaning and maintenance

- **Pressurised steam and water cleaners** – Steam and water cleaners use the high-pressure force of the water or steam for removal of 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** – 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 –** Brooms and brushes are 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 in wet areas.
- **Cleaning cloths** – Cleaning cloths can be used for a range of cleaning tasks. They can be used wet or dry. 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** – Buckets and pans are vessels used to 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** – Sinks are 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** – Garbage receptacles are containers of various sizes that are used for unwanted materials.
- **Storage areas** – Storage areas are locations where goods/products/equipment are stored for safekeeping.

ACTIVITY 9.2

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.

- ☐ Allocate these tasks to each member of your class.
- ☐ Follow the cleaning schedule for one month.
- ☐ Evaluate the process and then redesign another schedule and continue the same process for a semester.

Attention

When using cleaning equipment:

- use correct bending and lifting techniques
- only carry equipment following correct weight guidelines
- always follow manufacturer's instructions

Storage of equipment

Kitchen equipment is a valuable resource to 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 OHS guidelines and offer ease of access to workers retrieving and storing equipment. Equipment should never block doorways or be left with cords exposed, as these create tripping risks.

Equipment, whether large or small, needs to be returned to its correct storage area when not in use. This will enable other employees to access equipment 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 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 manufacturer's instruction on containers
- storage in accordance with material safety data sheet (MSDS)
- never mixing chemicals.

9.2 Clean and sanitise premises

The cleaning and sanitising of kitchen premises is as important as personal hygiene and food handling. It is therefore, important to have a 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 these tasks 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 schedules – a periodic table of cleaning tasks; how often they should be done; the times they should be done; and who is responsible for completing them

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.

The importance of logical and time efficient workflow

The scheduling of cleaning the workplace/organisation is a large task. Once workflows are developed, they should be adhered to. The schedule and checklist for cleaning needs to be logical. All areas of the workplace have a range of surfaces and equipment for cleaning and sanitising. These areas include walls, floors, shelving, benches and working surfaces.

FIGURE 9.08
Cleaning and sanitising of kitchen premises is important

The larger tasks that take longer to clean include ovens, stoves, cooking equipment and appliances. Large scale equipment in the food preparation areas that need regular cleaning include fridges, freezers and cool rooms. This equipment needs attention to detail on a rotational basis ensuring they meet high hygienic standards. Extraction fans, storerooms and cupboards also need maintenance and cleaning on a regular basis.

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.

In order to increase efficiency and reduce workloads, most hospitality practices 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 9.3

Describe in detail the cleaning schedule for the kitchen that you worked in during your kitchen placement – in particular, describe the cleaning of large-scale and small-scale pieces of equipment.

Environmentally responsible products for and practices in kitchen cleaning

The public is 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 his or her part in protecting the environment. One method of achieving this is through responsible purchases of products for cleaning and sanitising.

Purchasing environmentally friendly products, recycling of wastes, reduction of food waste and reduction of equipment usage all assist in protecting the environment.

In order to deal with difficult or unusual stains or soiling, it may be necessary to use problem-solving skills. In order 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 9.4

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.

- ☐ Research the components from the ingredients list on the side of the container.
- ☐ Write out an evaluation of your findings.
- ☐ State the advantages and disadvantages of both products.

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 presents a major problem if found within a food preparation area.

To control pests:

- implement a cleaning roster
- wipe spills immediately
- repair cracked, chipped or broken bench tops, 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.

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 amount of chemical spilled and the degree to which it is hazardous, will determine the appropriate response. Chemical spills can be divided into two categories, minor and major spills.

chemical accidents – accidental spills, explosions, fires, or other harmful incidents involving chemical substances that are toxic or hazardous materials

A minor chemical spill is when:

- Less than one litre of chemical is spilled
- The chemical spill has a low to moderate hazard
- No one is 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 one litre
- Too much of a chemical has been spilled for it to be disposed of without employing professionals.

FIGURE 9.09
It is necessary to have a response strategy in place in case of chemical accidents

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 hand thoroughly, even if there is no visible contamination.

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.
2 **Evacuate the immediate area** – Close any doors behind you; use a chemical spill sign to alert people to the spill.
3 **Pull 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 type of chemicals used.

Reports of all incidents need to be made to appropriate authorities (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 require 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.
- 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.

For more information relating to first aid procedures, refer to pages 238–9 in Unit 14 or Unit 10 – Apply first aid (HLTFA301B) – on the *Cambridge Hospitality Teacher CD-ROM*.

FIGURE 9.10
You may be exposed to cleaning agents or chemicals in an unsafe way

FIGURE 9.11
Ensure that cleaning, sorting and storing of linen is safe and hygienic

9.3 Handle waste and linen

Policies and procedures for waste disposal/dealing with dirty linen

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 which can cause cuts, wounds and infection. The types of waste will be different depending on the organisation in which you are working. Regardless of this, you will commonly be required to dispose of waste in waste bins, waste disposal units, recycling units and compactors. **Waste disposal** should follow OHS requirements and be hygienic and safe.

Dirty linen can contain bacteria, blood and other contaminants. Therefore, it is important for all employees linen.

Linen includes napkins, tablecloths, serving cloths, tea towels, clothing and cleaning cloths. Linen is widely used in all areas of the hospitality industry. It is necessary to treat linen 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 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 adhere to. These policies are in place to ensure that cleaning, sorting and storing of linen is 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, e.g. front of house need to be sure that extra table cloths and serviettes are available for all guests in case of accidental spills.

linen – articles or garments made from linen or a similar cloth, such as cotton, e.g. napkins, sheets and tablecloths

waste disposal – the removal and dumping of unwanted material in accordance with environmental requirements and government legislation

Unit summary

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

- Cleaning, sanitising and storing equipment
- The importance of cleaning services to food safety and hygiene and the overall quality of service provided by the workplace/organisation
- Occupational health and safety (OHS) guidelines and regulations relating to cleaning agents, chemicals and equipment
- Basic first aid for potential injury caused through use of cleaning agents and chemicals
- A range of methods and procedures for sanitising and disinfecting equipment and surfaces
- The importance of logical and time efficient workflow
- Workplace/organisation policy and procedures for dealing with chemical spills
- Basic first aid for potential injury caused through use of cleaning agents and chemicals
- Correct handling of waste and linen
- Policy and procedures for sorting linen

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 work bench?
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 coolroom?
10. What are the risk factors that must be considered when completing scheduled cleaning duties in a commercial kitchen?

Multiple-choice questions

1 PPE stands for:

- **a** Personal Party Equipment
- **b** Personal Participation Event
- **c** People's Personal Equipment
- **d** Personal Protective Equipment

2 PPE is required for:

- **a** the prevention of respiratory, vocal and foot injuries
- **b** the prevention of hearing, heartburn and feet injuries
- **c** the prevention of risk of injury or illness
- **d** the prevention of eye, head and hand injuries

3 Common vermin encountered in hospitality industry workplaces include:

- **a** birds, bats and rats
- **b** mice, flies and cockroaches
- **c** caterpillars, rats and cats
- **d** crickets, bats and ants

4 When treating a chemical splash you should:

- **a** wash the affected area with cold water and then leave
- **b** run the affected area under cold water for 20 minutes
- **c** run the affected area under cold water for five minutes
- **d** wash the affected area in warm soapy water

5 The MSDS should be located:

- **a** in the first aid kit
- **b** stored in a locked cupboard
- **c** with the supervisor
- **d** in a prominent location in the workplace

6 Chemicals and hazardous substances should be stored:

- **a** in a dark, damp room
- **b** in a light and well ventilated room
- **c** in the food store
- **d** on an open shelf

7 It is important to read manufacturers' instructions:

- **a** to have knowledge of the brand
- **b** to know the amount of liquid in the container
- **c** to ensure accurate storage and usage of the product
- **d** to be able to have knowledge of where to buy products

8 If a chemical or cleaning agent has been inhaled:

- **a** get the person to fresh air quickly, without placing yourself at risk
- **b** open doors and windows wide, if it is safe to do so, and again seek medical help if necessary.
- **c** if symptoms, such as headaches, nose or throat irritation, dizziness, or drowsiness persist, seek medical attention
- **d** all of the above

9 The term 'linen' includes items such as:

- **a** tea towels, tablecloths and serviettes
- **b** garbage bags, serviettes and bath towels
- **c** tea towels, bath towels and paper towels
- **d** serviettes, paper towels and sheets

10 'Clean as you go' is the responsibility of:

- **a** the employer
- **b** the employee
- **c** the cleaning staff
- **d** all staff

(Answers can be found on page 244)

UNIT 10

COMMERCIAL COOKERY STREAM

Subject code:
SITHCCC005A

Prerequisite subjects:
This unit must be assessed after the following prerequisite units:

- SITHCCC001A – Organise and prepare food
- SITHCCC002A – Present food
- SITXOHS002A – Follow workplace hygiene procedures

Indicative HSC hours:
40 hours

Use basic methods of cookery

Unit overview

This unit introduces the skills and knowledge necessary to prepare menu items for the kitchen of hospitality or catering operations. This unit underpins effective performance in all other cookery units.

To be capable of creating delicious menu items, it is necessary to have knowledge of different methods of cookery and to feel confident in the use of small- and large-scale equipment. Different menu items are best prepared using specific techniques or methods and this unit introduces these methods. With constant learning, you will develop skills in time management, teamwork, time frames and problem solving, which will enable you and your colleagues to work together between kitchen and front-of-house.

methods of cookery – different ways in which food may be prepared by the application of heat

time management – the process of organising your time to complete tasks within a specified time frame

Employability skills

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

Key terms:

calculating quantities	methods of cookery	preparation of menu items/dishes
commodities	time management	problems with the cookery process
cooking equipment	waste minimisation	safe and hygienic work practices
court bouillon	workflow	

10.1 Select and use cooking equipment and technology

Equipment

The equipment used within the hospitality industry varies widely from small- to large-scale equipment.

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** – tools for cutting and eating food such as knives, forks, and spoons.

Mechanical equipment

Mechanical equipment is equipment powered by electricity or battery, which is used in food preparation areas. The pieces of equipment below are 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 (i.e. with beaters in a bowl)
- **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 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
- **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.

FIGURE 10.01
Blender

FIGURE 10.03
Commercial microwave

FIGURE 10.02
Steamer

FIGURE 10.04
Commercial deep-fryer

All of these pieces of equipment vary in size and efficiency depending on the kitchen requirements and the size of the kitchen requiring the equipment. The type and number of facilities/equipment in each commercial kitchen is 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 according to manufacturers' instructions.

FIGURE 10.05
Equipment lasts longer when regularly maintained

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 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 common sense 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.

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
- talk to others while using knives.

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 page 88).

  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 noses, sneezing or coughing
  - after breaks.

  Where practicable, protective food handling gloves and food handling tongs should be used.

Food business owners and license 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.

ACTIVITY 10.1

Research the cleaning and sanitation requirements for one mechanical and one fixed piece of equipment used in a commercial kitchen. Use the lists on the page 151 for ideas.

10.2 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 more suited for particular types of foods and dishes than others. Basic methods of cookery include the following:

- boiling
- poaching
- steaming
- stewing
- roasting
- baking
- grilling
- braising
- shallow-frying
- deep-frying
- stir-frying
- pan-frying

ACTIVITY 10.2

There are three methods that involve transference of heat to cook food. These are conduction, convection and radiation. Research these three methods, briefly define them and draw a diagram to show the transference of heat to the food source.

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, fresh vegetables 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:

- **Green vegetables** – start cooking process by adding to already boiling water. Refresh in cold water to retain colour and texture. Refreshing stops the cooking process and helps 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** – can be started in cold water. Keep the meat fully submerged during the cooking process.
- **Farinaceous foods, such as rice, pasta, grains** – start cooking by adding to boiling water. Stir occasionally with the lid off. Cook pasta until 'al dente'. Refresh to separate once cooked.
- **Bones for stocks and bouillons** – start in coldwater. 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.
- Loss of water-soluble nutrients is high.

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 overcook.

Safe and hygienic work practices for boiling

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning cooking utensils and containers.
- Beware of removing lids from saucepans when contents are boiling as steam burns. Remove lid away from the body.

Suitable recipes

Suitable recipes for boiling include:

- Spaghetti Bolognese
- Salmon Kedgeree
- boiled eggs
- corned silverside.

For a selection of these recipes, refer to the Student CD-ROM.

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 where food is brought rapidly to the boil in salted water and boiled for a short period. The food is refreshed by plunging 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 can 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** – overcooked.
- **Cloudy stock** – boiled too vigorously or not skimmed effectively.
- **Pasta too soft** – overcooked or held too long before service.

Effects on the nutrient value of food

- Loss of water soluble vitamins B and C is high.
- Reusing boiling water in stock, soups and gravies is a good way of retaining the lost vitamins.

FIGURE 10.06
Spaghetti Bolognese

Waste minimisation techniques

- If boiling liquid is reused there is little waste.

ACTIVITY 10.3

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.

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.

Suitable foods

Suitable foods for poaching include:

- **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 it retain its 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 an oval shape. Salt added during the cookery process will stabilize 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 their buoyant nature, often resulting in discolouration and an uneven cooking process. To keep fruit submerged, use a cartouche. A cartouche is 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. Dried fruit best suited 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.)

court bouillon – an acidic, aromatic liquid used for poaching

cartouche – (*pronounced car toosh*) a circle of greaseproof paper used to cover the surface of foods to stop it from drying out or discolouring

FIGURE 10.07
Poached pears

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 heat and regain heat efficiently. Equipment must not react to acid 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.

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.
- **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 rule prior to cooking.
- Ensure cleaning cooking utensils and containers.
- Beware of removing lids from saucepans when contents are poaching as steam burns. Remove lid 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.

For a selection of these recipes, refer to the Student CD-ROM.

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 overcooked.
- **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, e.g. 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

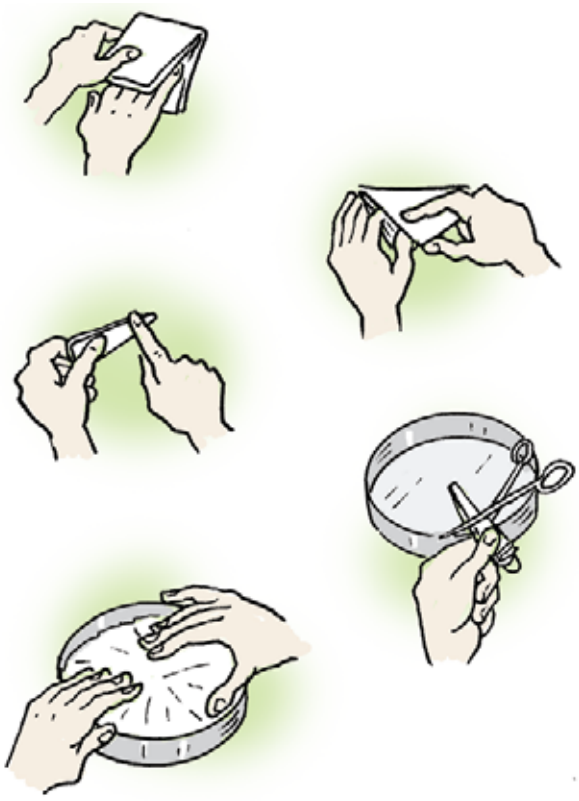
- Reuse the poaching liquid where possible.

ACTIVITY 10.4

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 and cut along this mark.

FIGURE 10.08
Steamer

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 which 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 not as successful with other types of meat.

Characteristics of steamed food

- Foods have a bright appearance and good clear colour.
- Vegetables have 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 overcooked.

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. These units will not operate until locked closed. Combi steamers roast and steam the food. The pressure and steam is controlled in selected ratios to increase moisture in roasted meats, for example. Perforated trays allow the steam to surround the food and cook evenly. Preheat 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 slowly built up. 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 cleaning of cooking utensils and containers.
- 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 BBQ pork
- Steamed fish with thyme and tomato vinaigrette
- Steamed chocolate pudding.

For a selection of these recipes, refer to the Student CD-ROM.

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 ingredient; 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 overcooked.
- **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 lifting lids.
- **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 reused when the cookery process is completed.

ACTIVITY 10.5

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 a 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 other water-based liquid, typically by simmering, and that are then served without being drained.

Suitable foods

- **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 that become tender and juicy with the slow moist heat method.
- Cuts having 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. Choice 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 bite-size, even-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 caramelize 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 when 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.

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 size of the recipe.
- Use appropriate heat-proof gloves when removing container from the stove.
- Beware of removing lids from a stewing unit as steam burns. Therefore ensure the lid can be moved away from the body.

Suitable recipes

Suitable recipes for stewing include:

- Thai-style pork stew
- Ratatouille
- Bouillabaisse
- Stewed peaches.

For a selection of these recipes, refer to the Student CD-ROM.

Associated culinary terms

- **Roux or beurre manié** – dough consisting of equal parts of butter and flour.
- **To 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 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 overcooked; stew burnt during cooking process.
- **Meat is tough** – meat undercooked; 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.

Effect on nutrient value of food

- There is little nutrient loss in the process of stewing from the ingredients 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 using tough cuts of meat. All the ingredients used remain when the stew is complete, enabling ingredients to be tender and flavoursome.

ACTIVITY 10.6

Stewed fruit is an economical method of preserving fruit when it is plentiful 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.

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 halfway covers the meat during cooking. The liquid used is the accompanying sauce. 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:

- **Meat** – lamb, beef, pork and furred game are suitable. Tough and coarse meat braise well, as does topside, flank, rump, round, shoulder and neck.
- **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 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.

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 low heat.
- Firstly, 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 if 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.

FIGURE 10.09
The process of braising produces very tender meat

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 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. Therefore 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.

For a selection of these recipes, refer to the Student CD-ROM.

larding – the insertion of pork back fat or bacon fat into joints or cuts of meat to improve the flavour and moisture content

chinois – (*pronounced shin wah*) a cone-shaped strainer

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 of pork back fat or bacon fat into the joint 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 reused 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 10.7

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.

trussing – the wrapping of meat using twine or elastic net to make it hold its shape and allow even cooking

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 either from the item roasting or from extra melted dripping, lard or oil.

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 if the roast is done. It is essential when reading the thermometer that it does not touch a bone or fat as the reading will be 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 overcook.

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.

- Roasting has many methods. Each chef has preferences regarding positioning of the meat – some prefer the meat fat side up so the fat self-bastes the meat. Others prefer meat to be the other way and they use a spoon or baster to scoop the fat and baste the meat.

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 it 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 weight of roasting content when removing from 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.

For a selection of these recipes, refer to the Student CD-ROM.

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 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 preference for the doneness of meat.
- **Sauces and accompaniments** – these are sauces, gravy and food served traditionally with roasts (see Figure 11.2).

FIGURE 10.10 Roast meat is a very popular traditional meal

Common problems and solutions

- **Weight loss of roast** – varies with the degree of doneness and method of cooking.
- **Food tough and dry** – could be overcooked; 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

FIGURE 10.11 Ovens should be preheated 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 reused 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 10.8

The roast lamb dinner has been a traditional Sunday dinner 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.

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 food that is suited to baking. Some of the utensils include baking trays, water baths and cooling racks.

The oven is the largest 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 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 downward.

Procedures for baking

Baking is a method of cooking food in an oven. A conventional or convection gas oven, 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.

For baking in an oven, the oven should be preheated well in advance to ensure the oven 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 rule 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.
- 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.

For a selection of these recipes, refer to the Student CD-ROM.

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 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 greaseproof 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 shrun**k – 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 undercooked or the measurements were incorrect in preparation.
- **Uneven texture of egg custard** – the temperature was too high during the cooking process or item was placed in the wrong position in the oven.

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 reused 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 10.9

Select baked recipes using some of the ingredients below:

- eggs
- flour
- rice
- chicken
- potato
- fish

List the recipes in order of baking time. Organise these recipes into entrées and main meals that you could offer in your establishment based on the cooking times. Discuss these findings.

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.

