NELSON

Hospitality

FOCUS HSC

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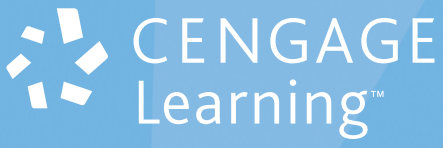

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contents

Introduction vi

Glossary viii

MANDATORY FOCUS AREAS 1

Part 1 Hygiene 2

1.1 Using hygienic practices for food safety 3

Part 2 Safety 23

2.1 Participating in safe work practices 24

Part 3 Working in the hospitality industry and workplace 53

3.1 Sourcing and using information in the hospitality industry 54

3.2 Working effectively with others 90

STREAM FOCUS AREAS 100

Part 4 Food and beverage 101

4.1 Interacting with customers 102

4.2 Serving food and beverages 120

4.3 Preparing and serving non-alcoholic beverages and espresso coffee 151

Part 5 Kitchen operations and cookery 191

5.1 Using food preparation equipment 192

5.2 Preparing dishes using basic methods of cookery 239

5.3 Cleaning kitchen premises and equipment 268

5.4 Participating in safe food handling practices 292

ONLINE CONTENT

Part 6 Elective pool units (available on NelsonNet)

6.1 Cleaning premises and equipment

6.2 Prepare and present simple dishes

6.3 Prepare and present sandwiches

6.4 Prepare appetisers and salads

6.5 Prepare vegetable, fruit, eggs and farinaceous dishes

6.6 Communicate in the workplace

6.7 Show social and cultural sensitivity

6.8 Participate in environmentally sustainable work practices

6.9 Receive and store stock

6.10 Maintain the quality of perishable items

Index 327

9780170400268

introduction

About this book

Nelson Hospitality Focus HSC is a blended product uniquely structured to comprehensively address the mandatory and stream focus areas for the 240-indicative hours HSC Hospitality course and ensure success in the HSC exam, while addressing the core and elective units of competency required for students to complete Cert II AQF VET qualifications in hospitality and kitchen operations.

The book follows the structure of the Stage 6 syllabus Hospitality Curriculum Framework and logically addresses each focus area as it is presented in that document. Associated units of competency and indicative HSC hours are listed for each focus area.

Nelson Hospitality Focus HSC is uniquely structured by focus area.

Outcomes summarise the focus area content.

Associated units of competency are explicitly stated to reinforce the link to the training package.

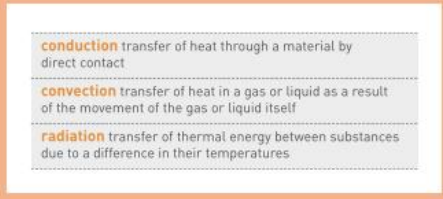
Indicative HSC hours are clearly stated to assist with planning.

Industry links

Support chapter content in a case study approach and allow students to make real-life connections between the classroom and industry

Practical applications

Structured practical tasks that provide opportunities for students to apply theoretical concepts



Glossary words

Included on the page where they first appear to help students learn and understand the key terms in context

Focus questions

Regular opportunities for students to apply and consolidate knowledge

Focus area reviews

Structured as HSC exam questions: multiple choice, short answer and extended response

Icons

Icons highlight weblinks, worksheets and recipes available on NelsonNet.

The NelsonNet student and teacher sites contain:

- the key elective pool units addressed with the same rigour and detail as the book content
- recipes to provide further opportunities for practical application of the theoretical concepts in the book
- study tips for students to help prepare them for the HSC exam
- worksheets to facilitate the completion of activities in the book
- online case studies to reinforce industry links to the book content and highlight career pathways into the hospitality industry
- weblinks for easy navigation to a host of useful resources
- teacher resources, including suggested responses, syllabus maps to the training package and chapter PDFs.

NelsonNet

Hospitality Focus is a premium Cengage title and is fully supported by the NelsonNet platform.

NelsonNetBook

The NelsonNetBook is your digital textbook. Readable online and offline on desktops, laptops and tablets, it reproduces the student text in digital form. With annotations and reviewing tools, and the ability to add and customise your book, NelsonNetBook is accessible immediately via access codes. Please note that any notations made to the NelsonNetBook will expire two years after the access code is activated.

Weblinks

Students and teachers can link directly to external websites referred to in *Nelson Hospitality Focus HSC* via **http://hospitalityfocus.nelsonnet.com.au**.