Suitable foods

- Any fruit or vegetable is suitable for grilling.
- Fish should be scaled, skinned and 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 or 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 suited 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

There is a large range of grills available in the marketplace. 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.

Procedures for grilling

- Always preheat a grill before adding food.
- Lightly oil the grill to prevent food from sticking and to 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 the 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 is needed 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.

FIGURE 10.12 Grilling is quick, healthy and easy

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 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.

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 the Student CD-ROM.

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.

Common problems and solutions

- **Meat not browned** – temperature of the grill too low.
- **Fish dry and of a bad appearance** – it is overcooked, temperature was too high in cooking process and 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

- There is little or no waste resulting from this method of cookery 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.

FIGURE 10.13 Barbeques are a form of grill

ACTIVITY 10.10

Describe the following methods of testing for doneness:

- touch and squeeze method
- timing
- piercing the thickest part with a needle
- testing the internal temperature.

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 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.

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, whereas 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

- Preheat 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 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 ruin.

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 as per 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

FIGURE 10.14
Shallow frying is tender on the inside and crisp and golden on the outside

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 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.

For a selection of these recipes, refer to the Student CD-ROM.

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 prevents colouring and gives 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 in absorbent paper when draining foods prior to service. It should also be noted that some shallow-fried foods do not reheat well.

ACTIVITY 10.11

1. The term 'season the pan' is a common culinary term. What does it refer to?
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?

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 keep 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:

- **Paner al'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 1/3 parmesan and 2/3 fresh breadcrumb mix
- **À la Francaise** – coated with milk and flour.
- **À l'Orly** – dipped into a thin yeast batter.
- **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:
- **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** – these are liquid at room temperature, are easy to handle and have a better draining quality.

Characteristics of deep-fried food

- A 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 glossly, crunchy appearance.
- Fried foods are crunchy on the outside and with softer textures on the inside.

Utensils and equipment

Equipment varies in the commercial market, from large to small, 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 if 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.

- 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. 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.

Procedures for deep-frying

- The deep-fryer is the major source of conduction heat when deep-frying using oil. The temperature suited 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 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.

FIGURE 10.15
Deep fryers should be regularly maintained

FIGURE 10.16
Fish and chips: a popular deep-fried food

If it turns a dark colour immediately, the oil is too hot and you should allow the oil 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 over crowding 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 each batch 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 fryer in small quantities to enable oil to regain its temperature.
- Skim the oil regularly to remove food particles from the oil.
- 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 can not be reheated successfully.

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 as per 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 overfill 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. Remember oil and water do not mix and throwing water on an oil fire will make the situation much worse.

Suitable recipes

Suitable recipes for deep-frying include:

- Spring rolls
- Apple fritters
- Country style fish and chips
- Deep fried ice-cream.

For a selection of these recipes, refer to the Student CD-ROM.

Associated culinary terms

- **Sautéing** – refers to the turning over of food while frying in minimal oil to ensure both sides of the food are evenly cooked.
- **Spider** – a circular wire straining device.

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 10.12

1. What is the disposal method for old and used oil within your school and local community?
2. If oil is spilt on the floor, describe in detail the correct procedure for cleaning to prevent an accident.
3. Design a safety poster for a hospitality kitchen to inform staff of the importance of safety procedures when deep-frying.

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 food's natural colours are enhanced.

FIGURE 10.17 Woks are used for stir-frying

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 heats 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 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 all 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 high 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

that the meat is not overcooked, 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 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 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 & mushrooms
- Hoisin eggplant, prawn and bok choy stir-fry.

For a selection of these recipes, refer to the Student CD-ROM.

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 quickly rinsed 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 stir-fry method and cause an increase in liquid from the food and act as braising not stir-frying.
- Keeping the temperature high enough and ensuring movement of the vegetable ingredients while cooking. A low temperature will not allow for good stir frying.
- Cook meat separately and ensure browning prior to turning. Meat will only be 80% cooked before removing and will finish cooking when returned to wok after 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 rapidly cooked; they retain much of their vitamin and mineral content. It is also a low-fat method 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 10.13

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 resume 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, shortloin and middle loin chops, eye of shortloin, 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 an inch 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 it has good heat resistance properties. The easy cleaning and maintenance features make stainless steel the most sought after component for making utensils.
- **Deep frying pans** – nicely sloped pans with shallow sides allowing moisture to escape easily for better frying results. These pans can be plain or with 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 meat with plastic wrap to prevent mallet sticking to it.
- Pat meat dry before frying. Wet meat will not brown well. Drain marinated meat well before frying then blot dry 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 flour/spice mixture immediately before cooking. Some other coatings are cornflour, pea flour, beaten egg or egg whites and breadcrumbs.
- Use a suitably wide pan so 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 quicker 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 reuse it.
- Temperature control - 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 pan.

Suitable recipes

Suitable recipes for pan-frying include:

- Crumbed lamb cutlets
- Pan fried fish fillets with lemon and dill
- Pan-fried chicken with julienned vegetables
- Pan-fried tuna.

For a selection of these recipes, refer to the Student CD-ROM.

Associated culinary terms

- **Frying mediums** – various oils and fats which do not burn at high temperatures and have 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 fry 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.

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

Standard recipe cards are essential in the operation of a successful kitchen. Recipe cards act as a standardising tool within the industry. They enable 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 takes place with new cookery style, produce in season and 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**
- **portion sized** – 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 costs of ingredients**
- **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. They can also include yield test results showing the wastage, percentage and usable weight.

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 with balance 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.

FIGURE 10.18 Standard measuring spoons

Measuring dry ingredients

Measuring spoons

1 Use Australian standard measuring spoons – serving spoons are not the same.
2 Make sure ingredients are levelled off and even with the flat edge of a knife.
3 Use the same set of measuring spoons each time.

Measuring cups

1 Measure cup measurements with an Australian standard dry measuring cup (liquid cups have a spout; dry measuring cups have an even rim).
2 Make sure ingredients are level with the rim of the cup.
3 Unless specified in a recipe, all ingredients measured in cups should not be sifted.
4 Use the same set of measuring cups each time.

Note

1 To measure dry, liquid or chopped ingredients in weight, rather than volume, use kitchen scales. This is the most accurate way, due to the settling or compression of the ingredients.
2 Carefully clean spoons and cups after each use.

Measuring wet ingredients

Measuring spoons

1 Use an Australian standard set of measuring spoons to measure tablespoons and teaspoons.
2 For less mess, dip the spoon into the liquid ingredient rather than pouring the ingredient into the spoon.

Measuring cups

1 Measure cups with an Australian standard measuring cup. (Dry measuring cups can be used for liquid, but liquid measuring cups have a spout, typically, with levels marked out along the sides of cup.)
2 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

1 Ensure the container holding the ingredients is not weighed.
2 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.

FIGURE 10.19
Scales can be used to measure all ingredients

ACTIVITY 10.14

Measuring is an important task to complete in the mise en place for preparing a recipe. How would you inform a colleague about the process of measuring each of the following foods correctly?

- honey
- diced carrots
- mirepoix
- cream
- fillet steak
- castor sugar
- olive oil
- minced chicken

Waste minimisation and environmental considerations

Waste minimisation techniques and environmental considerations relating to food preparation are important factors to consider. Reducing waste is an important 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 stock/soups and sauces is important to reduce waste and unnecessary costs

- accurate measurements and calculations of all ingredients to reduce waste
- using recyclable products where possible will reduce 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.

The cooking process

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.

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 growth of the business, results in poor customer service, 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 to ensure the best is produced always for a successful business/workplace.

ACTIVITY 10.15

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 1.00 pm. Five staff are employed in the business – one staff member is a trainee. The business is a shop front 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:

- Produce a portfolio of your research findings on small businesses, summer foods, lunchtime menus, time allocations for food preparation, costing and profits.
- Question to ask while preparing job task sheets:
  - Where do you begin?
  - What mise en place is required for the day?
  - What preparation will ease 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.

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 and knowledge of use, cleaning and maintenance of all equipment. For a full list of safe work practices, refer to pages 70–72 of Unit 5.

ACTIVITY 10.16

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.)

Indentifying problems with the cooking process and correcting them

The identification of and the ability to fix problems with the cooking process is 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 used 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 to be aware of. The shortage of food items, spillages, mistakes and equipment failure can all contribute to the failure of prepared food at any business – staff need to have the ability to adapt to changes and use initiative to solve problems within a short timeframe. This ability comes with experience and knowledge of food.

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 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.

For more detailed information on teamwork and teambuilding, refer to page 134 in Unit 8.

Unit summary

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

- Types of equipment
- Underlying principles of each basic method of cookery (i.e. boiling, poaching, steaming, stewing, braising, roasting, baking, grilling, shallow frying, deep frying, stir-frying and pan frying)
- Indicators of common problems and solutions while cooking
- Standard recipes
- Measurement of dry and wet ingredients
- Presentation
- Workflow
- Cooking processes
- Safe work practices
- Fixing food problems and faults
- Working with colleagues

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 and how is it used?

3 What is court bouillon?

4 Suitable thickening agents for stewing are beurre manié and flour. Describe each one and 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.

COMMERCIAL COOKERY STREAM

UNIT 11

Implement food safety procedures

Subject code:
SITXFSA001A

Prerequisite subjects:
This unit must be assessed after the following prerequisite unit:
- SITXOHS002A – Follow workplace hygiene procedures

Indicative HSC hours:
15 hours

Unit overview

This unit introduces food safety procedures in a workplace safety program or plan. These procedures relate to a food safety program based on the Hazard Analysis of Critical Control Points (HACCP), but can also be customised to other workplace environments. This unit covers how to comply with legislative requirements for food safety and the implementation of a food safety plan.

A food safety plan or program is a quality assurance procedure focussed on systems or processes required to minimise the incidence of food poisoning. These processes are developed to ensure food is produced hygienically and does not present a risk to consumers' health. When an organisation implements a food safety program, principles of quality assurance are realised, food safety procedures are applied and all staff are trained to be responsible for safe products and services.

Note to teachers

This unit is compulsory for both Commercial Cookery and Food and Beverage Streams for the 240-hour HSC course. It is also available as an elective for the 120-hour HSC course.

Employability skills

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

food safety – a scientific discipline describing the handling, preparation and storage of food in ways that prevent food-borne illness

food safety program – guidelines designed to help businesses identify and manage risks associated with the storage, preparation and serving of food

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

Key terms:

cleaning and sanitising	food safety program
contamination	food storage, preparation, display, service and disposal
critical control points	food types
food handling practices	Hazard Analysis and Critical Control Points (HACCP)
food hazards	policy and procedures
food safety	safe and hygienic work practices
food safety monitoring	single-use items

11.1 Implement procedures for food safety

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 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. Vist **www.legislations.nsw.gov.au** for full details of the Act.

Food Regulation 2004 (NSW)

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. Visit **www.legislations.nsw.gov.au** for full details of the Regulation.

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. Visit **www.foodstandards.gov.au** for full details of FSANZ.

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 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.

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.

Visit **www.foodstandards.gov.au** for full details on the system.

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 11.1

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)

Food safety policies and procedures in the workplace

Food safety policies and procedures in the workplace govern food production processes, food-handling procedures, 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 (e.g. 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.

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

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 are 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, presence of webs or pests and stained or broken packaging.

contamination – to make impure or unsuitable for use by contact or mixture with something unclean or bad

FIGURE 11.01 The packaging of all food should be inspected on arrival

Storage

General storage is the receipt of goods by the store person, who then transfers them to the appropriate storeroom or cool room, where they are stored correctly. All foods items are controlled and the FIFO ('first in–first out') rule applies, especially for goods with a limited shelf life and goods 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

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,

food handling practices – procedures that reduce the potential for contamination to food during the handling process

bacteria, insects and chemical residues) and correct food storage practices.

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 a two-hour/four-hour guideline (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 time frame. 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 (i.e. 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, and ensure the correct temperatures are maintained and checked regularly.

Pest control

Other food safety rules include ensuring premises are free from pests and vermin. This can be achieved by ensuring 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.

Cleaning and sanitisation

Cleaning and sanitation of equipment is a task 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:

- hands are washed as required (i.e. before preparing food, and after handling raw food, coughing, sneezing, visiting the toilet, handling garbage, smoking and using a handkerchief or tissue)
- appropriate clothing is worn at all times

FIGURE 11.02
Frozen foods should be between –10°C and –1°C when delivered

FIGURE 11.03
Fingernails should be kept short and clean

- hair is tied back
- no jewellery is worn
- 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 (i.e. with a waterproof, brightly coloured bandaid or dressing).

Hazard Analysis of Critical Control Points (HACCP)

Hazard Analysis Critical Control Points (HACCP) is a system which 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.

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 step in which hazards can be prevented, eliminated or reduced to acceptable levels. CCPs are usually practices or procedures which, 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; re-heating; 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(s)?
   - 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?

Critical Control Points – points at which controls can be applied and food safety hazards prevented or reduced to acceptable levels

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.

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 be trained in the monitoring technique.

5 **Establish corrective actions**. 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 actions 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 if 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 effectively controlled. 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 that illustrates that the established standards are being met. Employees need to be trained in the record-keeping procedures and 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 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 throughout the preparation process.
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 11.2

Visit the NSW Food Authority website (**www.foodauthority.nsw.gov.au**).

- ☐ 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? Why are food safety plans important?
   2 What do the initials CCP stand for?
   3 What steps should be followed when setting up a food safety plan?
   4 What are the outcomes for an establishment when high food safety standards are met?

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 of 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, plant 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 paid to the Crown for infringements, or litigation (a civil action or lawsuit) for not complying with laws.

FIGURE 11.04
Any product that is past its shelf life should be discarded

FIGURE 11.05
Wearing appropriate clothing is an important aspect of personal hygiene

ACTIVITY 11.3

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.

Safety Procedures in 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 financial 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.

food types – any of the different categories of food, such as meat, dairy, fruit, vegetables, cereals and grains

food safety monitoring – on-going review of the hazards associated with food preparation and service, and the conditions to prevent the growth of bacteria which can cause food poisoning

policy and procedures – rules and regulations

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.

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 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.

FIGURE 11.06
How safe is this preparation area?

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 11.1
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

High-risk areas

The high-risk areas that can be a cause for food poisoning are important to remember.

- Working with foods highly susceptible to microbiological contamination. These include:
  - 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 microorganisms. Between 5°C and 60°C is the temperature danger zone for promotion of rapid growth for microorganisms
- 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)

Two-hour and four-hour rule

The two-hour and 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 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.

Total time limit between 5°C and 60°C
What you should do:

Less than 2 hours	Refrigerate or use immediately
Between 2 hours and 4 hours	Use immediately
More than 4 hours	Throw out

- Where food is to be touched by hands, hands must be washed thoroughly. Gloves should be changed regularly; you should never use the same gloves when handling money as well as raw and cooked food – this will cause cross-contamination to occur
- Requirements for rethermalisation or defrosting are important. 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.

FIGURE 11.07 Store milk products at 5°C

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

Reporting **food hazards** within the work place 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 health and safety officer.

food hazards – harmful substances in foods that can cause food poisoning if not handled appropriately

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, verbal and written reports to the appropriate staff or employer.

Indicators that food hazards are not under control:

- 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.

11.2 Store food safely

Food storage environments

Depending on the types of food served at an establishment, different food storage environments will be necessary. In general, the following storage environments will be necessary:

- **Dry storage.** Dry store units provide safe, secure and hygienic storage for catering stock.
- **Cold storage**. Cold storage facilities provide rooms with very low temperature 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.

Storage conditions for different food types

The storage conditions for all 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 will be edible include: whether it has been stored in the correct area; the temperature ranges it is stored at; the length of time it has been stored for, and 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 expiration 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 shelf life. If you're buying pre-packaged meat, such as mince, check the expiration 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 11.08
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 cool, dry location.
- **Dried goods** – Foods will keep longer when kept 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.

11.3 Prepare food safely

Safe and hygienic work practices and procedures

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 personal protective equipment
- 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
- following the workplace/organisation's food safety program
- temperature danger zone for the main food types
- two-hour and four-hour rule
- appropriate temperature levels for methods of food storage, production, display and service.

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 take-away outlets) may offer a range of serving options. Each of these serving methods has associated safety risks that need to be taken into account. These include:

FIGURE 11.09
Store dried goods in airtight containers

FIGURE 11.10
It is essential that food and beverages offered to customers in self-service situations be kept at safe temperatures

- **Self service** – such as buffets, salad bars, condiments stations, tea and coffee stations, drink dispensers

  It is essential that food and beverage 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 temperate below 5°C. Hot foods, such as pasta and meat, need to be kept at constant temperatures over 60°C. Staff need to regularly check temperatures 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 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** – sandwiches, hamburgers

  Pre-packaged food items are available in a wide range of hospitality and other business. 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 11.4

At a self-service petrol station, fresh food products are commonly sold. 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
- displaying of food.

11.4 Provide safe single-use items

Single-use items are provided to customers for many reasons. Single-use items can often ensure a higher level of hygiene, reduce cleaning, reduce food handling and provide specific portion control. Single-use items include:

- cutlery
- plates, mugs, cups and bowls
- face wipes and serviettes.

In some instances single-use items can reduce costs and provide variety, in particular with individually packaged products, for example:

- sugars
- condiments
- jams and spreads
- serves of coffee, tea and UHT milk.

It is important that all single-use items are sorted and used according to the manufacturer's instructions in order to avoid potential for contamination.

11.5 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 requiring 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 maintain levels required by the industry.

To clean and maintain both large- and small-scale equipment, staff have specific roles to fulfil. Cleaning is a high priority for a hygienic work environment, and is an ongoing process.

If, during the cleaning process, problems are discovered, these should be reported to the supervisor/manager and when required to the supplier/manufacturer.

Removal and disposal of waste is a major issue 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 otherwise it will be a haven for vermin. Common vermin include flies, cockroaches, rats and mice. Control of these vermin may require professional assistance.

For more detailed information on maintaining a clean environment, refer to Unit 6 – Follow workplace hygiene procedures – and Unit 9 – Clean and maintain kitchen premises.

single-use items – items that can only be used once before being disposed of

11.6 Dispose of food safely

Reasons for the disposal of food

The disposal of food is an issue at times in the hospitality industry. Food may need to be disposed of for a number of reasons. Food 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.

In these cases, food should be disposed of safely so that it cannot be used for human consumption. Recalled food should be returned to the supplier.

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 hazard. Describe the difference between the 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?

Food and beverage stream

UNIT	UNIT CODE	UNIT TITLE
12	SITHFAB003A	Serve food and beverage to customers
13	SITHFAB010A	Prepare and serve non-alcoholic beverages
14	SITHACS006A	Clean premises and equipment

UNIT

12

Subject code:
SITHFAB003A

Prerequisite subjects:
This unit must be assessed after the following prerequisite unit:

- SITXOHS002A – Follow workplace hygiene procedures

Indicative HSC hours:
30 hours

Serve food and beverage to customers

Unit overview

This unit introduces the skills and knowledge required to provide food and beverage service to customers in a range of hospitality enterprises. It describes the role of a wait staff and food and beverage attendants as they apply to different styles of service.

The ability of a restaurant to satisfy customers' needs and wants is related to the food and beverage wait staff's ability to supply quality service in the restaurant environment (as well as the quality and presentation of the food). Satisfied customers will return and will recommend the restaurant to their friends, promoting the establishment and enhancing its future.

Employability skills

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

Key terms:

accounts
bain-marie
close down
cover
customer satisfaction/ dissatisfaction
customers
environment
handover
orders/ordering system
safe and hygienic work practices
service
service equipment
service period
serving and clearing food and beverages
set-up
special requests
waste disposal

12.1 Prepare for service

Role of food and beverage wait staff

The role of professional food and beverage service staff in a catering establishment is an extremely important one. Staff should display a professional approach in their practical skills, speech and knowledge of the industry, as well as make on-the-spot decisions requiring tact and maturity.

The different meal service periods

Breakfast service

Breakfast service is usually between 6:30 am and 10 am daily, peaking between 7:00 am and 9:30 am. Service times can be varied between establishments and according to the type of event to be catered. Breakfast styles include:

- **Full breakfast** – foods served include fruit juice, fresh fruits, fruit compotes, cereals, yoghurts, bakery products (bread/toast, croissants, Danish pastries, muffins), conserves 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** – is 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 and coffee.

Lunch service

Lunch service is available from 12 noon to 3 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. Alcoholic beverages may be offered.

Dinner service

Dinner service is usually available from 6 pm to 10 pm. Dinner may be either a formal or an informal meal. The meal will usually consist of two to four courses, with alcoholic beverages being offered. Service may be buffet, or dishes chosen from table d'hôte or à la carte menu. The menu available is quite 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.

cover – the space on the table where the customer is eating; the number of seats in the restaurant; a specific cutlery setting

FIGURE 12.01
Breakfast is commonly served as a buffet

Supper service

Supper service is the last meal of the day and is usually available from 10 pm onwards. It can be a light meal, which may be offered as a late modified dinner or as an after-theatre informal occasion with food passed around on platters. Alcoholic and hot beverages may also be offered. The cover depends on the menu available.

FIGURE 12.02
Bain-marie

Different styles and service periods

Table d'hôte

Table d'hôte literally means 'table of the host'. This menu has a set number of courses with limited or no choice within each course. The price is set, even if all the courses are not eaten. Dishes on a table d'hôte menu are often pre-prepared and ready for service at a set time. When table d'hôte menus are in use, the table setting (cover) suits the dishes of the menu.

À la carte

À la carte is a French term meaning 'from the menu'. There is a wider selection of dishes, all dishes are individually priced and the customers can make their selection from any of the dishes and/or beverages.

Bistro

Bistro eating is less formal than fine dining but still stylish. Bistro's offer less extensive menus, but they are varied, often offering ethnic or specialised cookery methods.

Buffet

Buffet 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 or carvery items, such as a whole leg of ham, are served by a chef or wait staff and the customers help themselves to salads.

Counter

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 maries 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 onto their tray and pays the cashier at the end of the counter.

bain-marie – (*pronounced bane mar ee*) a piece of equipment that uses heated water to keep food warm

Function

Function menus rely on initial planning and organisation, as well as teamwork throughout the preparation, service and clearing up procedures. The room layout depends on the type of function – a cocktail party has very different requirements to a formal wedding. Wait staff are required to serve and clear together as a team, while remaining responsible for their own section.

Breakfast

Breakfast can be served in the restaurant, dining room or banquet room. Breakfast can be in the form of room service, buffet or à la carte table service.

Tea and coffee service

Tea and coffee service are the most popular non-alcoholic beverages served in establishments. They may be served any time of the day, on their own, or with food or after meals.

ACTIVITY 12.1

Use the local tourist information guide to investigate the types of service and the service periods that local restaurants provide.

General mise en place procedures

Mise en place is a term used to ensure all the behind-the-scene 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. Preparation for service is called mise en place by both the food and beverage and kitchen staff.

1 **Checking reservations** – Reservations should be checked to confirm all the bookings are still required and specific requests noted. Review the reservations list for 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, one table of 10 people, four tables of six people, 10 tables of two people, while the dinner reservations on the same day require four tables of eight people, six tables of six people.

2 **Preparation of the restaurant** – Restaurant furniture should be arranged so that the maximum numbers of customers are able to appreciate the positive focal points available such as views or entertainment. A negative focal point would be the toilet, servery doors or a blank wall. The undersides of tables and chairs should be checked for cobwebs, chewing gum or food that may have found its way there. Tables and chairs should be cleaned and sanitised for each session and polished occasionally. Other equipment, such as trolleys that are used to serve food or collect used items, should be checked. Take particular care to clean them well; don't forget the legs and wheels as well as the shelves.

Table d'hôte cover

When table d'hôte menus are in use, the table setting (cover) suits the dishes of the menu.

CROWNE PLAZA NEWCASTLE

WELCOMES

NAME OF CLIENT INSERTED HERE

26TH FEBRUARY 2005

MENU

TO BE SERVED ALTERNATELY

CAESAR SALAD OF BABY COS, GRANA PARMESAN, SOUR DOUGH CROUTES AND CRISPY PANCETTA

THAI FISH CAKES WITH ASIAN GREENS AND CORIANDER PESTO

OVEN ROASTED LAMB LOIN ON A LEMON, GREEN PEA AND ASPARAGUS RISOTTO SERVED WITH A SEMI-DRIED PESTO

PAN-SEARED FILLET OF OCEAN TROUT ON A SAGE GNOCCHI WITH A LEMON BUTTER SAUCE

APPLE GALETTE WITH A STRAWBERRY ANGLAISE

PAVLOVA ROULADE WITH PASSIONFRUIT COULIS

TEA, COFFEE AND CHOCOLATES

FIGURE 12.03 Table d'hôte menu (set course/choice)

Tables of 2					
Tables of 4					
Tables of 6					
Other tables					
Meal:		Day:		Date:	
Name	Guests	Time	Table	Remarks	

FIGURE 12.04 A sample reservation sheet

This table setting is for limited-choice menus or pre-set menus with no choices, which are often used for banquets and functions. 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 underliner. The tableware for this setting may include a 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 centre piece. 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 waiters offer salt and pepper to the guests from large mills. Flowers are also positioned, usually in the centre, so they face 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.

À la carte cover

This is the basic cover used when it is not known what the customer will order from the menu.

Place the table in its correct position in the room according to the reservation requirements for the service period. Position the chairs equally around the table so that the front of the chair seat is aligned with the drop of the tablecloth. If a tablecloth is not used in the establishment, then the table setting items are set directly onto the tabletop.

Place an unfolded napkin into 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 underliner is 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

FIGURE 12.05
À la carte setting

FIGURE 12.06
À la carte (choice of meals from menu)

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 and complete this operation with as few trips to the service station as possible.

1 **Checking and preparing equipment for service** – The operating temperatures of refrigerators, plate warmers and hot plates should be checked and adjusted if necessary. The internal shelves and the exterior cabinets of these items need to be spotless. There should be a regular maintenance schedule for the cleaning of these items. The manager needs to establish this schedule and monitor its implementation. Trays should also be washed and sanitised regularly, and dried before stacking.

Typical workflow in food and beverage service

The typical workflow in food and beverage service would be:

1 positioning tables and chairs according to reservations for the service period
2 polishing silverware
3 laying the table according to the menu style
4 refilling salt and pepper and sugar
5 cutting and preparing butter
6 folding serviettes
7 organising the tea and coffee areas of the restaurant
8 organising the waiters' service station
9 checking menus and specials of the day.

Furniture and fittings

Furniture describes the tables, chairs and waiters' service station, whereas the fittings in a restaurant are the lights, any screens, plants, etc.

The waiters' service station

The waiters' service station is usually a sideboard where items for immediate use are stored. Items that can be stored here include cutlery, clean linen and serviettes/napkins, service spoons and forks, menus, drink lists, docket books and working pens, service plates for adjusting cutlery. Accompaniments such as pepper and salt mills, sauces and mustards are often stored on the waiters' station. Service stations should be restocked ready for service.

The waiters' service station should contain:

- **Cutlery** – which should be polished, then sorted into the relevant compartments of the service station.
- **Service plates** – used to take clean cutlery to and from the table when the covers need to be adjusted. Silver service tablespoons and forks should be polished. They should be placed on an underliner at the service station. 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. 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 changed between each shift and the contents replaced daily.
- **Stores of sugar and mints** – should be rotated and any items that have passed their storage life or have been spoiled 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 to take them to tables.
- **Menus** – after each shift menus should be wiped clean with a damp, lint-free cloth.
- **Docket books** – should be located at the waiters' station between service. 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.

- **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 cloth for 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.

FIGURE 12.07 Table arrangements should be kept below eye level

Ambience

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 for presenting everyday items, such as napkins, transforms the functional dinner to something really special.

1 **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.

2 **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.

3 **Music**
Soft ballads and instrumental music is 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.

4 **Flowers and other decorations**
Type and position of flowers and other decorations should be selected with consideration of customers' needs. 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.

5 **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.

6 **Background noise**
A calm, relaxing environment is 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 customers' 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.

ACTIVITY 12.2

Access the Restaurant & Reviews section of the Gourmet Traveller Magazine **www.gourmettraveller.com.au.** Here you will discover reviews of restaurants throughout Australia. Investigate the descriptions of the ambience in two different restaurants.

Table set-up and positioning

The entrance is where guests are greeted. It may include a lounge area, cocktail bar and the cashier's desk. The theme of the restaurant is usually evident in the entrance area. A restaurant usually has a standard floor plan for the setting out of tables. This takes into account the type and style of the meal service and the shape of the room, including service doors, emergency exits and the entrance to the washrooms.

Features such as floor spaces on different levels, alcoves and dance floors will affect the positioning of tables. Immovable objects such as pillars, statues or indoor fountains will require tables to be arranged around them. The size and shape of the tables – whether round, square or rectangular – will change the number that will fit into the available space. Some restaurants have removable, large, round table-tops that can be placed on top of small, square tables to cater for larger numbers.

It is important to check the reservations book for the numbers of covers expected for the meal period. Information such as time of arrival, number of people in the party and any special needs requested, such as high chairs, will help you decide on a suitable table and position in the restaurant for each group.

Always check to see that tables and chairs are level when you are setting up. If a table is unstable, guest safety is at risk, so place a wedge made from a used cork under the table leg to stabilise it. The pointed end of the cork wedge should face inwards. Test the table for stability and adjust the wedge until the table is level. If the problem is not fixed, it should be reported to your supervisor, as you may need to remove this table from service temporarily until it can be repaired. Table numbering is set by the establishment but it usually radiates out from the kitchen service doors.

Items such as tables and chairs should be moved during the setting up period to avoid the disruption during service times and it is safer, with fewer people around. However, sometimes it is unavoidable to move these items during service; it should then be done with a minimum of fuss and disruption to other guests.

Establishments have procedures for the lifting and carrying of items, and whether it should be done individually, in pairs or with a team of fellow workers. Always check the policy before attempting to move items.

Bending and twisting are activities that require care as many workplace injuries are caused by these activities. Consult the establishment's policies and procedures before starting activities that require you to bend and twist. The use of mechanical aids/lifting equipment should be considered for some tasks.

When undertaking repetitious tasks; consult the workplace's policy before you begin. Remember to take breaks from the task at the recommended times to avoid injury to yourself.

At all times you should be aware of the legal requirements for weight limits for lifting and moving and never exceed them.

If you are unsure additional information is found in Unit 5. Follow health, safety and security procedures.

Service equipment

There is a large range of crockery (or china) used in restaurants for the service of food. Crockery can differ greatly in quality and price.

Crockery must be checked 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 quantity necessary for service. Procedures for the disposal of damaged crockery vary from establishment to establishment. Damaged tableware must be handled carefully to avoid personal injury. Significant breakages impact on the profits 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.

There is a range of glassware used to serve different types of beverages in a restaurant. Serving drinks in clear glass, rather than coloured, shows the colour of the

beverage, which makes it easier to identify and also helps in terms of quality and quantity control.

There is a wide range of cutlery used in modern restaurants. The quality of cutlery varies from silver to 18/8 stainless steel and 18/10 stainless steel.

Linen tablecloths are not used in all restaurants as they are expensive to purchase and launder. Some restaurants 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 of stains and not damaged in any way. Some restaurants use plastic coverings on tables, while others use placemats or nothing at all.

The equipment for serving tea and coffee varies among establishments. It is the responsibility of service staff to make sure that all the equipment is ready for service. Stocks of coffee and tea should be checked and replenished. Adequate quantities of ground, decaffeinated and/or instant coffee should be readily available. There should also be adequate stocks of tea bags or loose leaf tea, depending on what is served in the establishment. Coffee machines should be switched on and a check made that the attachments and utensils are clean and in position. If filter coffee machines are used, check that coffee, cold water and filter paper are at hand. Tea pots and strainers need to be checked for cleanliness and to ensure they are ready for service. Clean sugar bowls need to be filled. Milk and cream jugs should be filled and stored in the refrigerator. Lemon slices may need to be cut to accompany black tea.

The menu and drink lists contain an accurate reflection of the food and drinks available at the establishment. They should be replaced when the menu or drinks list changes.

Docket books are the communication system commonly used between the restaurant and the kitchen.

Computerised ordering systems are now used in many restaurants to improve service by streamlining the order taking and placement processes. Handheld keypads can be used by the waiter at the customers' table to send the order directly to a printer located in the bar of kitchen. Waiters have their own key (similar to a PIN) which is used to make entries. When needed, the printer will provide an itemised account for the customer.

Serviettes (also called napkins) are 45 cm square for dinner; however luncheon napkins are usually smaller. They are can be made from either linen or paper. Paper napkins are disposable and therefore convenient.

Condiments are located at the waiters' station and usually include tomato sauce, Worcestershire sauce and Tabasco sauce. Mustards and accompaniments such as apple sauce for pork, cranberry sauce for turkey and mint sauce for lamb may be located at the waiters' station if these foods are on the menu.

Sugar bowls and dispensers are located at the waiters' station near the tea- and coffee-making facilities, for convenience.

Point of Sale (POS) systems allow restaurants to process credit and EFTPOS cards for the collection of payment for the meal.

Planning and preparation for service

Selecting and setting out glassware, cutlery, crockery and table settings

Glassware is usually included in the table setting where water or alcoholic beverages are going to be served with the meal. The wine glasses used should be the right shape to concentrate the scent and aroma of the wine for the customer.

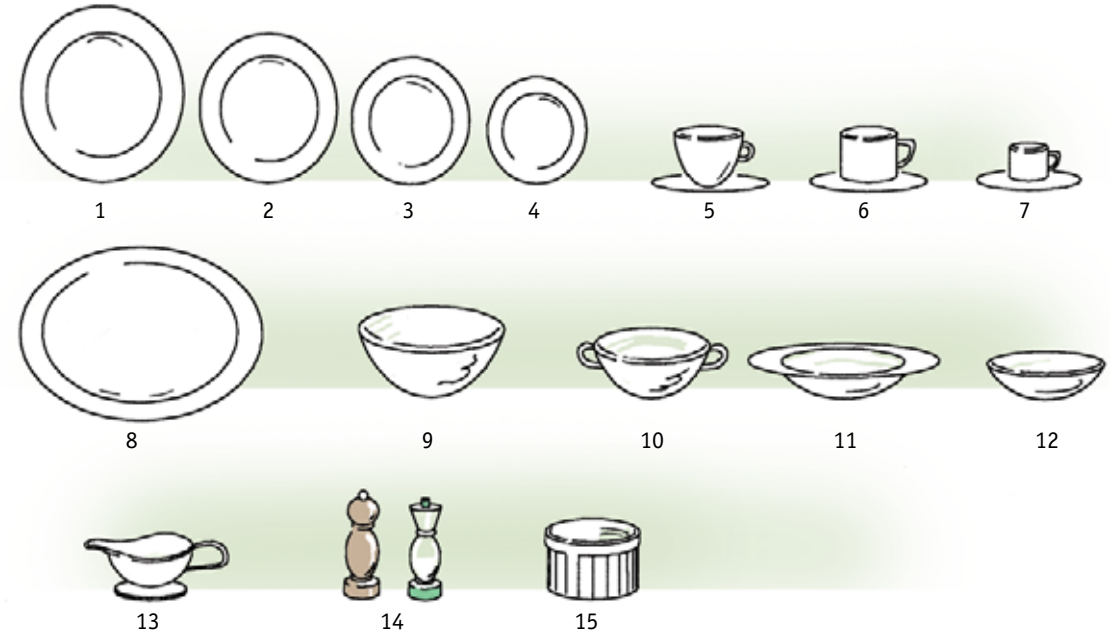
Glassware is usually washed in a dishwasher designed for glasses so no detergent scum remains. Residue left over from incorrect washing can affect the flavour and fizziness of drinks. As glasses are carefully removed from the dishwasher they should be individually checked for cleanliness. Look carefully to see no lipstick marks remain. Always use the stem to handle glasses to avoid leaving finger marks on the glass. Glassware looks best if it is polished with a lint-free cloth as soon as it is removed from the dishwasher. If this is not possible, then you can use steam from a bowl or a bucket of hot water to dampen the glass and then polish it clear using a lint-free cloth. Check every piece of glassware carefully for fingerprints, chips and cracks before placing it onto a table. Damaged glasses should be disposed of safely in accordance with the restaurant's procedures.

ACTIVITY 12.3

Demonstrate your ability to polish glassware according to industry standards.

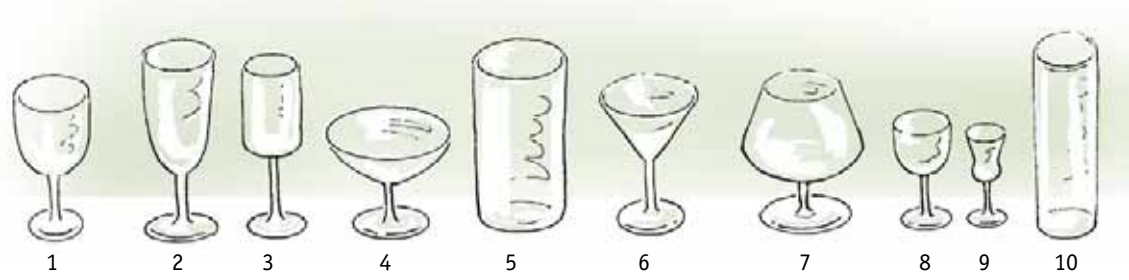
- Equipment required: ice bucket, boiling water, lint-free cloth and a variety of glassware.

Before cutlery and crockery can be used by guests you must make sure it is clean and polished. It is important to handle cutlery carefully. Do not tumble it out of the wash baskets or throw pieces on top of each other or you will cause scratches. For hygiene reasons, cutlery that has been dropped on the floor must be sent back through the wash cycle. Cutlery is polished using a lint-free tea towel or polishing cloth straight after coming out of the dish washing machine. If this is not possible then it should



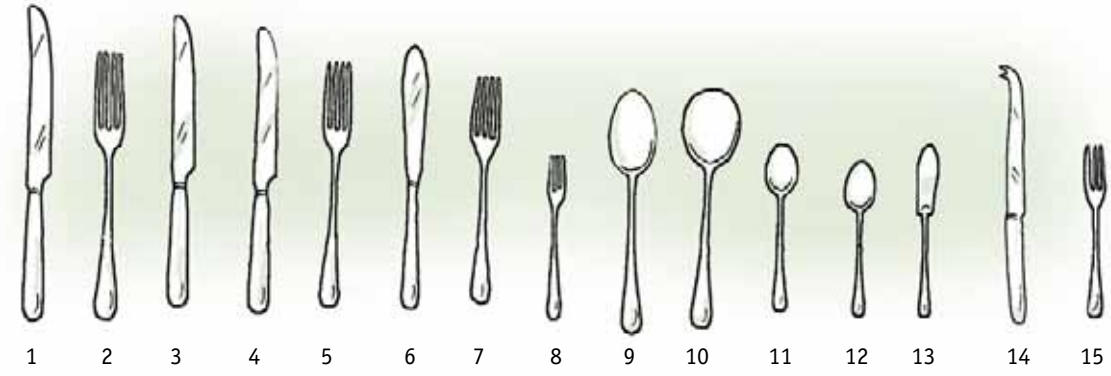
1 Main
2 Entree
3 Dessert
4 Side
5 Cappuchino
6 Tea and coffee
7 Demi-tasse
8 Platter
9 Salad bowl
10 Soup cup
11 Soup bowl
12 Breakfast bowl
13 Sauce boat
14 Salt and pepper
15 Ramekin

FIGURE 12.08
Types of crockery



1 Red wine
2 White wine
3 Champagne flute
4 Champagne saucer
5 Tumbler
6 Cocktail
7 Balloon
8 Port
9 Liqueur
10 Highball

FIGURE 12.09
Types of glassware



1 Main knife
2 Main fork
3 Side knife
4 Entree knife
5 Entree/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 12.10
Types of cutlery

be dipped in very hot water that has had a few drops of vinegar or a slice of lemon added, and then polished.