Disclaimer

Please note that complimentary access to NelsonNet and the NelsonNetBook is only available to teachers who use the accompanying student textbook as a core educational resource in their classroom. Contact your learning consultant for information about access codes and conditions.

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glossary

accreditation describes a system for external certification of quality or 'tick of approval'

adulterated tampered with or interfered with

allergen a substance that causes an allergic reaction

ambience the character, atmosphere, mood or feeling of an environment or place

anaphylaxis a severe allergic reaction that can be life-threatening

anti-discrimination legislation laws to ensure that all people are treated fairly and equally, regardless of race, sex, disability, sexuality, age, marital or domestic status, transgender or caring responsibility

Australian standards published documents that set out specific procedures and guidelines to ensure consistency of products, services and systems

BYO stands for 'Bring Your Own', referring to alcohol. In Australia, establishments must apply for a BYO permit. This permit does not allow the establishment to sell or supply alcohol.

camellia sinensis an evergreen shrub, the leaves and leaf buds of which are used to produce tea

chafing dish a container, usually metal, with a mechanism to keep food warm, usually by heating water to create steam. Often used at buffets to keep food out of the temperature danger zone.

chemical contamination refers to the presence of substances such as cleaning chemicals, excessive food additives or pesticides in food

cleaning agents and chemicals any materials with a chemical composition that aids with the removal of dirt, bacteria, dust and mould

code of conduct an outline of the standard of behavior expected of employees of a particular establishment

colleagues the people you work with

complimentary given or supplied free of charge, 'with compliments'

conduction transfer of heat through a material by direct contact

contamination the action of making something impure or harmful

convection transfer of heat in a gas or liquid as a result of the movement of the gas or liquid itself

corkage an additional charge to the customer for serving wine that has been brought in by the customer

court-bouillon a flavoured liquid for poaching or quick-cooking foods such as fish and seafood. It usually contains an acid such as lemon juice, vinegar or white wine.

crockery articles such as dishes, plates, cups that are used to serve food and beverages

cross-contamination the transfer of bacteria by contact between a contaminated and uncontaminated food, or piece of equipment

customer also known as 'guests', customers are all the people hospitality staff communicate with. Customers can be either internal or external.

duty of care a moral obligation to ensure the safety of others

empathy the ability to understand the thoughts, emotions or feelings of others to better appreciate their point of view

environmental hygiene refers to the cleanliness of the work environment

equal employment opportunity (EEO) the right of all individuals to be fairly considered for employment based on merit, regardless of their race, sex, disability, sexuality, age, marital or domestic status, transgender or caring responsibility

ergonomics the process of designing and arranging workplaces, products and systems so that they are physically suitable for the people who use them

ethics moral principles that determine a person's behavior

farinaceous dishes foods that contain starch, such as pasta, rice and potatoes

feedback information about a person's performance that is intended for the purpose of improvement

first aid assistance given to a sick or injured person to preserve life until full medical treatment is available

float the cash that is placed into the register at the beginning of a shift so change can be given to customers

food-borne illness often referred to as food poisoning, food-borne illness is caused by consuming food that has been contaminated by pathogenic (illness-causing) bacteria or viruses. Food-borne illness can also be caused by consuming naturally poisonous foods, or accidental poisoning from chemicals.

food safety program a food business's systematic examination of food handling operations in order to identify food safety hazards

food spoilage food no longer fit for consumption because of poor storage, incorrect handling or cross contamination

garnish edible decorations that enhance the appearance of a dish or meal

guest a person in the hospitality industry who pays for a product or service

hazard anything with the potential to cause harm to a person or damage equipment or property

Hazard Analysis and Critical Control Points (HACCP) a method of ensuring food safety with the aim of preventing food hazards

hot box a storage facility similar to a large oven, maintained at a temperature that keeps food hot without drying it out. Food stored in this way is often pre-plated or in large dishes to facilitate the service at large functions.

interpersonal skills skills used to interact with others, including communication, listening, attitude and presence

initiative doing something without needing to be asked

intranet systems a private network of information only accessible to an organisation's staff

legal permitted by law

linen items used in hospitality that are made from fabric, such as cotton napkins and tablecloths.