Selecting the linen appropriate to the service period

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 of stains and not damaged in any way.

Linen is a collective term for tablecloths and napkins. There are different sizes of tablecloths and you must be able to identify the suitable ones for the table you are setting or resetting.

Generally a 30 cm drop over the side of the table is required. You must ensure that the cloths are clean on the table and that you know when to change them during service.

Tablecloths are generally made from a polyester cotton fabric as they launder well and come in a wide range of colours. Damask and linen are rarely used as they are expensive to buy, maintain, launder and press. Overlays, gypsies, slipcloths or napperones are all terms for smaller tablecloths, which are often laid over the main cloth to cover stains or make the setting look more attractive. Overlays also keep laundry costs down as they are about half the size of a standard cloth. They can be a different colour or fabric to the main cloth to add to the overall décor of the restaurant.

Napkins are approximately 45 cm square and are usually made from either linen or paper. Paper overlays and paper napkins can be placed over linen cloths to protect them. They are more economical because they are disposable.

Placemats are sometimes used, depending on the décor and theme of the restaurant. They should be lined up on the table so the straight edge is parallel and about 1.25 cm in from the table edge. If the placemat has a design or the name of the restaurant, check that these details will be facing the customer.

Folding napkins

Napkins are used for the customers to wipe their mouths and hands during and after the meal. Thus, hygienic napkin folds are those that are handled the least during folding. Minimum handling also saves time. Before you start folding napkins, make sure the surface you are working on and your hands are absolutely clean. When considering which fold to use, remember to determine what will look best on an otherwise flat table. If the table has flowers and other decorations, napkins may look best lying flat on the show plate. Complex folds also require a long time to make – time is money. Some napkin folds can be folded in a quiet period and stored flat in stacks of ten for busy periods.

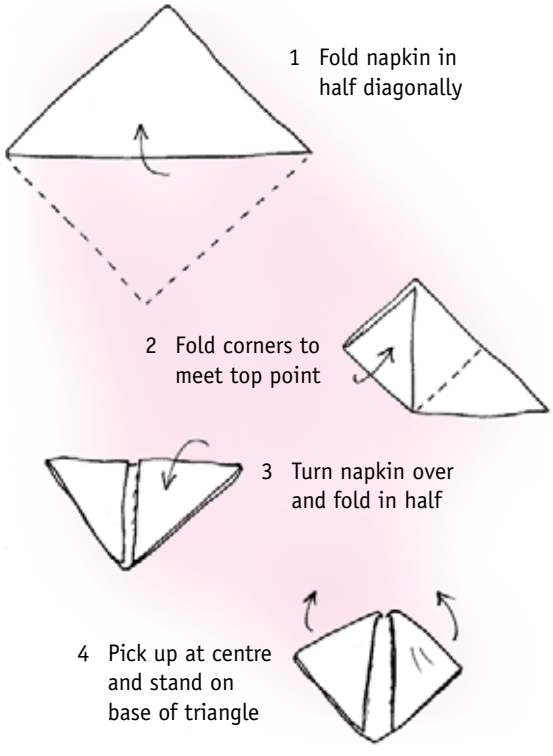


FIGURE 12.11
Pyramid fold

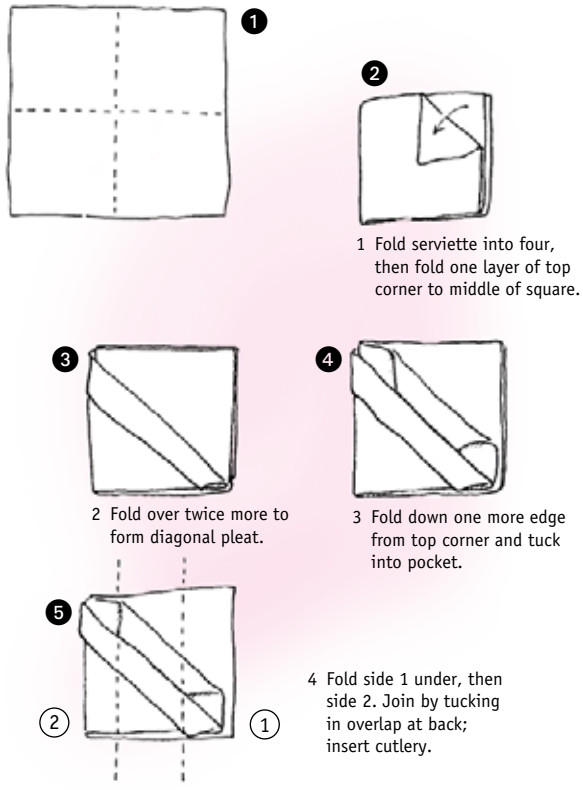


FIGURE 12.12
Bistro/buffet fold

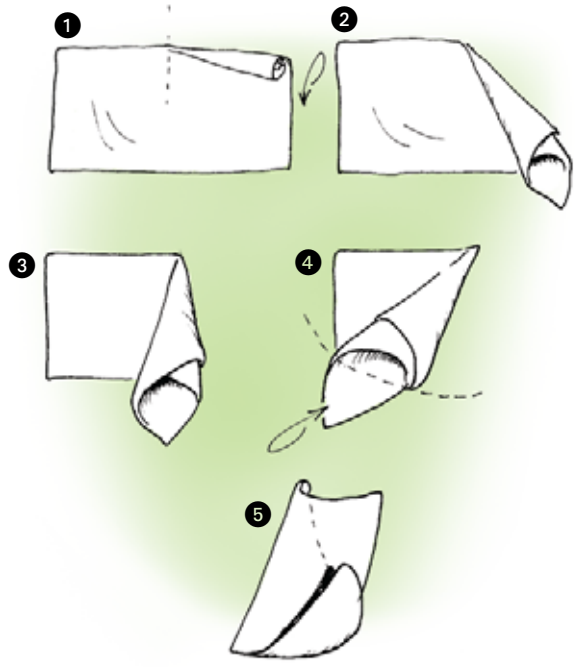


FIGURE 12.13
Cone fold

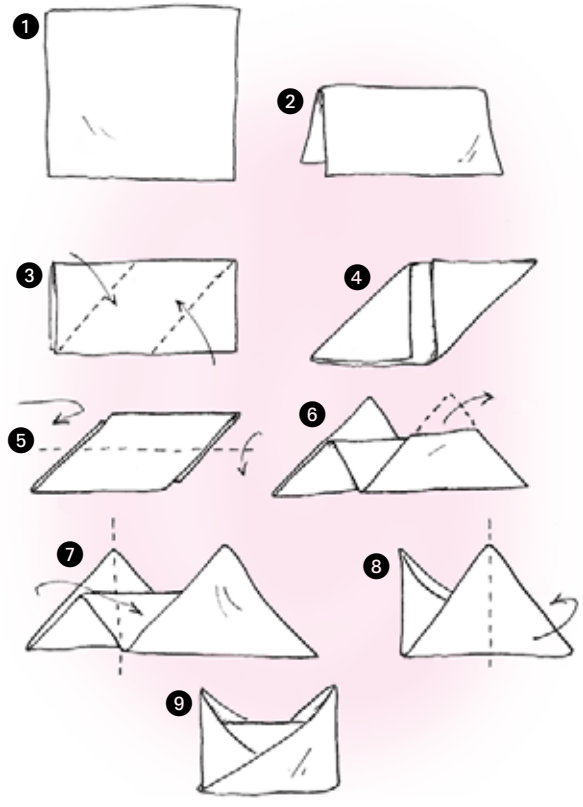


FIGURE 12.14
Bishop's hat fold

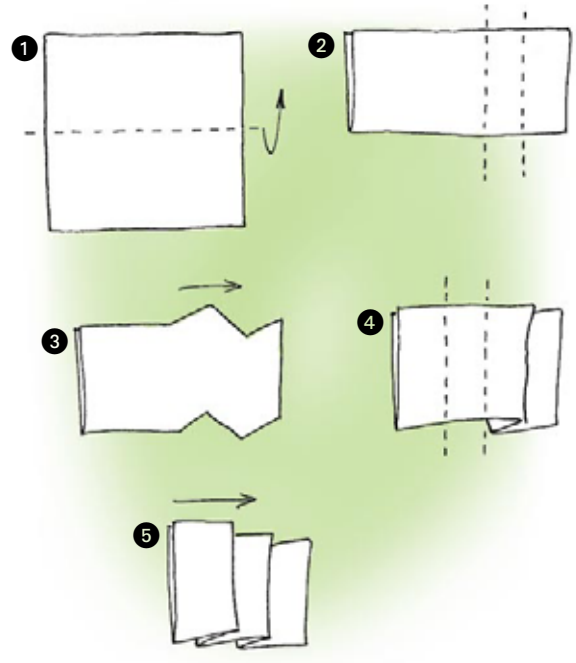


FIGURE 12.15
Triple wave fold

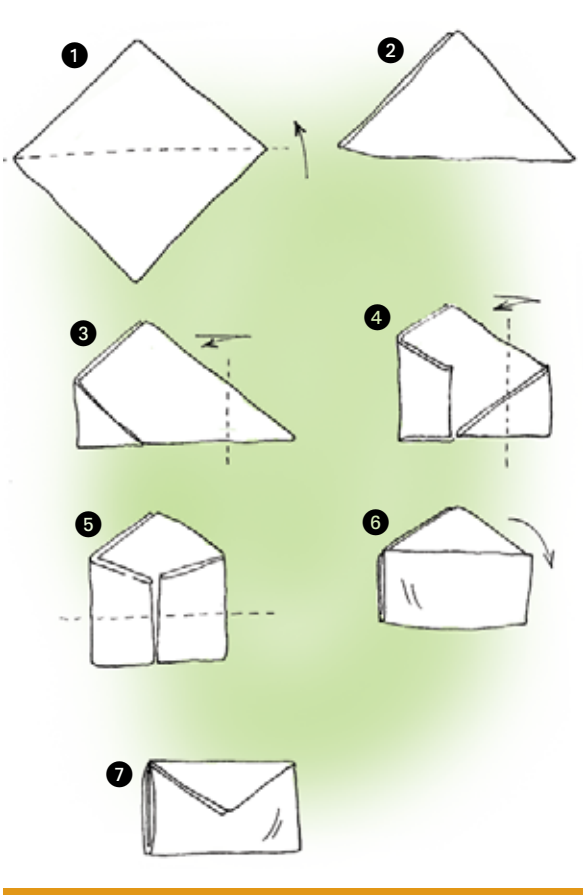


FIGURE 12.16
Envelope fold

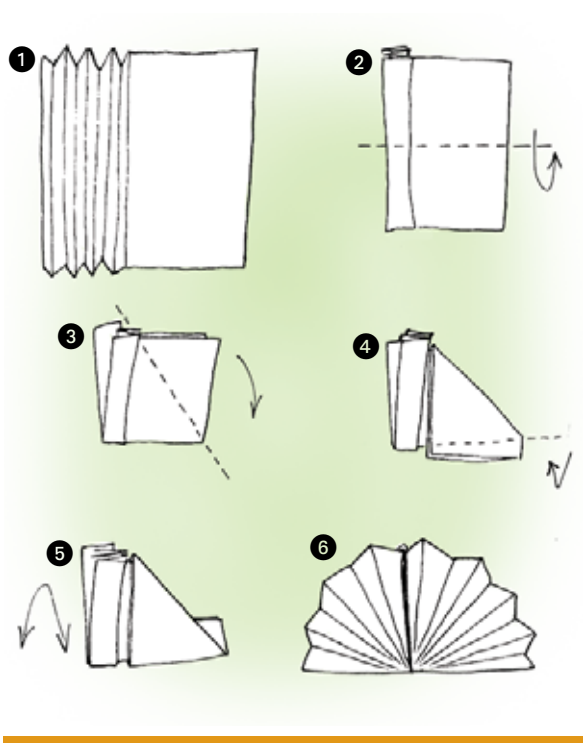


FIGURE 12.17
Fan fold

ACTIVITY 12.4

Demonstrate your ability to fold napkins by completing a sample of each napkin fold, using both paper and fabric napkins, to the required industry standard. Equipment required: fabric napkins and dinner-size paper napkins.

Additional service equipment

Condiments that could be required by the menu or guests, including mustard, sauces, vinegar, oil and relishes, should be cleaned and restocked. They should be stored at the service station on an underliner, ready for use. Smaller establishments may place the condiments directly on the table in a pre-determined position.

Tea and coffee facilities should be prepared by checking cleanliness and the level of water in the equipment. All the necessary tea and coffee required for service should be checked and replenished ready for service.

Menus and non-alcoholic beverage lists should be regularly checked for cleanliness as well as wear and tear. Any damaged, stained, or torn menus should be removed, as should menus that look 'tired' from too much use.

Display materials used on the tables to promote menu items, wines or coming events need to be checked for currency and cleanliness.

Floral arrangements need to be checked; remove and dead or dying flowers from the vases before placing on tables. Often water needs to be refreshed.

Table numbers should be placed according to the establishment's requirements. It is usual practice to have all the numbers facing the entrance to the restaurant. They should be clean and visible.

POS stationery should be checked often to ensure sufficient is available for the service period and when stocks are low, orders for more are placed.

Handheld ordering devices should be checked to ensure they are in good working order for the service period. Any problems should be reported so they can be dealt with efficiently.

Preparing service/wait stations before service is essential for the efficient movement of food in the restaurant.

The role of employees in quality assurance

Quality Assurance (QA) is the practice of managing the standard of services and products of an organisation. Businesses need to create specifications for measuring the quality of each service and product (e.g. each dish of garlic prawns must contain 10 king prawns). There should

be procedures in place in the establishment to regularly check that the quality standards are being met.

It is the responsibility of all staff to ensure that standards are met in an establishment – from the meals served to customers to the service provided to them. 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 in profits, leading to fewer jobs and possibly the eventual closure of the business.

Food safety standards

Food safety standards in Australia govern a number of areas relating to the service of food and beverages in Australia. Food Standards Australia New Zealand (FSANZ) is a food regulatory system operated by the Australian and New Zealand governments. Its aim is the development of effective food standards for Australia and New Zealand. The Food Standards website provides information on the standards that have been developed for various businesses in Australia and New Zealand. These (and other) standards are discussed fully on page 90 in Unit 6 and pages 180 of Unit 11.

Weblinks >> >

For information and specific details on FSANZ go to:

http://www.foodstandards.gov.au/thecode/foodsafetystandardsaustraliaonly/

ACTIVITY 12.5

Access the following website – **www.foodstandards.gov.au.** Find Standard 3.2.1 and investigate the requirements of this standard for Australian restaurants. Make a list of five requirements that food businesses must meet in terms of their food safety programs

Hazard Analysis of Critical Control Points (HACCP)

Hazard Analysis Critical Control Points (HACCP) is a system which provides a framework for monitoring the total food system – from harvesting to consumption – to reduce the risk of food-borne illness. Food safety standards provide a formal method for businesses to manage the safety of foods as it is prepared and processed within the business. HACCP are discussed fully on pages 183–185 of Unit 11.

ACTIVITY 12.6

Access Standard 3.2.1 at **www.foodstandards.gov.au** and investigate the ways in which food businesses must audit their food safety programs. In your own words, describe the three standards that need to be met during an audit.

Occupational Health and Safety (OHS) guidelines

The Australian Government has taken a proactive approach to providing safe and healthy workplaces for employees by creating OHS guidelines and regulations relating to a range of issues including the display of food and beverage items. These guidelines and regulations are discussed fully on pages 89–90 of Unit 6.

ACTIVITY 12.7

The WorkCover website **www.workcover.nsw.gov.au** provides guidelines relating to the display of food and beverage items. Access this site and check the guidelines.

12.2 Welcome customers

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, headwaiter 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). Enquire 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 if 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.

ACTIVITY 12.8

Role-play with members of your class the industry-accepted procedure for greeting and seating customers, including napkin laying.

- Equipment required: a copy of the sample reservation booking sheet for each student.

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.

Presentation of the menus

An à la carte menu will always be presented to customers as they will need to make their selections from this menu. Table d'hôte and set menus don't need to be given to guests as they have no selections to make from the menu.

Open the menu from the top with your right hand. Present the menu from the right side of the customer. If the menu is written on a portable blackboard, bring it to the table and position it securely and safely where everyone can see it. It is customary at this stage to explain the blackboard to guests. This is the opportunity to list and describe the specials of the day, house dishes and mention unavailable items.

Offer to take initial order for drinks and appetizers at this stage, then leave the guests to decide on their menu.

Good customer service practices

Knowledge of enterprise policies and procedures allows wait staff to work with an understanding of what they are able to do and not do. It is important that you do not step outside the boundaries of the position held within the establishment.

The wait staff of an establishment should consider themselves salespeople for the menu items. They should know about the composition, preparation, presentation and service requirements of every dish on the menu, as guests will often enquire about menu items before making their selection.

Some menu items are not always available and a professional waiter will always make themselves familiar with the availability of items on the menu. Each menu main course will have several components, such as accompanying vegetables, which the waiter should be able to describe.

Guests may also require a waiter to explain descriptions given on the menu, such as broiled or roasted. Thorough knowledge of the menu will help you sell different dishes and enable you to answer customers' questions to their satisfaction.

The best way to learn about the menu is to talk to the chef. Sometimes ingredients are not available for the chef to use and so a substitution will be made. You will need to ask the chef prior to service if there have been any changes. Many restaurants have daily specials, which are often advertised in the restaurant on a blackboard. People will ask about the dish, its cooking method, the cut of meat/fish used and what it is served with. You should find out this information from the chef before every service.

Take care to use language that is targeted to the specific customers making it easy for them to understand the dishes on the menu.

Waiters should be able to direct customers to facilities such as the toilets and the cloakroom. It is also helpful to possess general knowledge about the local area to assist customers with other questions they may have.

A friendly and courteous manner should be used with positive gestures and body language towards the customers. If issues arise try to have a prompt response to resolve them.

Customers appreciate follow-up after serving the meal. Waiters should check if the meal is to the customers' satisfaction to maximise customer satisfaction.

Information required by customers

Customers require wait staff to be able to:

- describe and recommend menu items
- know about the ingredients in menu items and possible substitutions that could be available
- recommend food and non-alcoholic beverage items that are available from discussions about customers' preferences. Recommendations may also be sought for complimentary selections to the foods ordered.
- explain specials including details of ingredients and preparation techniques
- know the location of customer facilities such as toilets, cloak room, smoking area. An ability to give specific directions to customers to these areas is also important.
- know the local area and be able to provide general information to assist with activities after meal service.

12.3 Take and process orders

When guests are ready to order, you should approach their table. You can often tell if patrons are ready to order by their body language – they may close the menu or signal you with a raised finger, a cough or a nod.

Systems used for taking orders

Manual order taking

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 to the cashier. The triplicate docket book allows one copy to go to the kitchen, one to the cashier and the last one is kept by the waiter to check the order.

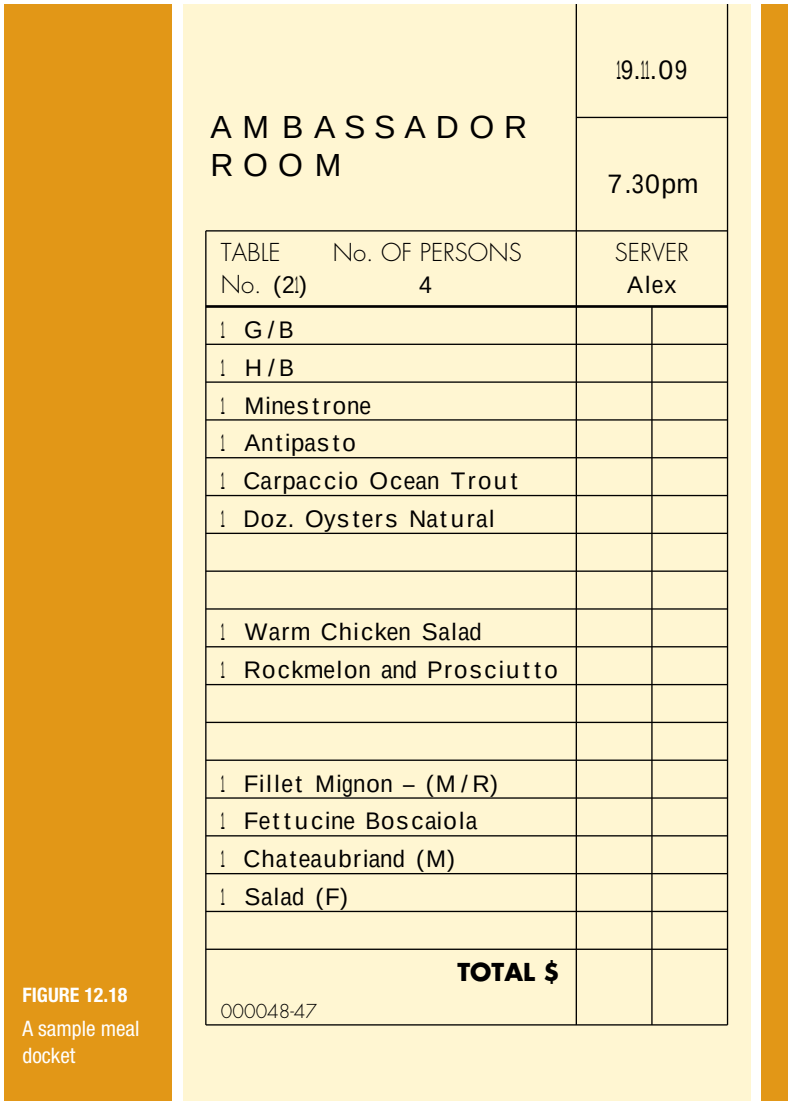
In smaller establishments, you will write the order on paper (either in duplicate or triplicate). With triplicate dockets, the waiter keeps the third copy for their own reference. When using duplicate dockets, the waiter has to rely on the rough copy for their reference. The docket is the principal means of communication between the waiter, the kitchen, the bar and the cashier. Dockets must be clearly written, using standard abbreviations, to avoid misinterpretation of the customers' requirements.

Electronic ordering

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 handheld computer at the table; in others the waiter transfers the order from their rough copy docket onto 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 is recorded automatically. The system automatically creates an account for the customers. This account is automatically updated as further orders are taken throughout the meal. When required, an itemised account can be printed for the customer.

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.



AMBASSADOR ROOM

19.11.09

7.30pm

TABLE No. (21)	No. OF PERSONS 4	SERVER Alex	
1 G/B			
1 H/B			
1 Minestrone			
1 Antipasto			
1 Carpaccio Ocean Trout			
1 Doz. Oysters Natural			
1 Warm Chicken Salad			
1 Rockmelon and Prosciutto			
1 Fillet Mignon – (M/R)			
1 Fettucine Boscaiola			
1 Chateaubriand (M)			
1 Salad (F)			
		TOTAL $	
000048-47			

FIGURE 12.18 A sample meal docket

Procedures to follow when taking orders

After giving guests their menus, you should approach the table within a reasonable time and enquire if 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 anticlockwise direction around the table, ladies first and finishing with the host. The establishment may have an alternative policy. The establishment 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 onto 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 then place a line through the box for the order or leave it blank. Rough copies can also be used for food and beverage orders.

Table No. ..... Persons .....

ROUGH COPY

1	
2	
3	
4	
5	
6	

FIGURE 12.19
A rough copy sheet

ACTIVITY 12.9

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.

The docket should be accurate, clear, concise and legible when presented to the kitchen to ensure the preparation of correct meals in the kitchen. When the meal is correctly ordered and prepared by the kitchen staff then there is likely to be a high level of guest satisfaction with the restaurant and the 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 the order is correct before it is passed on to the kitchen. The docket is also used to check the order is correct when collected from the kitchen.

Computerised orders should also 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 kitchen. This will then affect guests' overall satisfaction with the meal and the establishment.

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 for enjoyment of the meal.

Many customers have dietary needs that the wait staff should be aware of 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 item of the menu. This is gained through discussions with the chef or actually trialing the dishes on the menu.

Procedures for processing accounts

Presenting final account

The docket information is used to produce a very clear account. Any special requests that have influenced the price charged must be included. It is the wait staff's responsibility to check 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.

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 placed in a folder; or on a silver or china plate with or without a doily, according to the establishments requirements.

Place the account by the host, or if the host is not known, by 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 hover, expecting a tip. 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.

Methods of payments used by customers

Check with the establishment before processing payments as some allow only certain staff members to present collect and process payments.

Manual systems involve the waiter tallying all the individual items of the account. It should be checked before it is offered to the customers. Electronic billing machines have made processing accounts easier. Information is transferred from the waiter's docket directly into the machine. A check needs to be made that the correct information has been used before customers are advised of the amount. Computerised systems allow the total bill for accommodation, food and beverage to be collected centrally, and paid when the guest is checking out of the establishment.

When taking cash from customers, it is important that the notes are placed on a clip or on the till where it is clearly visible and separate from other monies. This will prevent misunderstandings. Process the sale on the cash register, checking the correct keys have been pressed at each stage before going further. Count the change in the least number of coins and notes possible. Count upwards from the amount due to the amount the customer has presented. Count the change again as you place it on the counter, tabletop, plate or tray, or onto the person's hand. Then place the note in the till and close the drawer. It is important to handle only one transaction at a time.

Many customers will elect to pay by using a credit or debit card. With electronic systems, check that the establishment accepts the card provided by the customer. 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 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 also 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. 'Chip and PIN' credit card readers are generally portable, meaning that the reader can be taken directly to the customer at their table, if required. When using a chip and PIN reader, be sure to insert the customer's card as shown (this may vary depending on the bank or financial institution) and pass to the customer so that they can enter their PIN when instructed on the display.

EFTPOS withdrawals can also used to pay for meals. These are handled in the same manner as processing credit cards. The customer may ask for 'cash out'. The policy of the establishment will determine if this facility is available to customers or not.

Some places may have a manual credit card machine. Firstly 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 onto the voucher, by running the imprinter over 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.

Credit note/gift certificates give customers a certain amount off their bill, while others award points or tokens towards a range of products, air travel etc. Always check with supervisors before proceeding.

Always check the establishment's procedure before you start. 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. Establishment guests may need to be asked to produce their key card before items are charged to their bill or you may need to telephone reception to confirm the person is staying in the hotel and it is acceptable for them to sign the bill.

12.4 Serve and clear food and drinks

Procedures for collecting meals from kitchen areas

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 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.

The three-plate technique – 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 finger. 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.

FIGURE 12.20 Two-plate carrying technique

FIGURE 12.21 Three-plate carrying technique

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.

ACTIVITY 12.10

Carry two dinner plates to serve guests.
The correct two-plate technique should be used.
Place a number of round objects on the on the plate (e.g. Jaffas or other round lollies), to ensure the plate is 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 industry), Jaffas or other round lollies.

It is important for food to arrive on the table as quickly as possible after it has been plated up. The speed of delivery of plates is important to ensure that the food arrives as hot or cold as appropriate to the table. Waiters are encouraged to carry as many plates as possible to each table to achieve this.

Delays to service can happen because of late bookings by customers. They may have to wait for a table to be vacated and then re-clothed before they can be seated. 'No-shows' is a term used for bookings that don't show up at the restaurant. If this happens, the establishment is entitled to fill the table from 'walk-ins' (people who walk in off the street, without a booking) after a reasonable amount of time.

Menu changes need to be very well organised as delays may occur or there may not be enough ingredients in the kitchen to cover the orders.

Check the presentation of foods

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 plate is appropriate for the temperature of the food (hot food is served on hot plates and cold foods served 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 are available to the customers.

Styles of service

Plate service

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 customers' right. The main item on the plate should be closest to the customer for ease of eating (i.e., the meat or fish portion is at six o'clock on the plate).

Semi-silver service is a very popular method of presenting food in Australia. The main item is plated and decorated by the kitchen staff and delivered to the table and the vegetables are provided separately. The waiter then asks the customers which vegetables they would like and serves them with a fork and spoon from the customers' left side (where possible). The waiter needs to be aware of the correct portion size for each person and the presentation of the food on the plate as they serve. Accompaniments such as sauces are offered as well. The time taken to serve the customers is important to monitor, as hot foods need to be hot at the end of service for the guests to eat.

Guéridon service

Guéridon service is the highest form of personalised service available in a restaurant. The preparation and serving of the dishes is carried out at the guests' table. Individual preferences for foods and sauces are catered to by the professional waiter or chef.

Originally guéridon service was provided using a small round table that was used at the guests' table to rest items before serving. A guéridon trolley can also be used. This trolley is specially designed and fully equipped for preparing food (such as filleting a fish before cooking it in front of customer), cooking and serving food as required. The use of a guéridon table or trolley enables the waiter to rest the platter of food and use both hands to prepare cold foods such as a Caesar salad with individually flavoured dressings. The guéridon can also be used by the chef or waiter to prepare hot foods in front of customers (such as crêpe suzette). This type of service requires the waiter to have special skills and a dramatic flair.

Full silver service

Waiters use a service fork and spoon to serve food directly from silver platters onto the empty plates in front of guests. The platter of food to be served is held in the left hand. The service spoon and fork is manipulated by the right hand. It is helpful if the waiter is able to use the service spoon and fork with either hand. The food arranged on the platter is shown to the host and guests. The waiter should then serve from the left of the guest, holding the food platter as close as is possible, and slightly

FIGURE 12.22
Silver service

overlapping the guest's plate. The food is transferred from the side of the platter closest to the waiter first, then working towards the front, closest to the guest's plate. The food platter is lifted up and not allowed to drag across the guest's plate when being removed.

Buffet service

Buffet service is the presentation of a range of foods on platters or in chafing dishes on a central table for the customer to make their own selection. Some buffets are serviced, where the expensive items are served by the waiter or chef, who may also carve roast meats. A buffet breakfast is a feature of many hotels and resorts. Buffet service is widely used in function situations and is ideal for efficiently serving large numbers of customers very quickly.

Cafeteria service

In cafeteria service, customers select their own food from a counter and take it to an eating area. In cafeterias, customers may have food served for them, partially served for them or they may select fully plated food. Skilled staff are faster at serving, so the turnover of customers is greater. With staff serving, the portion control is precise, while the customer still gets good value. Cafeteria service may also have some items served by staff, but customers help themselves to other items. Usually the items served are the expensive items, allowing staff to portion control the amount given each customer. Unassisted cafeteria style service is where customers serve themselves. The food is often fully plated, covered and waiting for the customer to select the plate.

Delivery of plates to the table

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 who causes an accident. Moving in different directions gives the impression of chaos and the symmetry of the service is lost.

When placing plates onto the tables, touch the table with your fingers, under the bottom of the plate and then move the plate off your fingers onto the table. Never leave a plate with any part protruding over the edge of the table.

The table should be rechecked to ensure the correct cutlery for each menu item is included in the setting.

ACTIVITY 12.11

Practise delivering three plates of Jaffas to a table of three people. Use the standard three-plate carrying technique but practise setting the plates on the table without losing any of the Jaffas.

Delays or deficiencies in service

If customers to the restaurant 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.

Late bookings may cause delays in the restaurant as tables may not have been dressed for them 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 off the street 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 all at the table.

Changes in the menu may mean that the wait staff will need to return to the customers to have them reorder from the menu. This delays service of meals for the table and can often lead to disputes with customers. 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.

Safe and hygienic work practices

Understanding of the importance of safe and hygienic work practices is essential within every facet of the hospitality industry. All staff must ensure 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 PPE
- safe and hygienic cleaning/sanitising practices – including avoidance of cross-contamination
- safe handling and disposal of linen and waste
- following food safety programs.

These work practices are discussed fully on pages 87–89 of Unit 6.

ACTIVITY 12.12

Demonstrate the correct procedure for washing hands in a restaurant.

Good customer service practices

Good customer service practices involve prompt responses to problems, the undertaking of solutions-oriented approaches to resolve problems and following up to maximise customer satisfaction.

Common causes of customer dissatisfaction and complaints

Causes of customer dissatisfaction and complaints are wide and varied. Some common causes of complaints include:

- dissatisfaction with poor or inconsistent service (e.g. unfriendly service, long waiting periods)
- products that are served incorrectly, or of a poor quality
- products that are served at the incorrect temperature
- prices – especially if the customer feels they have been overcharged.

Details of the customer complaint

Customer complaints should be dealt with according to the establishment's policies and procedures; this may mean they are referred immediately to the manager.

In establishing the details of any complaint, always use good questioning and active listening techniques allowing the customer time to finish speaking. Do not interrupt, even if you know that you will need to speak with a manager to handle the situation. Keep calm and remain polite.

It often helps to summarise and then clarify the issue with the customer. It is appropriate to apologise to the customer but do not admit that you or the establishment is to blame. Do not make excuses or blame someone else. Do not agree or disagree or argue with the customer. Customers are always right even if you disagree with them.

All details of the complaint should be recorded.

Discuss with customer the process of resolution that is used by the establishment. Thank the customer for bringing the issue to your attention.

If the enterprise policy states, then an effective response to typical customer complaints in tourism enterprises could be to provide another serving of the same dish or serving an alternative dish from the menu.

Amicably resolving customer complaints is invaluable in promoting goodwill, customer relations, publicity and promoting enterprise service ethic.

The procedure for handling customer complaints:

- listen
- acknowledge
- identify the nature of problem
- identify and agree on an acceptable solution
- take action
- record
- follow-up to maximise customer satisfaction.

For more information on dealing with customer complaints, refer to pages 32–3 of Unit 2.

12.5 Close down after service

Clearing tables and transferring items to appropriate location for cleaning

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 onto 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.

ACTIVITY 12.13

Set a four-person cover for a table d'hôte menu. Then, using the correct technique, serve and then clear all four plates from the table using correct industry procedures.

- Equipment required: set table for table d'hôte menu, four plates.

FIGURE 12.23 Plate clearing technique

Plates and cutlery are cleared after each course. This is done only after all the guests at the table have finished eating. Customers normally indicate that they have finished by placing their used cutlery together on the plate. If in doubt, ask the customer if they have finished before clearing their plate. Plates are removed with the right hand from the right side of the customer.

Transfer crockery, cutlery and glassware to the area where service ware 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 their handles up so that the areas that are eaten off are not handled by anyone.

Safe and hygienic disposal of items

The hospitality industry has become very aware of environmental issues, such as waste minimisation and emissions. Recycling has become an important issue to the Industry; it is often cheaper to have recyclables removed from the site than it is to have general waste removed.

ACTIVITY 12.14

Access **www.environment.nsw.gov.au** for their brochure '10 ways to green your club'; summarise the information on the ways Clubs are able to become environmentally friendly.

Food waste should be separated from the general waste. Leftover food cannot be recycled onto the table but can be used in worm farms to produce compost or fertiliser and to feed animals with a little change to the organisation within the establishment. Offsite organic waste facilities are also available which can turn organic waste into electricity. 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.

Disposables 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.

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. Aluminum is a recyclable product and should be separated from the general waste.

Damaged crockery or glassware should be disposed of separately as they can be recycled by companies such as Reverse Garbage into mosaics for craft workers.

Linen can be recycled into cleaning cloths or into 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, gaskets, boat decking and the inners for cricket and hockey balls.

You should be aware of the workplace/organisation policies and procedures for waste disposals and recycling waste materials.

Farewelling customers

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 if you can call transport for them. You must remember to thank them for their patronage, and to use customers' names if possible, in the farewell. Open the restaurant door to bid them farewell, if possible. If you are busy serving other guests when they depart ensure that you acknowledge their departure with a nod or a smile.

End-of-service procedures

Polish flatware and glassware as it leaves the dishwasher ready for the next service period. They should be handled appropriately so as not to have marks or fingerprints on them.

Replace folded serviettes, flatware and glassware into the allocated storage areas for the next service period.

Resetting and dressing tables

Select the correct size cloth for the table. The table top should be covered, with the points hanging equally over the legs of the table. The cloth should not drag on the floor. Ideally, cloths should come directly from the laundry in screen folds. The style of the cloth should suit the shape and size of the tables used in the restaurant. Linen should always be checked for cleanliness and damage before placement on a table.

ACTIVITY 12.15

Demonstrate how to set a table in an RSL bistro environment according to accepted industry practices.

- ☐ Equipment required: table and two tablecloths to suit, cutlery, crockery and glassware as required.

During service, soiled tablecloths are changed either due to major spills or as part of resetting tables. While guests remain in the dining room, the re-clothing of tables must be done quickly and quietly. At no stage of the re-clothing must the bare table top be exposed.

ACTIVITY 12.16

Set covers for four people for a table d'hôte menu. Then, using the correct technique, clear all four plates from the table correctly. Re-cloth the table, using the correct procedure and re-set for the breakfast à la carte menu.

- ☐ Equipment required: two tablecloths, table settings for four people, service tray and underliner.

STEP 1
Note the hand grip.

STEP 2
Place the table cloth over the end of the table while the soiled table cloth is still on the table. As you do this you should grip and retract the soiled table cloth. Table should never be visible.

STEP 3
Pull the clean table cloth towards you releasing it as you go. Do not reverse the soiled table cloth. Pull the clean cloth into the correct position and release. You should now be holding the soiled cloth only and it should be clear of the table.

FIGURE 12.24
Re-clothing the table

FIGURE 12.25
Handover processes are important to keep all staff informed

Standard timelines for set-up

When the restaurant is busy you should reset the tables as soon as they are vacated. A professional waiter will be able to change a crumbed tablecloth without revealing the top of the table. Towards the end of the service period, reset the tables for the next meal service with the appropriate cover.

When the service period has slowed and you are waiting for the last customers to leave, some staff may be reallocated to prepare the restaurant for the next service period. This will include polishing flatware (cutlery) and glassware, and carefully placing all serviceware, flatware and glassware items in the allocated storage areas. Restaurant tables should be checked for stability and cleanliness and then reset and dressed ready for the next service period with the appropriate equipment.

All equipment, such as the coffee machine and the bain-marie that were used in the previous service period, should be cleaned in preparation for the next service period. The general cleaning of the restaurant and customer facilities such as toilets and lounge areas as well as vacuuming the carpet should take place after all guests have left. All surfaces in the restaurant, including door handles and glass doors that may have been handled by customers and staff, should be cleaned thoroughly. Dirty linen should be gathered and sorted for cleaning if necessary. Each establishment will have procedures to follow at this stage, as it may be necessary to record the quantity and size of linen being sent for cleaning.

handover – occurs at the end of a service period when a new shift of staff arrives for the next service period

Handover processes for the next service

To **handover** the restaurant to the incoming shift of wait staff, it is important to provide information to them regarding stock availability and the necessity to purchase or replace equipment.

Linen stores should be included in your discussions, as they may need to be replenished during the new service period. Any forward reservations taken and any special requirements will need to be discussed with the next shift in the restaurant.

Checklists should be completed and handed over to the new shift to show exactly what has been completed.

Registers should be cleared and the money counted and matched according to receipts.

The importance of feedback

Sources of 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.

Feedback is a method of acknowledging work performance by evaluating the work performance of staff, with a view to improving overall work performance.

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
- Checking and preparing equipment for service
- Welcoming customers on arrival
- Providing information to customers on the menu
- Taking and processing orders accurately
- Systems for ordering in the establishment
- Collecting food and beverage selections from kitchen
- Serving food and beverage courteously
- Checking customer satisfaction
- Clearing tables
- Disposing of leftover food
- Recyclable items
- Farewelling customers
- Closing down the restaurant after service
- Setting up restaurant for the next service
- Reviewing and evaluating service with colleagues
- Handing over processes

Unit summary questions

1. Name the different service periods a restaurant may have available to customers.
2. Explain in detail how to dress a table for an à la carte cover.
3. Write a checklist for a restaurant to use when making the establishment ready for service.
4. List the items normally found in a service station.
5. Explain how the ambience of a restaurant is created.
6. Describe the preparation needed for the following items to be ready for service:
   - cutlery
   - crockery
   - glassware.
7. Explain the role of employees in the quality assurance of food and beverage service.
8. Explain the process of welcoming customers to the restaurant.
9. Describe how to present a menu to a customer.
10. List the sort of information customers may require from wait staff.
11. Explain in depth three different styles of service that may be used in restaurants.
12. Explain the situations that may lead to customer dissatisfaction.
13. Write a checklist for an establishment to handle customer complaints.
14. Discuss how a restaurant may be involved in recycling.
15. Why is it important that feedback be given for service in restaurants?