microbiological contamination occurs when food is contaminated by mould, yeasts, bacteria or viruses

mirepoix roughly cut vegetables, usually carrots, celery and onions, used to flavour soups and stocks

mocktail a non-alcoholic cocktail

non-alcoholic beverage any beverage that does not contain alcohol

non-verbal communication communication without words. This includes facial expressions, eye contact, tone of voice and physical touch, as well as dress, posture and personal space.

pasteurised heated to 71.7 °C for at least 15 seconds and then rapidly cooled to 3 °C when bottling. This kills any bacteria and also helps prolong the shelf life of the milk.

pathogenic bacteria harmful bacteria that are present everywhere and are easily transferred from one item to another

perishable food that will decay, rot or rapidly reduce in quality if it is not stored correctly

personal attributes an individual's character or the qualities they possess

person conducting a business or undertaking (PCBU) an individual, business or organisation that conducts business alone or with others. The business does not have to make a profit to be considered a PCBU.

physical contamination refers to the presence of non-food items in food

pith the thick layer of white skin found on oranges and other citrus fruits

policies the position an organisation takes on particular issues; policies communicate the organisation's values and expectations regarding employee behaviour and performance

portion control the serving of food items and meals at standard sizes

potentially hazardous foods foods that must be kept at certain temperatures to minimise or prevent the growth of pathogenic microorganisms and toxins. Potentially hazardous foods include raw and cooked meat, dairy products, eggs, seafood, smallgoods, prepared salads, cooked rice and pasta and ready-to-eat foods.

pre-heating heating an oven to the designated cooking temperature before placing food items in the oven, to ensure even cooking

procedures step-by-step written workplace instructions for completing a task or responding to an event

product recall a request to return a product after safety issues have been discovered in that product that may harm the consumer

pro rata proportional or as a proportion

protocols the official procedure or way of doing something

pulses the edible seeds of plants in the legume family, such as lentils, beans and peas

quality assurance consistent delivery of products and guest services according to expected standards

quality service service that satisfies customer needs and expectations

radiation transfer of thermal energy between substances due to a difference in their temperatures

refractometer a tool used to measure the Total Dissolved Solids (TDS) of coffee, or coffee concentration

regulatory body an authority that regulates standards and conduct in a particular industry

safe work practices actions and behaviours in the workplace designed to prevent injury and accidents

sanitising killing or reducing the number of bacteria and other microorganisms to a safe level using a chemical or heat

sauces liquid seasonings served under or over food to enhance flavour, appearance and provide moisture

second-class cuts of meat cuts of meat more suitable to wet or slow cooking methods

shelf life the life expectancy of food products in maintaining their quality and fitness for purpose

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shower screen used to diffuse water before it touches the ground coffee, ensuring it spreads evenly over the ground coffee in the portafilter basket

silver service a formal service style where the server uses a silver spoon and fork (in one hand) to serve the food, item by item, onto the guest's plate

stock rotation the process of using older food stock before newer food products

team a group of people working together to achieve a common goal

temperature danger zone the temperature range between 5 °C and 60 °C, where bacteria are most likely to multiply in food

tensile strength a measure of the strength of the steel

toxic poisonous

toxins poisonous substances produced by living organisms such as bacteria because of their metabolism. The toxin can be produced while the bacteria are multiplying in the food or once it has been eaten

validity a measure of how logical or factually sound a piece of information is

waste disposal the removal and dumping of unwanted material in accordance with government legislation and requirements

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TOTAL INDICATIVE HSC HOURS: 60