UNIT 13

FOOD AND BEVERAGE STREAM

Subject code:
SITHFAB010A

Prerequisite subjects:
This unit must be assessed after the following prerequisite unit:
- SITXOHS002A – Follow workplace hygiene procedures

Indicative HSC hours:
15 hours

Prepare and serve non-alcoholic beverages

Unit overview

This unit introduces the skills and knowledge required to prepare and serve a range of teas, coffees and other non-alcoholic beverages in a range of industry settings. Making and presenting tea, coffee and non-alcoholic beverages for customers within acceptable timeframes are important tasks in food and beverage establishments.

Employability skills

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

Key terms:

cleaning and maintenance of equipment
drink preparation methods
equipment
group handle
non-alcoholic drinks
presentation
safe and hygienic work practices
strength, taste, temperature and appearance of non-alcoholic drinks
tamper
tea and coffee

13.1 Prepare and serve a range of non-alcoholic beverages

There are many food and beverage outlets that offer non-alcoholic beverages, including tea and coffee. Boutique coffee shops are very fashionable. They are similar to cafés, but specialise in unusual varieties of coffee. They will often serve one-plate items such as cakes and sandwiches, rather than formal meals.

Food halls and food courts are set up in large shopping complexes and serve a variety of non-alcoholic beverages for shoppers. Food and beverages are purchased and taken by the customer to tables for consumption.

Take-away food outlets have seized upon the popularity of espresso coffee and now serve a variety of non-alcoholic beverages including espresso coffee.

Casual dining restaurants cover a wide variety of operations, including full table service. Customers are served by food and beverage attendants. They offer a wide variety of non-alcoholic beverages including espresso coffee.

Fine dining restaurants are formal restaurants with classical preparation and presentation of food with table service (sometimes including silver service or guéridon service). A wide variety of non-alcoholic beverages are available; some restaurants place a great emphasis on their coffee and tea service, employing baristas to prepare their coffees with all the skill and flair of an expert. Non-alcoholic beverages include:

Tea

- 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.
- Blended teas are made by mixing a number of teas from different sources together to produce a well-rounded flavoured tea.
- Darjeeling tea is a delicate tea with a light grape flavour. It is usually served as an afternoon or evening tea with either lemon or a little milk.
- Ceylon tea is grown in Sri Lanka. The tea may be made either in china or metal teapots. 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.
- Specialty 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 chamomile, 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.

tea – the dried leaves of a plant cultivated in sub-tropical Asia, used as an infusion to make a beverage

coffee – a natural product grown in tropical and subtropical areas; coffee beans are blended, roasted and ground to make a beverage

ACTIVITY 13.1

Access the Dilmah Tea Company website **www.dilmah.com** to investigate the tea production process in Ceylon. Explore the issue of the sustainability in relation to the tea industry.

FIGURE 13.01
Boutique coffee shop in a shopping complex.

FIGURE 13.02
Varieties of tea

ACTIVITY 13.2

Access the Koala Tea Company at **www.koalatea.com.au** to investigate the range of organic herbal teas available in Australia.

- Fruit teas are also very popular and include varieties such as cherry, lemon, blackcurrant, mandarin and orange.
- Green tea is an unfermented tea with leaves that keep their green colour. The leaves are steamed, rolled and dried but not fermented.
- Floral teas are made from edible flowers such as camomile and jasmine and have become very popular recently. They are usually consumed without milk or sugar.

ACTIVITY 13.3

Access the Madura Tea Estates website at **www.maduratea.com.au.** Look in their customer service section where you will find FAQs.
See how much you know about tea on the quiz.

Coffee

- Instant coffee (granules or powder) is still commonly used in homes around Australia. It is made quickly by pouring boiling water over freeze-dried vacuum packed coffee.
- Plunger or cafetière coffee is made by adding just-under boiling water to coarsely ground coffee in a heatproof glass container. The plunger unit and lid are positioned and the customer completes the process by pushing the tight-fitting plunger to the base of the container after the coffee has brewed for a few minutes. The coffee grinds are collected under the strainer and pushed to the bottom which leaves the coffee free of grinds.
- Percolator coffee was popular in Australia in the 1970s. The percolator forces almost boiling water up into a basket that contains coarse coffee grinds. The brewed coffee collects in the bottom of the percolator. The process is repeated several times.
- 'Kona' style coffee is similar to percolated coffee in action. The lower bowl is filled with cold water, the filter is placed in the upper bowl and the required quantity of ground coffee is added. It is then placed on top of the lower bowl and the water is heated. The hot water circulates to the top and filters down through the coffee grounds.
- 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. 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 liquid coffee for one cup, sealed to retain freshness. Numerous styles of coffee can be made by purchasing different pods.
- Espresso coffee involves the passing of just-under boiling water (82°C) through finely ground coffee and infusing it under pressure. Each cup is made freshly for the customer. Espresso coffee is served in a variety of styles, including espresso (short black), espresso macchiato (short black with a dash of milk froth),

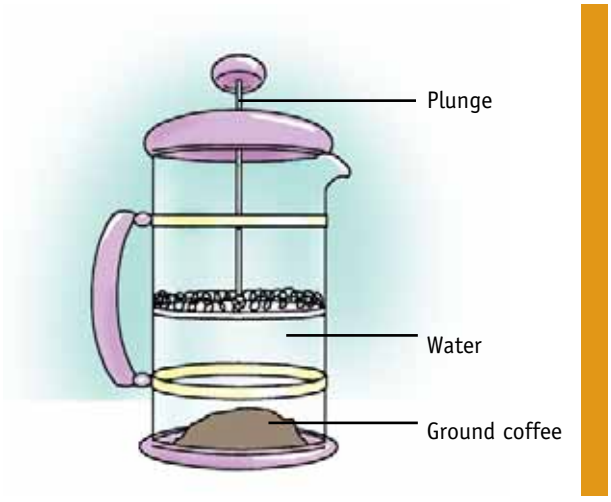


FIGURE 13.03
The plunger pot

espresso *doppio* (double shot of espresso), cappuccino (with heated milk and froth) and café latte (with heated milk) to name a few.

For more detailed information on preparing and serving espresso coffee, refer to Unit 12 – Prepare and serve espresso coffee (SITHFAB012A) – on the Cambridge Hospitality Teacher CD-ROM.

- Greek/Turkish coffee is made in the traditional *Ibrik* (or Greek *briki*). The *Ibrik* is a tall long-handled copper or brass-plated pot with a narrow neck. 85 ml of water is used for each demitasse cup, 1 heaped teaspoon of very dark roasted coffee and a heaped teaspoon of sugar for each cup. Bring this mixture to the boil over medium heat. Pour half the coffee into the demitasse cups. Return the remaining coffee to the boil, and then remove from the heat. Spoon some of the creamy foam over the coffee in the cups. Do not mix the coffee once it is in the cups.

  The coffee is boiled with sugar for happy occasions such as weddings and without sugar for sad occasions such as funerals.

  The coffee is usually served with a small glass of water and often Turkish delight. It is never served with milk or cream. Crushed cardamon and orange blossom water can be used to spice the coffee.

Milkshakes and flavoured milks

- 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 milkshake mixer or a blender, which is usually located in the bar or still area.

Smoothies

- Smoothies are a combination of fruit and dairy products such as milk, ice cream or yoghurt, which is blended until thick and smooth.

FIGURE 13.04
Turkish Ibrik

FIGURE 13.05
Milkshakes are served in tall glasses.

Hot chocolate

- Hot chocolate is made by blending chocolate powder or liquid chocolate with cold milk and then heating, or mixing with hot frothy milk.

Iced coffee and chocolate

- Iced coffee and iced 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 powder.

Juices

- Freshly squeezed juices such as orange, pineapple, grapefruit and carrot are very popular and commonly enjoyed for breakfast. There is currently a trend in five-star establishments where customers freshly squeeze their own fruit and vegetable juices. In these cases, the juicer would be located in a convenient position with a display of fruit for guests to combine.

Health drinks

- Health drinks have gained popularity with specialty juice cafés, such as 'Boost Juice'. They provide combinations of exotic fruits and vegetables, including beetroot, carrot and celery.

Frappés

- Frappés are frozen flavoured blends of whole fruits such as mango, pineapple and strawberries with crushed ice. They have a slushy consistency.

ACTIVITY 13.4

Access the Mocafe website **www.mocafe.net** and list the frappe mixes that are available for companies to purchase.

Children's specialty drinks

- Children's specialty drinks are those made specifically for children. They include spiders, which are made from fizzy soft drink such as creaming soda, lime or cola with ice cream.

Cordials

- Cordials and syrups are not usually served as drinks in their own right but are generally used as flavourings for soda water. Commonly found in bars are lime cordial and raspberry cordial. Syrups may also be

FIGURE 13.06
Staff should have a good knowledge of drinks available in the establishment

used as flavourings for milkshakes and some types of coffee.

Water

- Water is dispensed from the bar. It is usual that still, carbonated and mineral waters are available at all times for customers. Chilled water is often served at the start of a meal, especially if the weather is hot.

Carbonated beverages and soft drinks

- Carbonated waters dispensed from the bar include soda water (colourless and tasteless), tonic water (colourless and 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 and perhaps ginger beer.

Mocktails

- Non-alcoholic cocktails (mocktails) are prepared from a variety of non-alcoholic ingredients and presented to resemble cocktails.

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 slop 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).

Preparation and maintenance of equipment

All the storage areas need to be kept spotless. Particular attention needs to be given to the interiors of refrigerators and chillers. Regular checks of the temperatures of the refrigerators (below 5°C) and freezers (-18°C or below) should be undertaken. HACCP requires the temperatures to be checked and logged regularly according to the enterprise procedures. All equipment should be regularly maintained. A maintenance schedule must be provided by the establishment. Tea and coffee cups may develop discolouration due to tannins in the coffee or tea served in them. This will affect the appearance and the flavour of the tea, so it should be removed by scouring and soaking in bleach. After soaking, rinse well and then put them through a dishwashing machine to remove all traces of the bleach. Spent grinds and tea leaves from the pots served to customers should be disposed according to environmental guidelines. Avoid putting them in the sink as they can easily block it; they are able to be recycled as mulch in gardens. Stands or mats may need to be used on the table to protect the tabletop from the heat of teapots, hot milk pots and coffee pots. Check that they are clean and free of food before using. The work station should

FIGURE 13.07
A variety of glasses

FIGURE 13.08
Tea and coffee are often set up on a tray for service on the table. The tray will need an underliner, before the tea/coffee items are placed on top.

be refilled with the cups, saucers, spoons, sugar bowls or dispensers, teapots, milk jugs and hot water jugs before service. Ample stock requirements for the range of non-alcoholic beverages served at the establishment, for the next service period.

Preparation of garnishes

Non-alcoholic beverages are often garnished with fruit. Always choose fruit that is firm, unblemished and has a good colour. Wash fruit carefully just before use to remove all traces of pesticides and fertilisers. Fruit may be sliced, twisted, or combined with other fruit, such as pineapple and a glace cherry, to provide contrast. Glasses may be frosted by dipping the rim lightly in egg white or water and then in sugar, coconut, instant coffee or drinking chocolate.

Selecting equipment

The final presentation method to be used is determined by the establishment. Standard recipes should be followed to ensure consistency of product to the customer at all times.

Tea and coffee making equipment

- Grinders are required for grinding fresh coffee beans, the final step before being able to brew coffee. Grinding releases the flavour from within the coffee bean. The grinder is made up of two parts – the hopper and the doser. Beans are placed in the hopper ready for grinding. The ground coffee is held in the doser ready for use. Grinders selected should be able to grind the coffee beans to the requirements of the establishment's coffee-making equipment. The grinder should be serviced regularly, otherwise the blades wear out, which affects the size of the grind, and produces a burnt-tasting coffee.

Each coffee brewing method requires a different type of grind – from fine to medium to coarse. Coarse grinds are used in longer brewing process e.g. when using a percolator, while fine grinds are used when a fast release of flavour is required in brewing.

Cleanliness is essential, as the oils left from the grinding of the coffee beans can become rancid. The coffee bean hopper should be emptied every day and the beans stored in airtight containers.

ACTIVITY 13.5

Access the Lavazza website at **www.sovrana.com.** Read the information titled 'Trouble shooting for grinders' and summarise the key information into a table.

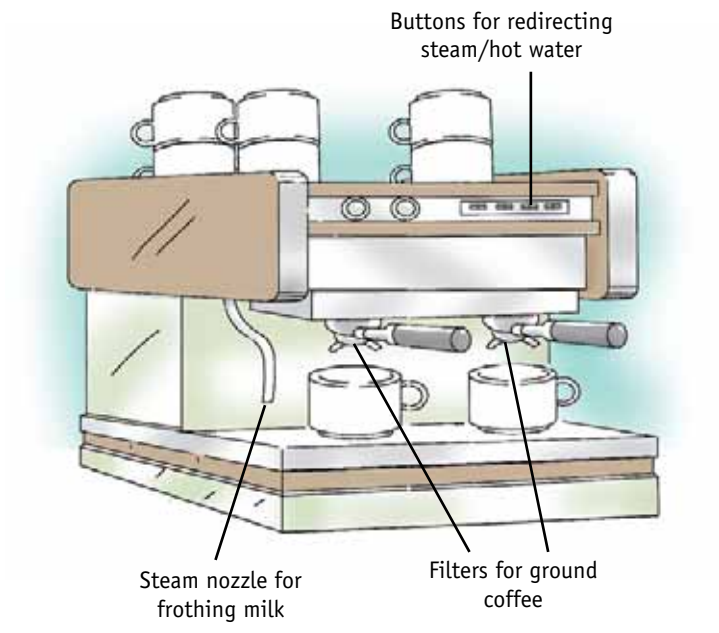


FIGURE 13.09
An espresso machine

- Percolators and urns are not easy to clean as they are electric and are not submersible in water. The invisible film left by coffee liquid can ruin the flavour of any successive coffee. Any surface touched by coffee grounds should be washed with a mild detergent and rinsed well to avoid tainting future brews. Percolators and urns are selected to suit the amount of boiling water necessary for each service period. They should also fit into the allocated space on the counter.

  Kettles/heating equipment is available to heat smaller amounts of water than an urn. Wipe clean at the end of each service period.
- Drip filter systems need to be purchased to suit the size of the establishment and the number of coffees to be served. Large sizes are available if they are to be used to serve many customers at one time, such as at a breakfast buffet. Drip-filter machines need to be descaled regularly to prevent internal calcium build up. Clean and rinse the jug after every use. Do not allow the spray head to become clogged with coffee grounds. Clean regularly with a soft cloth. The hotplate will heat more effectively if it is regularly cleaned of coffee residues.
- Coffee machines are a feature in modern food and beverage establishments. Wait staff should be familiar with the operation of the machine and the variety of coffee that the establishment serves. After every order water should be run through the group head to flush out any previous coffee from the head. Wipe the steam wand after every use with a damp cloth to prevent the build-up of cooked milk on the wand. Coffee machines need to be cleaned daily. The drip tray should be removed and cleaned and the machine should be wiped over with a damp cloth. The espresso machine should be back-washed every day at the end of service with the cleaning solution approved by the manufacturer.

Weblinks >> >

Access the Lavazza website at **www.sovrana.com**. Make a copy of the table 'trouble shooting for espresso machines'.

- Plungers in restaurants are individually sized for each order. Plungers are not easy to clean as the coffee grounds can get caught between the mesh and the metal disks on either side of the plunger. They should be unscrewed after each use and cleaned with a brush. When pressing the plunger down, be careful to press straight down (not at an angle), minimising the risk of breaking the glass.

Cold drink equipment

- Juicer selection depends on the method of serving juices in the establishments. If juices are purchased bottled then there may be no need to purchase a large juicer. Juicers need to be cleaned carefully after each service period. Juicing machines need to be disassembled and all parts checked for food residues and cleaned. Always reassemble these machines carefully to ensure all parts are replaced according to manufacturer's instructions, to avoid accidents and damage.

- Commercial milkshake machines should be purchased for hospitality use, as they need to be able to cope with heavy demand. Milkshake makers should be routinely wiped after each use. Water can be used to clean the mixer arm. The container used to make the milkshake should be carefully washed after each use in hot soapy water and rinsed thoroughly.
- Commercial blenders should be purchased for hospitality use, as they need to be able to cope with heavy demand. Blenders are often used to combine ingredients for smoothies. They should be dismantled after use and washed carefully. They should be thoroughly rinsed clean of detergent and allowed to dry.

Hot and cold crockery or glassware

- Teapots are available in a variety of sizes; the size needed depends on the style of service. Individual pots and two-cup pots are the usual size for the table, however much larger teapots may be needed for functions. The interior of a teapot becomes covered in tannin over time and repeated use will make the tea bitter. Clean using four teaspoons of bi-carbonate of soda added to water and left to soak. Then scrub and rinse well before returning to use. If detergent is used it should be rinsed very well to remove all traces as it affects the flavour of the tea.
- Refrigeration facilities are usually located under the benches and must be kept clean, inside and out. Door seals need to be regularly cleaned, to prevent deterioration. Rotation of stock needs to be practised on a first in, first out basis. New stock should be stored behind the old stock.
- 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 keep a 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 enterprises, procedures for cleaning the post-mix system.

Establishing customer preferences

Customer preferences, needs and expectations are established through active listening. Active listening 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 and non-verbal signs from them should be recognised. The raising of a finger or hand may indicate the customer requires assistance.

Good communication skills are necessary to determine the drink requirements including the number of beverages to be ordered, to ensure the correct quantity of ingredients are prepared and to be able to clarify any special requests that are made by the customer.

Always provide an opportunity for the customer to confirm their order, by going through what you have recorded before you leave the table.

The ability to match preferences, needs and expectations with the most suitable product or service by knowing customer and product/services will provide an exceptional experience for the customer. Remembering regular customers' preferences ensures repeat business.

Procedures for the preparation of a range of non-alcoholic beverages usually follow establishment practices, including the use of recipe cards. These should contain the storage requirements for all commodities as well as their location. The ingredients and amounts should be listed on the recipe cards for all beverages served in the establishment. The equipment required to make each of the beverages should be readily available, clean and maintained as per the manufacturers' instructions. The final presentation method used for each beverage should be shown on the recipe cards, usually with a photograph.

Preparing non-alcoholic beverages

Making tea

Tea should be stored in a dry, clean, covered container in a well-ventilated area, away from excess moisture and away from 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 13.6

Make a single pot of tea according to industry standards and present it on a tray for service.

An awareness of the key principles of making coffee

Coffee should be stored in an airtight container, in a well-ventilated room. Keep the container away from moisture and strong-smelling foods.

1. Always use clean fresh water.
2. Use freshly roasted and ground coffee.
3. Select the correct coffee grind for the type of equipment/machine to be used.
4. Ensure all equipment is clean before use.
5. Select the correct coffee grind for the machine.
6. Store ground coffee in an airtight container.
7. Use the set ratio of coffee to water – from the establishment's requirements
5. Add just-under boiling water to coffee and allow it to infuse. Remember 'to boil coffee is to spoil coffee'.
6. Infusion time must be controlled according to the type of coffee and method of making.
7. Strain and serve within three minutes.
8. Offer milk or cream separately, as well as sugar and sugar alternatives.
9. The best serving temperature is 82–87°C for the coffee and 68°C for the milk.
10. Never pour brewed coffee back through the spent grounds to strengthen it or re-use the spent grounds.