MANDATORY FOCUS AREAS

PART 1
Hygiene

PART 2
Safety

PART 3
Working in the hospitality industry and workplace

MANDATORY FOCUS AREAS

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PART 1

Focus area: Hygiene

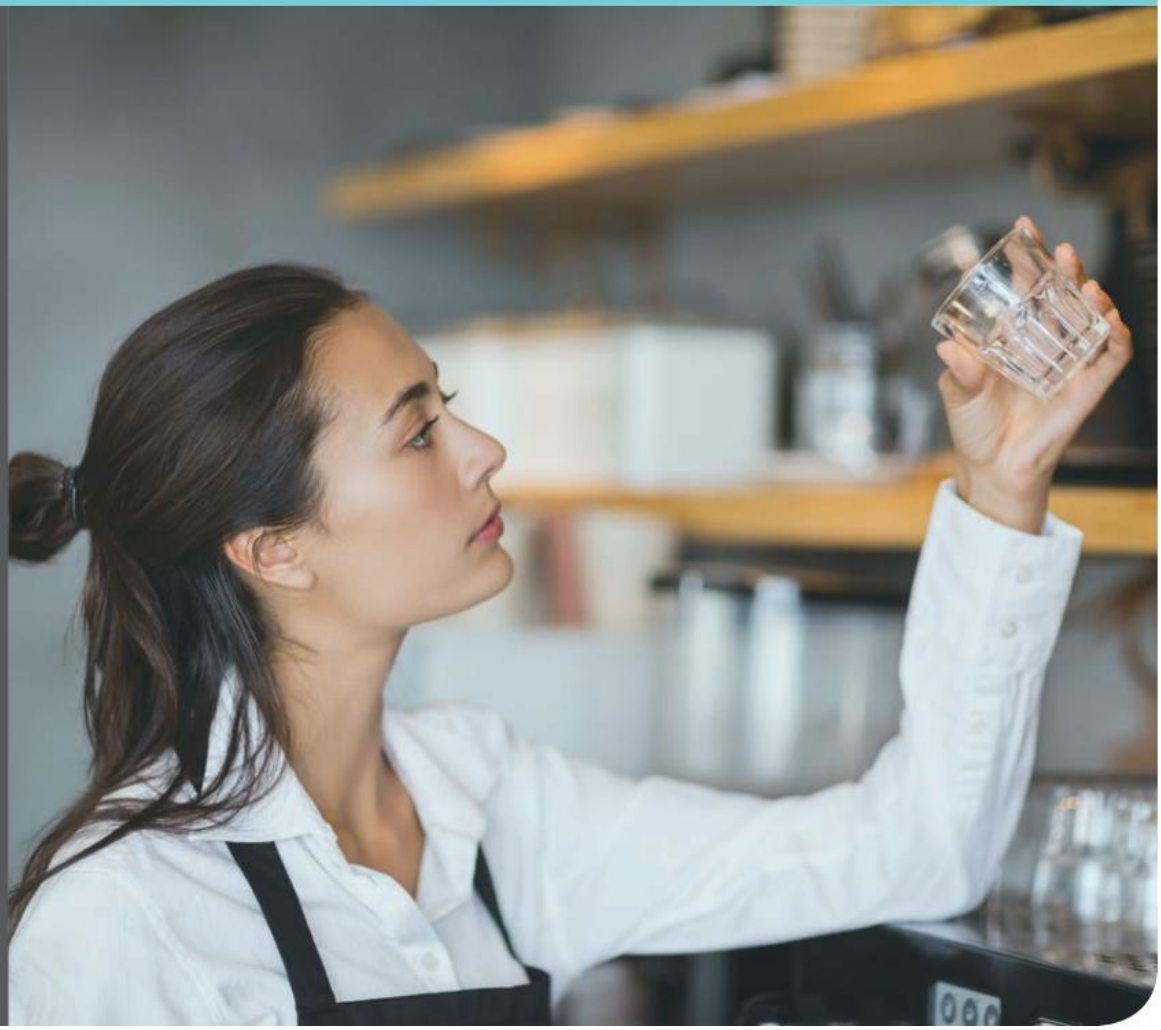
OUTCOMES

You will understand the importance of hygiene and hygienic work practices in preventing food-borne illness. You will also gain an understanding of the importance of compliance with laws relevant to food safety.

ASSOCIATED UNITS OF COMPETENCY

Use hygienic practices for food safety

INDICATIVE HSC HOURS: 10



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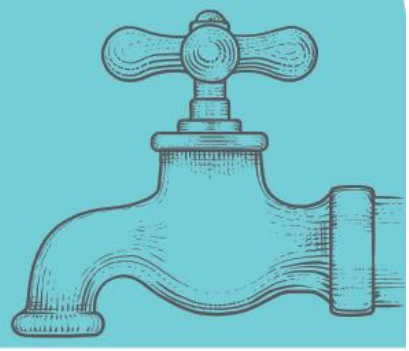
1.1 USING HYGIENIC PRACTICES FOR FOOD SAFETY



Hygienic work practices

Individuals employed in food businesses quite literally have the food and health of their customers in their hands. Hygiene principles underpin everything that takes place in a commercial hospitality environment.

The importance of hygienic work practices

Statistics show that more people are consuming food prepared outside the home than ever before. Many of these foods are prepared out of sight of the customer. The food handler has a responsibility to prepare these foods in a hygienic fashion. Each year, **food-borne illnesses** affect more than four million Australians.