ACTIVITY 13.7

Make a plunger coffee for two according to industry standards and present it to a customer.

Industry standards for the strength, taste, temperature and appearance of espresso coffee

Making good coffee requires some basic knowledge and practice to perfect – a clean coffee machine, high quality coffee beans, clean and fresh water, good pressure and consistent brewing temperate are all important. In order to produce espresso coffee to industry standards, it is important to use consistent measurements and processes:

- **Dosage** – 7–8 grams for a single espresso, 14–16 grams for a double espresso. Always make sure that the compartment in the coffee grinder is full and dispenses a full dosage. It's really important that you use the same amount of coffee each time. Be consistent with the dosage.
- **Fineness of coffee grounds** – correct fineness results in an extraction time of 20–25 seconds. Fineness will control the speed at which the flavour is extracted from the coffee grounds. The fineness will also determine the flavours that will be extracted from the coffee.
- **Amount of water** – 20–25 ml for a single espresso, 40–50 ml for a double espresso

Making an espresso

It is essential that the espresso coffee be correctly prepared before preparing any other coffee on the machine.

Steps for making an espresso:

1. Use a pre-heated demitasse cup.
2. Dose a single group handle with seven to eight grams of coffee from the grinder.
3. Evenly distribute coffee in the group handle.
4. Tamper the coffee well.
5. Wipe the rim of the filter cup and place in the group handle.
6. Place the empty heated cup under the coffee spout.
7. Turn on coffee shower and it should fill in 20–30 seconds with 20 to 25 ml of coffee.

group handle – a device that contains a metal filter basket that holds the ground coffee

tamper – a device used to compact and flatten coffee grounds

Problem solving in beverage making

Making beverages requires practice and, when inexperienced, you may encounter problems. Here is a guide to solving some of the common ones.

FIGURE 13.10
An espresso coffee machine

TABLE 13.01
Problem solving for beverage preparation

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

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 to be used for each beverage.

The decorative service of the coffee can be part of the establishments' procedures. Different decorations on the top of the beverage are often used to indicate the 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.

Serving non-alcoholic beverages to customers needs to follow the enterprise's procedures, which should include how to call in the order for it to be made up for the table. Instructions should also be given on how to deliver the order to the table. The order is usually delivered to the table on a service tray. 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 as it is easier. Then slide the tray into the palm of your left hand, 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.

Serve the person on the right of the host first, and then serve in an anti-clockwise direction in an unbroken chain. Serve the drink to the right hand side of the customer.

13.2 Use, clean and maintain equipment and machinery for non-alcoholic drinks

Safe and hygienic work practices

The enterprise's safe work practices and procedures 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 manufactures' instructions should be followed. The machinery should be used for the purpose that 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; remember correct manual handling techniques.

Personal hygiene throughout the service should be covered in the enterprise's policy and procedures. It should include hands being washed often using correct hand washing procedures. Your mouth should not be touched during food service. Coughing and sneezing spreads germs so always use tissues and wash hands thoroughly afterwards. Remember to shower and/or bath daily and use deodorant. Always cover cuts and sores with waterproof dressings that are changed regularly. Use disposable gloves if handling food. Advise employers immediately if you have an illness like vomiting or a contagious medical condition which could impair your ability to handle food safely.

Before using equipment, training should be provided by the establishment. Always follow the manufacturer's instructions for use and only use the equipment for the purpose for which it was designed. Equipment should be cleaned regularly – after making each beverage, and at the beginning and end of every shift. Safe work practices should be followed according to the individual establishment's policy to prevent injury, including burns, scalds and cuts.

Equipment faults and malfunctions

Equipment faults and/or malfunctions should be reported immediately to your supervisor. It is up to the supervisor to follow up with the maintenance department, or the manufacturer, if the equipment is still under warranty.

For full details relating to safe and hygienic work practices, refer to pages 90–97 of Unit 6.

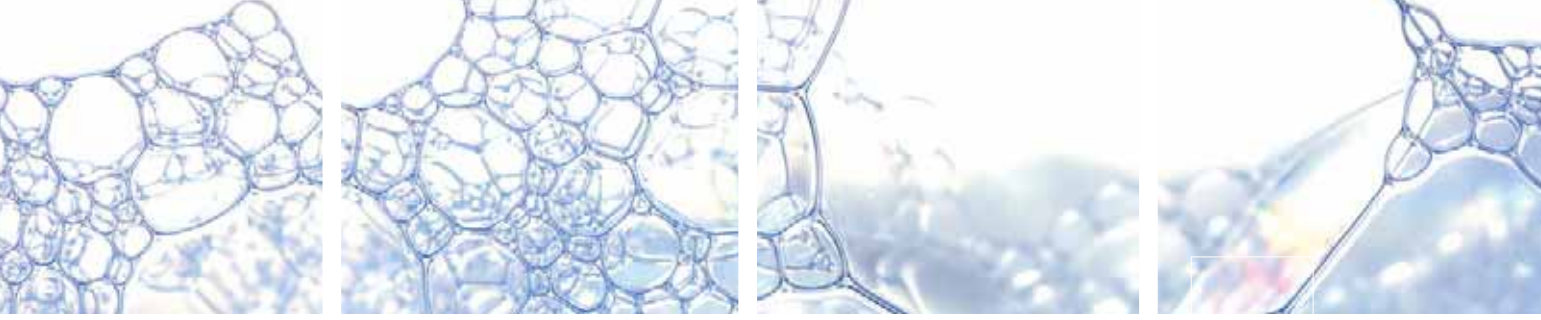
Unit summary

At the completion of this unit, students 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 machinery according to enterprise practices
- Preparation of drinks correctly, 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 garnish attractively where appropriate, according to enterprise standards
- Use of machinery and equipment safely according to manufacturer specifications and hygiene and safety requirements
- Cleaning machinery and equipment regularly and maintaining them according to manufacturer specifications and enterprise cleaning and maintenance schedules
- Prompt identification of problems and how to report them to the appropriate person

Unit summary questions

1. Name some varieties of tea that are now available in supermarkets.
2. List the steps for making a pot of tea for two.
3. List the equipment for beverage service that you would find in a work station in a restaurant.
4. Discuss the cleaning and storage of the following pieces of equipment:
   - grinder
   - coffee machine
   - juicer
   - teapot
   - post-mix systems.
5. Discuss personal hygiene for beverage service personnel.
6. Describe how to take a beverage order from four customers at a table.
7. List the steps for making an excellent cup of espresso coffee.
8. Suddenly the hot beverages you are making are all curdling. What could be the cause?
9. Describe safe work practices when using machinery and equipment for beverage service.
10. You discover a fault in a piece of machinery. What should you do?



FOOD AND BEVERAGE STREAM

UNIT 14

Clean premises and equipment

Subject code:
SITHACS006A

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

Indicative HSC hours:
10 hours

Unit overview

This unit introduces the knowledge required to carry out general cleaning duties within a range of hospitality and tourism enterprises. This unit should generally be undertaken in conjunction with other specialist units.

It is an essential requirement for all tourism and hospitality establishments to ensure they maintain cleanliness at an extremely high standard. In order to ensure that all cleaning procedures are completed and equipment is used correctly, businesses should follow the specific requirements set down by the State/Territory Occupational Health and Safety legislations.

Employability skills

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

cleaning duties – allocated tasks assigned for ensuring a designated space is free from dirt, stains and impurities

Key terms:

cleaning duties
cleaning agents and chemicals
cleaning processes and procedures
equipment
equipment faults
hazards
occupational health and safety
safe work practices
wet and dry areas

14.1 Select and set up equipment and materials

The importance of cleaning services to quality of service

Cleaning is necessary to ensure that hygiene and safety levels in the hospitality industry comply with legislation and regulations. Cleaning and regular maintenance creates a positive impression for customers and extends the life of the equipment or materials being cleaned.

Safe and hygienic work practices and procedures

When cleaning different areas and equipment at work, it is important that you follow safe and hygienic work practices and procedures (including OHS standards and personal hygiene) so that you do not injure yourself, your colleagues or customers.

When cleaning, you are also responsible for the equipment you are using – some of which can be very expensive to repair or replace – so it is important that you are familiar with the correct ways in which to operate equipment safely and effectively.

For full details relating to safe work practices, refer to pages 70–72 of Unit 5, and pages 139–142 of Unit 9.

ACTIVITY 14.1

You are an instructor giving a lecture to a group of 20 apprentice chefs on safe work practices.

☐ Design an A4 handout that will teach them safe work practices. Include details on each practice; diagrams and drawings would also be useful.

Environmental legislation relating to cleaning premises and equipment

There are a number of national and state acts, regulations and codes that govern the ways in which cleaning agents and chemicals are made, used and disposed of. Their central aim is the protection of the environment.

Some of these include:

- *Protection of the Environment Operations Act 1997* (NSW) (and amendments)
- *Protection of the Environment Operations Amendment Act 2005*
- *Codes of Practice (WorkCover NSW) – Control of Workplace Hazardous Substances*

Refer to pages 138–139 of Unit 9 for full details on each of these pieces of legislation.

Cleaning equipment and materials

Cleaning equipment used varies depending on the area to be cleaned and the size of the establishment. Cleaning equipment can either be electrical or manual.

Electrical cleaning equipment includes:

- **vacuum cleaners** – remove dust and dirt from carpeted areas
- **automatic scrubbers** – buff, scour and scrub floors prior to polishing
- **polishing machines** – used after sweeping and mopping to give a high sheen, and protect floors from scratches and scuff marks.

Manual cleaning equipment includes:

- **brushes and brooms** – brushes clean marks from floors and other items; brooms are used to sweep dirt and dust from floors
- **mops, buckets and pans** – mops are used to wash floors
- **cloths, rags and dusters** – used to clean a number of different surface areas. They can be used wet or dry and come in a range of varieties (including lint-free) to fit different jobs. Dusters are used to remove dust that has settled. Floor rags are specifically used for floor areas.
- **window squeegee mops and extension poles** – used to wash and dry glass and mirrors. The extension allows the operator to reach high and difficult areas.
- **syringe bins and tongs** – used for the collection and removal of medical waste and used syringes
- **garbage receptacles** – containers for waste products that can be used during the cleaning process
- **sanitary disposal systems** – positioned in female toilet areas for hygienic disposal of sanitary products
- **cleaners' trolleys** – carry all equipment needed for the cleaning of specific areas
- **chemical dispensers** – used to dispense specific amounts of chemicals to ensure accuracy and safety
- **sinks and sluice sinks** – sinks are used for a range of cleaning purposes and removal of rubbish
- **storage areas** – ensure safe storage of goods and products
- **toilet brushes and toilet cleaning cloths** – used specifically for toilet cleaning.

Equipment checks

Before operating any equipment in the workplace (either electrical or manual) it is important that you check that it is in safe working condition.

Equipment should only be used as intended by the manufacturer. Before beginning any task, knowledge

of the use of the equipment and the proper cleaning procedure is essential. Training should be undertaken prior to using any large cleaning equipment, such as floor polishers and vacuum cleaners.

Check that there are no worn, missing or broken components that could make the equipment dangerous to use. In some circumstances, equipment may need to be adjusted to suit the sizes of different people (e.g. vacuum cleaners that are worn on backs, variable height setting on floor polishers). Adjustments should always be made before starting work.

As long as equipment is used correctly and safely, risks will be reduced. Supervisors can assist to ensure that usage of equipment, cleaning of the equipment and storage of the equipment meets the industry/manufacturers standards.

After using equipment, it should be returned to the storage area. This means ensuring it is placed in the designated area for storage and is free from faults (or has had faults reported to the supervisor for maintenance and/or repair).

If equipment needs repair or replacement, the appropriate personnel need to be informed. Report problems directly to your supervisor/manager, maintenance officer or the manufacturer, according to OHS guidelines.

FIGURE 14.01
A vacuum cleaner

FIGURE 14.02
A mop, bucket and cleaning products

Cleaning agents and chemicals

Cleaning agents and chemicals are substances used to remove dirt, dust, stains, and bad smells from a range of different objects. Cleaning agents help reduce the spread of dirt and contaminants and are key to maintaining a safe and welcoming environment for guests.

The main function of chemicals in the cleaning process is to break down soils and stains. Water is not always sufficient and is not always appropriate. Various cleaning agents and chemicals are used depending on the surface to be cleaned.

It is up to individual businesses to determine the products that are right for them. Many businesses select products based on their cost, performance, versatility and supplier.

The following types of cleaning agents and chemicals are used within the industry:

- **General and spot cleaning agents** – for all general-purpose cleaning and everyday cleaning.
- **Cleaning agents for specialised surfaces** – these include window and glass cleaners. Specialised

FIGURE 14.03
Cleaner's trolley

cleaning agents can be cream or liquid in form and are generally designed to be used on specific types of surfaces and equipment (unlike all-purpose cleaning agents).

- **Disinfectants –** these are used primarily on surfaces and objects to destroy or inhibit the growth of harmful organisms. Disinfectants are chemical agents capable of destroying disease-causing bacteria or pathogens, but not spores and not all viruses. In general, a disinfectant must be capable of reducing the level of pathogenic bacteria by 99.999%.
- **Sanitisers** – chemical agents used to reduce the number of microorganisms to a safe level. Generally, surface sanitisers are capable of killing 99.9% of disease causing bacteria, but not all spores and viruses. The main difference between a sanitiser and a disinfectant is that the disinfectant must have a higher capability for killing bacteria compared to a sanitiser.
- **Pesticides** – chemicals used to kill pests, especially insects.
- **Deodorisers –** used to cover up or neutralise unpleasant smells and odours.
- **Furniture and floor polishes** – used to protect and polish wooden objects. Some woods need to be oiled and polished regularly to prevent them from cracking and splitting.

Manufacturers' instructions should be followed for the recommended dosage, dilution, quantity and storage of chemicals. The instructions on the product are designed to ensure safe usage.

All chemical containers will require special disposal when empty. To ensure the correct disposal method is used, read the instructions on the container; if not visible, contact the manufacturer for the correct procedure.

chemical storage – the safe positioning of substances in a suitable area following manufacturers' instructions and recommendations.

chemical disposal – the discarding of chemical waste/containers in accordance with health and safety and environmental legislation requirements.

ACTIVITY 14.2

Describe the processes of disposal for the following substances:

- disinfectants
- bleach
- oils
- deodorisers.

Demonstrate these processes in a flow chart or on a poster.

ACTIVITY 14.3

1. Use the internet to research the health and environmental hazards of synthetic cleaning products and collect information on cleaning methods and products that are more environmentally friendly.
2. From your research, work out how you could change the cleaning routines and products used in your school kitchens so that they are more environmentally friendly.
3. Do a comparison on the amounts used, cost and possible health risks of both cleaning options and come to a conclusion about which products are best for your school.

Ensure knowledge and location of the material safety data sheet (MSDS)

Material safety data sheets (MSDS) provide detailed information about hazardous substances that are used in the workplace, such as cleaning agents and chemicals. They provide more details than the 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.

MSDS provide specific information relating to:

- directions and precautions for use
- information on the correct dosage, quantities needed, and dilution of chemicals
- safe handling requirements
- first aid and emergency response information
- safe methods of disposal
- suitable storage.

All MSDS are required to be displayed in a prominent position. They need to be clearly visible to all staff.

Personal protective equipment (PPE)

An essential safety rule when cleaning is the wearing of personal protective equipment (PPE) to protect workers against spills, fumes and excessive exposure to chemicals.

Items of clothing worn for protection during cleaning range from overalls, jackets, aprons and waterproof clothing and footwear to goggles, masks, head protection, gloves and breathing apparatuses.

The safety requirements for each cleaning chemical will determine what PPE is worn. One important

stipulation is that all clothing should be the correct size and fit properly.

Maintenance of PPE is an important daily task. The person wearing the PPE is required to clean the equipment according to manufacturers' instructions and workplace/organisation policy and procedures.

This mandatory cleaning ensures cleaning and decontamination procedures are followed. The PPE needs to be correctly stored and regular checks for damage should be routinely completed. If needed, repair/replacement of worn PPE is carried out, and malfunctioning or damaged equipment/parts are replaced. In the industry, some PPE is disposable and designed for single-use only.

For full details on a range of PPE equipment and issues related to its use, refer to pages 73–75 of Unit 5.

FIGURE 14.04
Protective equipment should be worn when handling hazardous materials

FIGURE 14.05
Hazard warning signs should be prominently displayed

14.2 Clean wet and dry areas and associated equipment

Scheduling cleaning

Cleaning should be scheduled to minimise disruptions to business. If cleaning must be performed when customers are nearby, make sure to do it discreetly so they are not inconvenienced. This managerial task is important in the hospitality industry, where frequent cleaning is required.

Once a schedule is created, cleaners should follow this routine, identifying the areas for cleaning using a systematic approach to ensure efficiency and good time management.

Areas for cleaning are divided into wet and dry. Dry areas are those parts of an establishment not exposed to water. The floor surfaces in dry areas are soft (e.g. carpet) or hard (e.g. floorboards, tiles, concrete). Wet areas are areas exposed to water and other liquids. The floor coverings in wet areas are usually hard surfaces (e.g. tiles, concrete or slate) that can be cleaned with water easily.

Dry areas include:

- bedrooms
- private lounge areas
- public areas (internal)
- function rooms
- storage areas.

Wet areas include:

- bathrooms
- kitchens
- bar areas
- balconies
- pool and sauna areas
- public areas (external).

Potential hazards

Cleaning is an important component of any establishment's daily routine. Because of this, it is essential for potential hazards to be identified prior to cleaning so health and safety risks to staff, visitors, customers and the general public are reduced or eliminated. Appropriate strategies need to be in place to deal with hazards, based on the potential for risk to employees and customers. This may include preventing access to certain areas or displaying warning signs.

Dealing with hazards

When dealing with hazards, the following procedures should be followed unless otherwise instructed by a supervisor:

- **Spills** – wipe up immediately, use paper towel then a detergent to remove oily residue if necessary. A hazard warning sign may be required.
- **Breakages** – remove sharp objects and broken glass immediately. Wrap broken glass, crockery and sharp objects in paper, secure well and dispose of appropriately.
- **Wet and slippery floors** – display a hazard warning sign prominently when cleaning and using water on floors.
- **Broken and damaged furniture** – remove from the premises as soon as possible.

- **Fumes** – open doors and windows to enable ventilation.
- **Blood, human waste and body fluids** – clean quickly wearing gloves. Thoroughly mop the area and disinfect it. Never touch human waste directly.
- **Needles and syringes** – never touch without gloves. Be very cautious of sharp parts, use tongs and put in a sharps container.

FIGURE 14.06
Never touch needles and syringes without gloves

chemical safety – following safety guidelines/ manufacturers' instructions and recommendations when the chemicals are in use for the protection of the user to be free from danger, risk or injury

- **Used condoms** – remove using a dustpan and brush or tongs. Always use gloves.
- **Surgical dressings** – wear gloves, use tongs, wrap in plastic and dispose of in a hazardous waste container.
- **Fat and oil** – use flour to absorb liquids, then wipe up with paper towel and clean surface with hot soapy water.
- **Sharp food scraps (e.g. prawn heads and chop bones)** – wrap in paper and dispose of in rubbish bin.
- **Heated utensils and surfaces** – always assume surfaces are hot and use oven mitts and/or heat cloths to avoid being burned. Turn off any heat source and wait to cool before attempting to clean.

Use of standard OHS signs and symbols

There are many different types of warning signs used in the hospitality industry. In order to alert others to potential dangers and avoid them yourself, 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 in terms of correct signage.

For full details on all OHS signs and legislative requirements for their use, refer to page 73 of Unit 5.

Safe work practices

All employees and employers need a full understanding of safe work practices when dealing with cleaning agents and chemicals, hazardous substances, equipment and manual handling and storage requirements. Safe work practices assist in ensuring the prevention of injuries or illness.

Safety is a key component in any workplace. A safe environment is a healthy environment. Health and safety procedures relevant to cleaning include:

- use of 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 for the safety of others
- provision of information, instructions and training
- the establishment's own standard procedures and work practices
- OHS legislation
- environmental legislation.