Hygienic work practices ensure the food prepared will be safe to eat. These practices are important for two reasons:

- It's the law.
- Customers expect it.

The law in Australia states that food for sale must be fit for human consumption. Safe food handling is critical to ensure the health and safety of consumers.

food-borne illness Often referred to as food poisoning, food-borne illness is caused by consuming food that has been contaminated by pathogenic (illness-causing) bacteria or viruses. Food-borne illness can also be caused by consuming naturally poisonous foods, or accidental poisoning from chemicals.

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Figure 1.1 In many restaurants, the food handling process is not seen by the customer. Diners place a great deal of trust in a process they cannot see.

The consequences of poor hygiene

Poor hygiene has consequences for all stakeholders in the hospitality industry.

The customer may endure the immediate result of poor food handling – food poisoning. This can be very unpleasant, with symptoms ranging from mild to severe, including nausea, vomiting, diarrhoea, fever, headache and stomach cramps. Food poisoning can last from a few hours to many days, resulting in time off work and school, and disruption to daily life.

The worker and their colleagues may find themselves associated with an establishment that has a reputation for poor food handling practices. This can be stressful and embarrassing, and can cause problems in future job searching.

The workplace itself can incur numerous consequences as a result of poor hygiene practices, including pest infestation, damage to its reputation, fines, publication of the hygiene breach online and ultimately a loss of business. A loss of customers may mean management have to lay off staff.

© State of New South Wales through the NSW Food Authority www.foodauthority.nsw.gov.au

Figure 1.2 The NSW Food Authority has the power to issue fines for food safety breaches. In addition, they publish the details of these breaches on their website in a list commonly known as the 'Name and Shame' list.

Hygienic work practices

Personal hygiene

Personal hygiene refers to an individual's own hygiene. In a hospitality environment, this includes being clean (showering daily, wearing deodorant), wearing a clean, pressed uniform, no jewellery, hair tied back, and no nail polish or artificial nails. Some establishments also ban facial hair and piercings. Good personal hygiene also requires effective handwashing and the use of gloves. Gloves are required when plating ready-to-eat food or if the employee's fingers or hand have been injured.

It is particularly important to ensure that hands are kept clean. If a person blows their nose or touches their hair their hands will need to be washed before touching food in order to avoid **contamination**.

All food handlers have a responsibility to maintain impeccable personal hygiene.

contamination the action of making something impure or harmful

Food preparation and storage

The environment where food is prepared must also be hygienic. Benchtops, all food preparation equipment and storage areas such as storerooms and cool rooms must be clean. Any contact with unclean surfaces must be eliminated. The area must be free of visible dirt, but many areas will also need to be sanitised. Sanitising can be carried out using a chemical (often a spray) or very hot water or steam. Washing utensils and equipment in the commercial dishwasher is the preferred method of ensuring clean, hygienic equipment.

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Figure 1.3 Kitchens and staff must be clean at all times. What comments can you make about the hygiene of the food handlers in this image?

Ready-to-eat items

Food that has been prepared to be eaten immediately should be presented on clean servingware that is free of chips or cracks, and clean cutlery should be provided. Chipped or cracked crockery can harbour harmful bacteria that are very difficult to remove and may cause food poisoning.

Food that has been prepared earlier and displayed for sale must be presented in an environment that will not cause the food to become hazardous. Examples of safe environments include a chilled display cabinet that keeps the food below 5 °C, or a bain-marie that keeps the food above 60 °C. The time should also be monitored. Many establishments will label displayed food with the date and time it was prepared.

Food and beverage service

Hospitality employees who may not be involved in food preparation, such as waitstaff, also have a role to play in ensuring good hygiene. When laying a table setting they must be careful not to touch the tines of the forks or blades of the knives, and wineglasses must be held by the stem. Some establishments require staff to wear cotton gloves when setting tables.

Foods and beverages served for takeaway must be presented in containers or wrappings that are clean. Disposable cups should remain in a plastic sleeve until required, or be stored upside down to prevent contamination. Sandwich bags, wrapping paper or plastic plates must likewise be protected from contamination.

Linen

Linen refers to items such as napkins, dishcloths, tablecloths, bar mats and cleaning cloths. As a general rule, cleaning linen and table linen should not be mixed, and dirty linen of any description should not touch clean linen items.

A housekeeper's trolley will have a hamper for dirty linen, which must be handled with gloves. The order of work will ensure the dirty linen is removed first, then any cleaning is carried out before the fresh clean linen is provided.

linen items used in hospitality that are made from fabric

Cleaning and sanitising

Hygienic work practices include effective cleaning (removal of visible surface dirt and grime) and sanitising (removal or reduction of the level of bacteria, either completely or to a safe level). Cleaning always takes place before sanitising. For this practice to be effective, cleaning and sanitising must be performed routinely and regularly.

Waste disposal

The hospitality industry generates a lot of waste. It is important to avoid the build-up of food scraps and garbage, as this can attract pests and vermin. Garbage handling also needs to be carried out hygienically. This requires the handler to wear gloves and wash hands thoroughly before and after the task. Garbage should be removed before it becomes a health hazard. Overflowing bin liners are difficult to seal and remove, and spillage creates more cleaning.

Pest control

Pests in hospitality comprise insects, such as flies, ants and cockroaches, and vermin, such as rats and mice. Prevention is the most effective method of control, and this is best handled by a professional pest controller. Insects and vermin carry diseases on their bodies and in their droppings, and their presence in food storage or preparation areas indicates a hygiene hazard. Pests are attracted to moisture and food, and can infiltrate premises through the tiniest space. It is therefore crucial that there are no unsealed food items or scraps in the bin at the end of a shift.

Handwashing

Handwashing is the most important personal hygiene routine to be followed. When done correctly, it is one of the most effective and valuable means of preventing contamination through the spread of microorganisms.

Hands should be washed before preparing, cooking, handling and serving food. They also need to be washed after going to the toilet, handling raw eggs, meat or poultry, smoking, sneezing and coughing, and touching the face or hair.

The establishment must have a designated hand-washing sink with warm running water, soap, and an air dryer or single-use paper towels.

The handwashing process is as follows:

1. Wash with warm running water
2. Lather with soap, paying special attention to nails, between the fingers and backs of hands
3. Scrub for at least 20 seconds
4. Rinse well under clean, running water
5. Dry with clean paper towel or an air dryer
6. Turn off water using paper towel

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Figure 1.4 Hospitality establishments often have signage displayed to remind staff of the correct technique. These signs are usually hung above the handwashing sink.

FOCUS QUESTIONS

HYGIENIC WORK PRACTICES

1 Provide an image of an appropriate work uniform for a bartender and label it, explaining how the items of clothing help ensure the hygienic service of beverages.

2 In some establishments, waitstaff wear white cotton gloves when setting tables. Suggest two reasons why this might be a hygienic work practice.

3 Imagine your hospitality class is catering for a function. You are making sandwich platters for a staff lunch. Outline the hygienic work practices you would implement to ensure the sandwiches are safely produced and served.

Factors affecting food safety

Food hazards

A number of food hazards are not related to the food itself, but rather to poor handling practices, which can introduce factors that make the food unsafe.

Handling foods and beverages

If a food item is ready-to-eat, such as a sandwich or plated meal, or a cup of coffee, the food handler should take extra care to ensure they do not contaminate the food. Gloves must be worn when handling food. Gloves do not have anti-bacterial properties, so simply putting them on will not prevent the staff member from contaminating food. Correct food handling strategies should still be followed. Gloves should be changed every time the gloves themselves become contaminated, for example after sneezing, changing tasks, or taking out the rubbish.

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Figure 1.5 If a food product will move from the handler's hands to a customer's mouth, gloves should be worn when handling the food item.

Surfaces

During food preparation, ingredients come into contact with a number of surfaces, such as chopping boards, utensils, cookware, servingware, storage containers, plastic wrap and bags, foil and napkins. These surfaces may present a food safety risk if they come into contact with dust, food scraps or other unclean surfaces and then touch the food.

Food preparation surfaces can also present a risk if not used correctly. Chopping boards are colour coded to help avoid contamination of ingredients. There is no standard for colour-coded chopping boards, but the generally accepted rule is:

- white – dairy and bakery goods
- green – fruit and vegetables
- yellow – poultry
- red – raw meat
- brown – cooked meat
- blue – seafood.