For more detailed information relating to safe work practices, refer to pages 70–73 in Unit 5.

Using chemicals safely

When working with cleaning agents and chemicals you must follow chemical safety guidelines:

- read and understand directions and precautions for use
- follow recommended dosage and dilution directions and know how to accurately calculate quantities required
- ensure safe handling requirements are used at all times
- make sure you or others have first aid knowledge/ equipment on hand for emergency situations
- know the correct disposal methods
- make sure suitable storage containers and conditions are used for all products.

First aid responses for injuries caused by chemicals and cleaning agents

All cleaning agents and chemicals used in cleaning procedures have specific qualities which will determine their usage. All are unique in their chemical content and each should be used with care. All instructions from the manufacturers should be followed. If a chemical accident does occur, chemicals can enter the body through swallowing (ingestion), breathing (inhalation) and direct

FIGURE 14.07
Understanding basic first aid responses will be of great help in the event of an accident

contact with the body (absorption). In some cases, chemicals can also cause serious burns.

An understanding of some basic first aid responses will be of great help in the event of an accident. For a range of first aid responses, refer to pages 146–7 of Unit 9.

Poison Information Centres

Poisons Information Centres operate in every state and territory of Australia. The national number is 13 11 26. They provide information on poisons and help in an emergency. 000 is the number to call within Australia for emergency medical treatment.

ACTIVITY 14.4

Describe how you would treat each of the following workplace incidents:

- A young guest gains access to a storeroom and accidentally ingests some glass cleaner
- Chemical fumes are inhaled while cleaning the ovens
- Deodoriser gets into a staff member's eye while cleaning

14.3 Maintain and store cleaning equipment and chemicals

Cleaning and maintenance

Routine cleaning and maintenance of all equipment is the best way of ensuring it stays in the best working condition.

In order to keep a range of equipment clean and well maintained:

- complete safety checks regularly
- complete cleaning and decontamination
  - wiping down of all equipment areas
  - washing and rinsing
  - sanitising
  - drying out thoroughly before storage
- dismantle and reassemble equipment for cleaning and maintenance
- empty all dust or rubbish collected in equipment
- get equipment serviced by professionals as required.

Potential equipment faults result from breakdowns, damage to parts or surfaces, problems with connections and missing parts.

Each organisation should have procedures in place to report faults and problems. These procedures are to protect all employees and to comply with OHS regulations. Personnel should report faults to their immediate supervisor/manager, maintenance staff and supplier/manufacturer. This will protect all employers and employees using the equipment.

After meeting equipment maintenance guidelines, the next important step in a daily routine is the correct storage

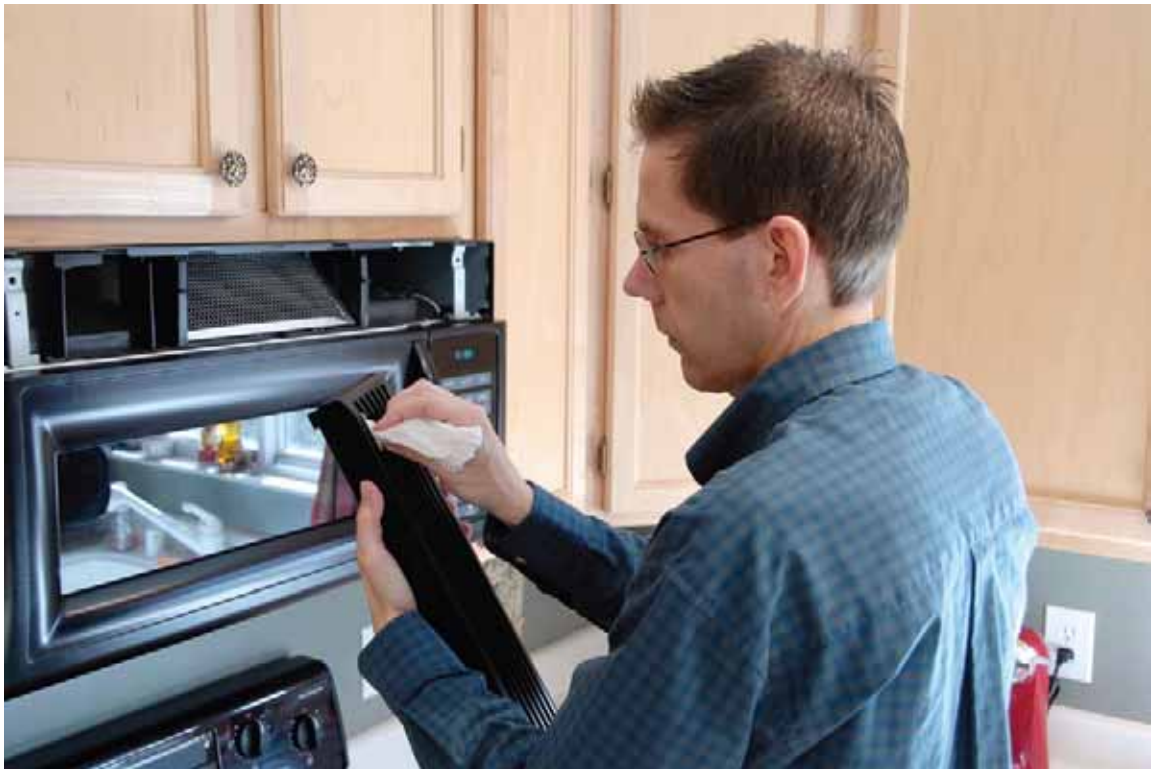


FIGURE 14.08
Routine cleaning and maintenance of equipment ensures it stays in the best working condition

of all the equipment. The correct storage of equipment ensures all the OHS considerations are followed, security of the equipment is assured and there is ease of access for collection. Depending on the type of equipment and the location of the organisation, storage areas may need to take climatic effects into account (i.e. extreme heat or cold, extreme humidity, etc.) as this can damage some equipment.

Use and storage of chemicals and hazardous substances

The use of cleaning agents, chemicals and hazardous substances requires special attention to detail. This includes:

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

Unit summary

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

- Types of cleaning equipment and materials
- OHS guidelines and regulations relating to cleaning agents, chemicals and equipment
- Preparation and handling of cleaning agents and chemicals
- Health and safety procedures
- Items worn for protection during cleaning process
- Preparation of areas for cleaning
- Identification of potential hazards prior to cleaning
- Appropriate strategies to deal with potential hazards
- Cleaning agents and chemicals used for general cleaning duties
- Basic first aid for potential injury caused through use of chemicals
- Importance of providing information, instructions and training in the correct selection and safe use of cleaning equipment and chemicals
- Maintenance of equipment
- Types of cleaning equipment
- Reporting faults to appropriate personnel
- Safe storage

Unit summary questions

1. Define the term 'cleaning' with reference to the hospitality industry.
2. List a range of electrically operated and manual cleaning equipment used in the hospitality industry.
3. Why is training necessary prior to using cleaning equipment and chemicals for the first time?
4. What are the safety procedures required to ensure a safe workplace?
5. Detail the importance of performing regular maintenance on all types of PPE.
6. What are the differences between wet and dry areas? List three wet and three dry areas that require cleaning in hospitality establishments.
7. Why is it essential to read manufacturer's instructions prior to using chemicals?
8. List the rules for using cleaning agents.
9. What are Material Safety Data Sheets (MSDS)?
10. What injuries can occur if chemicals are misused or an accident occurs?

Multiple-choice questions

1 Cleaning equipment includes:

- **a** buckets, pans and crockery
- **b** buckets, toilet brushes and pans
- **c** brooms, dust mops and French polishers
- **d** tongs, baskets and kitchen whizzes

2 Wet area rooms include:

- **a** bathrooms, bedrooms and function rooms
- **b** bathrooms, storage rooms and kitchens
- **c** bedrooms, foyers and private lounges
- **d** kitchens, bathrooms and poolside

3 Chemicals may include:

- **a** furniture and floor polishers
- **b** soft soap, general and spot cleaning agents
- **c** pesticides and disinfectants
- **d** porridge and tooth paste

4 MSDS stands for:

- **a** manual safety data servicing
- **b** manufacturers safety data sheets
- **c** material safety document sheets
- **d** material safety data sheets

5 Personal protective equipment (PPE) is essential, as it:

- **a** causes injuries and illness
- **b** protects hair from going grey
- **c** prevents manual handling injuries
- **d** protects the body from possible injuries

6 PPE includes:

- **a** overalls, head protection and slippers
- **b** gloves, jackets and sandshoes
- **c** overalls, sunglasses and deodorant
- **d** gloves, head protection and breathing apparatus

7 When working with cleaning agents and chemicals:

- **a** read and understand directions and precautions for use
- **b** follow recommended dosage and dilution directions and know how to accurately calculate quantities required
- **c** ensure safe handling requirements are used at all times
- **d** all of the above

8 Wet floor surfaces should have warning signs stating:

- **a** slippery when wave boarding
- **b** slippery when wet
- **c** sliding when wet
- **d** soapy with water

9 Premises that are not kept clean and hygienic:

- **a** attract visitors
- **b** promote a good impression
- **c** increase the risk of food poisoning
- **d** encourage guests

10 Cleaning:

- **a** removes bacteria present
- **b** removes the germs in bacteria
- **c** promotes bacterial growth
- **d** treats bacterial infections

(Answers can be found on page 244)

Answers

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1c 2a 3c 4b 5d 6a 7c 8c 9d 10a

CHAPTER 2
1a 2d 3b 4c 5a 6a 7c 8b 9c 10b

CHAPTER 3
1d 2b 3d 4a 5d 6a 7b 8c 9b 10a

CHAPTER 4
1b 2a 3c 4c 5a 6d 7a 8b 9d 10a

CHAPTER 5
1a 2c 3b 4d 5d 6a 7c 8d 9a 10c

CHAPTER 6
1b 2a 3c 4c 5c 6b 7a 8b 9c 10b

CHAPTER 9
1d 2c 3c 4c 5d 6b 7c 8d 9a 10d

CHAPTER 14
1b 2d 3c 4d 5d 6d 7d 8b 9c 10a

Glossary

A

accidents
unexpected or unintended events that occur without apparent or deliberate cause

à la carte
(pronounced ah la kart) a menu of items from which the diner in a café of restaurant can choose (literally 'from the card')

anti-discrimination
treating all individuals fairly and equally regardless of circumstances or situation.

B

bain-marie
(pronounced bane mar ee) a piece of equipment that uses heated water to keep food warm

barriers to communication
obstacles that prevent people from understanding each other, including bias, stereotyping, lack of empathy and negative subtext

body language
communication using body movements or gestures instead of, or in addition to, words and sounds

bouquet garni
(pronounced boo kay gar ni) a bundle of herbs tied together – used to add flavour to soups, stocks and sauces

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

brunoise
(pronounced brun wah) a very fine dice, 3 mm x 3mm, used as a garnish

C

cartouche
(pronounced car toosh) a circle of greaseproof paper used to cover the surface of foods 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

chemical disposal
the discarding of chemical waste/containers in accordance with health and safety and environmental legislation requirements

chemical safety
following safety guidelines/manufacturers' instructions and recommendations when the chemicals are in use for the protection of the user to be free from danger, risk or injury

chemical storage
the safe positioning of substances in a suitable area following manufacturers' instructions and recommendations

chinois
(pronounced shin wah) a cone-shaped strainer

clarified butter
butter that has been heated to separate the milk solids and water from the butter fat (also known as ghee)

clean
free from dirt; unsoiled; unstained; free from foreign matter

cleaning agents and chemicals
any materials with a chemical composition that assist with the removal of dirt, dust, bacteria and mould from the surface of an object

cleaning duties
allocated tasks assigned for ensuring a designated space is free from dirt, stains and impurities

cleaning equipment
tools or machinery used for the purpose of cleaning, i.e. to reduce dirt, dust, bacteria and moulds from objects

cleaning schedules
a periodic table of cleaning tasks; how often they should be done; the times they should be done; and who is responsible for completing them

coffee
a natural product grown in tropical and subtropical areas; coffee beans are blended, roasted and ground to make a beverage

colleagues
associates or workmates (in a profession or workplace)

commodities
a term used to describe general foods (e.g. meat, vegetable and dairy products) commonly used in commercial kitchens

communication medium
tools and methods for storing and delivering information such as emails, faxes and letters

communication
the exchange of information

concassé
(pronounced con cas say) peeled and seeded tomatoes cut into 1cm squares

conflict
sharp disagreement or struggle over ideas, interests or purposes

consultation
the process of exchanging information and ideas with staff on any changes that affect OHS practices and procedures

contamination
food and/or water made unfit for consumption by humans or animals by the presence of environmental chemicals, radioactive elements, bacteria or organisms; to make impure or unsuitable for use by contact or mixture with something unclean or bad

court bouillon
an acidic, aromatic liquid used for poaching

cover
the space on the table where the customer is eating; the number of seats in the restaurant; a specific cutlery setting

critical control points
points at which controls can be applied and food safety hazards prevented or reduced to acceptable levels

crockery
articles such as dishes, cups and plates that are used to serve food and beverages

cross-contamination
the transferring of microorganisms from contaminated foods and areas to other foods

cross-cultural misunderstandings
misunderstandings that arise due to differences in the ways cultural groups communicate and interpret information

croutons
small cubes of toasted bread served in soups and salads

cultural differences
variations in the attitudes and behaviours that characterise the functioning of different groups and/or organisations

cultural diversity
the variety of traditions and beliefs and cultures in a society

customer complaints
any communication a customer has with a company/staff member in which displeasure or dissatisfaction is expressed

customs
patterns of behaviour which have been established over a period of time

D

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

duxelles
(pronounced duk sel) a mixture of finely chopped mushrooms and onion, commonly used in meat stuffings

E

emergency situations
serious situations or occurrences that happen unexpectedly and demand immediate action (e.g. fires, chemical spills, serious medical problems)

empathy
the ability to share someone else's feelings or experiences by imagining what it would be like to be in their situation.

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

equal employment opportunity (EEO)
government legislation that aims to ensure that all employees have fair and equitable access to jobs, employment conditions, training and promotional opportunities based on merit and skill regardless of age, marital status, sex, race or disability

equipment
manual and electric tools and machinery

ergonomics
the relationship between how the body interacts with the equipment required for a particular task

ethical issues
issues relating to moral judgements

external customers
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

F

feedback
information given about the value, effect, or result of an action or process

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

food handling practices
procedures that reduce the potential for contamination to food during the handling process

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 eating food which 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 monitoring
on-going review of the hazards associated with food preparation and service, and the conditions to prevent the growth of bacteria which 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

food safety
a scientific discipline describing the handling, preparation and storage of food in ways that prevent food-borne illness

food type
any of the different categories of food, such as meat, dairy, fruit, vegetables, cereals and grains

G

garnishes
edible decorations that enhance the appearance of dishes and menu items

Granton pockets
a scalloped edge (granton edge) creates a series of fine air pockets between the blade and product being cut

group handle
a device that contains a metal filter basket that holds the ground coffee

H

handover
occurs at the end of a service period when a new shift of staff arrives for the next service period

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 the contamination or growth of microorganisms and/or contamination from equipment, utensils or food handlers involved in the manufacture of food products)

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

hospitality industry knowledge
the understanding of information relating to the hospitality industry insofar as it affects employers, employees or customers

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

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

hygiene practices
routines and instructions for ensuring safe and hygienically prepared food and work areas

I

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

industry sectors
subsections of an industry. Hospitality industry sectors include accommodation; food and beverage; events management; travel and tourism

ingredients
food items used to make dishes or menu items

internal customers
workmates and colleagues from other departments within the same organisation

interpersonal skills
skills that help communication between people, such as body language, listening skills, politeness and cooperation

J

jardinière
(pronounced zjar din nyair) a cutting style that produces batons about 4mm × 4mm × 20mm

julienne
(pronounced joo lee en) a cutting style that produces long, thin, match-like sticks, 3mm × 3mm × 40mm; mostly used as a garnish.

K

kitchen equipment
portable and fixed tools and machinery, such as ovens, that can be used for cooking or preparing food

kosher
prepared in accordance with Jewish dietary law

L

larding
the insertion of pork back fat or bacon fat into joints or cuts of meat to improve the flavour and moisture content

legal issues
issues relating to the law

legislation
sets of principles, rules or standards set out by parliament and enforced by the courts for the regulation of behaviour and the protection of members of society and their property

linen
articles or garments made from linen or a similar cloth, such as cotton, e.g. napkins, sheets and tablecloths

M

macedoine
(pronounced ma se dwarn) a method of cutting that produces 8mm dice; commonly used for fruit salads

maintain
to keep in a condition that meets standards and requirements

manual handling
movement of goods by hand

marinades
a flavoured sauce or liquid in which food is placed before cooking

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

menu items
foods or dishes offered on a menu

methods of cookery
different ways in which food may be prepared by the application of heat.

mirepoix
(pronounced meer pwa) equal quantities of roughly cut carrots, celery and onions, used to flavour soups and stocks

mise en place
(pronounced mees on plass) in professional cooking and service, the proper planning of ingredients and equipment for food preparation and service (literally 'put in place')

O

Occupational Health and Safety (OHS)
health, safety and security procedures specified by the government that are enforced in the workplace to protect employers and employees

Occupational Overuse 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

P

participation
the involvement of all employees in issues related to OHS practices and procedures, such as hazard identification, risk assessment, accident investigation

paysanne
thin slices of vegetables cut into shapes, usually as a garnish for soups

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

personal presentation
a range of factors related to physical presentation, personal hygiene, how you speak, get along with others and deal with issues that arise 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

policy and procedures
rules and regulations

portion control
the serving of meals at standard sizes

promotion
highlighting or making people aware of products via in-store and/or external advertising.

Q

quality service
service that meets or exceeds the needs and expectations of customers

R

recycling
to re-use or reprocess existing materials in order to produce new materials (e.g. glass, metals or cans)

risk assessment
an objective evaluation of potential risks in the workplace

roux
(pronounced roo) a cooked mixture of equal quantities of fat and flour, used as the basis of most sauces

S

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
to reduce or eliminate harmful microorganisms such as salmonella and listeria; to sterilise

sauces
liquid seasonings served with food to enhance its flavour

sauté
(pronounced saw tay) to fry quickly in a small amount of butter

simmer
a gentle boil between 95°C–98°C

single-use items
items that can only be used before being disposed of

sources of information
a range of documents or resources (e.g. legislation, the internet, training manuals, etc.) that provide information

special needs
a term used to describe individuals who need additional assistance for medical, mental, or psychological disabilities

stereotypes
fixed ideas about what someone or something is like

stereotyping
ideas or preconceptions about a thing, or a group of people, that may often be untrue or only partly true

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

subtext
an underlying theme

support services
assistance provided to help alleviate a situation or make it easier

surfaces
the outer faces of an object; the outermost or uppermost layers or areas

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

sustainability
relating to a process of harvesting or using resources so that they are not permanently damaged or depleted

T

tamper
a device used to compact and flatten coffee grounds

task management
the coordinating and sequencing of jobs to maximise efficiency and quality

tea
the dried leaves of a plant cultivated in sub-tropical Asia, used as an infusion to make a beverage

teamwork
the work or activity of a number of people acting together as a team

time management
managing the use of job schedules and planning for the purpose of achieving maximum productivity; maximum time utilisation and minimum time wasting

tolerance
willingness to accept behaviour and beliefs which are different from your own, although you might not agree with or approve of them

trade union
an organisation which acts collectively for mutual employee protection and assistance (often concerned with wages and conditions of employments)

trussing
the wrapping of meat using twine or elastic net to make it hold its shape and allow even cooking

U

utensils
tools such as knives, tongs, containers used in household and commercial kitchens

W

waste disposal
the removal and dumping of unwanted material in accordance with environmental requirements and government legislation

waste management
the collection, transportation, processing, recycling or disposal of waste materials

water resource management
the decision-making, controlling, and non-controlling processes by which water is protected, distributed, or developed

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

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