Personal hygiene

Poor personal hygiene presents a risk to the food being prepared. The human body contains many types of biological contaminants, such as bacteria, which are found both on and in it. Correct personal hygiene practices, such as thorough hand washing, wearing a clean uniform, being clean-shaven and wearing no jewellery and minimal makeup will eliminate many contamination risks.

Some establishments also have a rule that employees cannot wear their uniform to and from work, in order to prevent contamination.

Personal health

Anyone working in the hospitality industry who is suffering from an infectious disease such as gastroenteritis or influenza is legally required to report this to their employer. These illnesses can be transferred to another person through touch, through the air or by eating foods or drinking beverages that have been contaminated by the sufferer. Someone suffering from a cold may still be able to attend work, but must perform alternative duties that have limited contact with food and customers.

Cuts and abrasions must also be reported. These must be completely covered with an industry approved dressing, such as a blue or other brightly coloured adhesive bandage. This bandage should then be covered by a food preparation glove, eliminating any risk of the wound coming into direct contact with food.

Environmental hygiene

Environmental hygiene is vital in the hospitality environment. An environmental hazard will result from a failure to maintain clean and hygienic premises (benches, floors, walls, sinks, storage spaces) and equipment (utensils, appliances, large fixed equipment).

Alamy Stock Photo/Wavebreak Media

Figure 1.6 Environmental hygiene is crucial to the safety of food products. No amount of careful preparation can overcome sloppy cleaning and sanitising practices.

The work environment, if kept in an unsanitary state, could provide an attractive site for pests such as insects and vermin. Regular removal of garbage from the kitchen is the preferred practice. The presence of pests in preparation or storage areas is an unacceptable risk to food.

environmental hygiene refers to the cleanliness of the work environment

Work practices

Establishments will have work practices devised for the safety of food handling. If these practices are not routinely followed, the safety of food prepared on the premises may not be guaranteed. Examples of work practices include wearing gloves when handling ready-to-eat food, wearing a hairnet when in the commercial kitchen, using colour-coded chopping boards to avoid cross-contamination, holding clean cutlery by the handles, removing aprons when going to the bathroom, and cleaning and sanitising benchtops at the conclusion of every shift.

FOCUS QUESTIONS

HYGIENE RISKS

1 Explain how each of the following actions poses a risk to food safety:
   - **a** A chef arrives at work wearing her full uniform.
   - **b** The kitchen hand is asked to help out in a busy period and realises ten minutes later that he has forgotten to wear food-handling gloves.
   - **c** A new waiter is setting the table and is handling the glassware by the rim, not the stem.
   - **d** The apprentice chef is so relieved her shift is over she leans on the freshly sanitised bench in her chef jacket.

2 Suggest an appropriate hygiene practice for each of the following situations:
   - **a** During quiet times, a sandwich bar employs only one person, who makes the sandwiches, wraps them, and collects the money.
   - **b** The bartender has a heavy cold and is not sure if he should call in sick or turn up for his shift.
   - **c** A work placement student gets a new piercing in her nose the weekend before her placement is due to start.

Eliminating and minimising hazards

The safe preparation of food relies upon the establishment being able to anticipate where hazards could occur and either eliminating or minimising these. Some common examples relate to cross contamination. Businesses minimise the danger of cross contamination by implementing appropriate control measures, such as uniform and personal hygiene standards, environmental hygiene standards and practices, and food preparation and handling procedures.

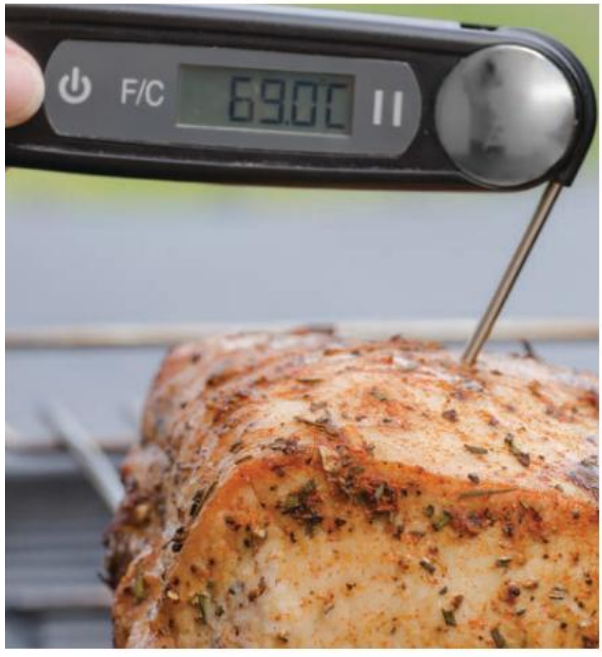
cross contamination the transfer of bacteria by contact between a contaminated and uncontaminated food, or piece of equipment

Training is an essential part of minimising food safety hazards. This training is often more effective if staff know why they must perform a task in a certain way, and understand the consequences of not doing so. For example, a business may have a policy that all male employees must be clean-shaven. This eliminates the hazard of facial hair contaminating food. The use of colour-coded chopping boards minimises the risk of contamination by separating raw and cooked foods.

Some control measures may be determined by food safety standards. Holding foods in the temperature danger zone must be avoided. A food kept hot must have an internal temperature of over 60 °C. Likewise, the temperature of cold storage facilities should be between 0 and 4 °C.

The temperature of hot items can be monitored using a digital probe thermometer. Cold items can have their temperature checked using infrared thermometers that monitor surface temperature.

temperature danger zone the temperature range between 5 °C and 60 °C, where bacteria are most likely to multiply in food



iStock.com/PeteerS

Figure 1.7 Items that are served hot should have their core temperature monitored.

Hazard Analysis and Critical Control Points (HACCP)

Hazard Analysis and Critical Control Points (HACCP) is a method of preventing food hazards. This gives staff confidence that the food served is safe to eat.

Briefly, HACCP requires the food item being prepared to be analysed from arrival through to storage, preparation, cooking and finally service. At each step in the production of the dish, hazards are identified and control measures put in place to prevent these hazards from threatening the safety of the food. Critical control points are identified, along with the points at which, if the hazard is not contained or prevented, the dish may present an unacceptable risk to consumers.

Hazard Analysis and Critical Control Points (HACCP) a method of ensuring food safety with the aim of preventing food hazards

Work practices associated with HACCP

Typically, HACCP analysis focuses on the risk of cross contamination at certain points in food production, such as during storage, preparation and service.

Work practices associated with HACCP could include:

- temperature checking raw ingredients as they are received
- conducting visual inspections of fresh fruit and vegetables to ensure no pest infestation
- performing stock rotation (using procedures such as 'first in first out') to prevent stock from going out of date
- using timers and recording display times for prepared food waiting to be purchased
- using a probe thermometer to check the internal temperature of cooked meats
- filling in cleaning rosters and sign-off sheets.

HACCP AUSTRALIA FOOD SAFETY PROGRAMME CERTIFICATION

The registered certification mark is owned by HACCP Australia Pty Ltd, www.haccp.com.au. Use of the certification mark without licence is not permitted.

Figure 1.8 Labelling food as HACCP certified reassures customers that the product has been monitored for breaches of food safety at every step of production.

Compliance

Compliance is the term used to describe whether an establishment is 'adhering to the rules', such as relevant legislation, policies and procedures.

Acts, regulations, codes of practice and standards

Establishments have a number of Acts, regulations, codes of practice and standards with which they must comply.

An Act is a law (or legislation) passed by government. The majority of laws relevant to hospitality businesses in New South Wales are state government laws.

A regulation is similar to a law in that it must be followed. Regulations usually contain guidelines outlining the behaviour required to achieve compliance. They contain the detail of what needs to be done in order to meet the requirements of a particular Act.

A code of practice is a set of instructions, usually written by a professional association, indicating how to carry out a certain task in a safe or ethical manner.

Australian standards are published documents that set out specific procedures and guidelines to ensure consistency of products, services and systems. Various industries set standards for tasks and products specific to their industry. Establishments will set their own standards for all sorts of things, ranging from the manner in which customers are contacted (formal letter or text message) through to standards of personal grooming and uniform.

Australian standards published documents that set out specific procedures and guidelines to ensure consistency of products, services and systems

Legal requirements for food hygiene and safety

Food Act 2003 (NSW) (as amended)

The object of the *Food Act 2003* (NSW) is to ensure that food for sale is safe and suitable for human consumption. The Act covers food production and manufacturing industries, as well as retail sales of prepared and ready-to-eat food products.

Food Regulation 2015 (NSW) (as amended)

The *Food Regulation 2015* is used in conjunction with the NSW Food Authority. The Food Authority is a regulatory body that has the power to inspect food premises to ensure they are complying with the *Food Act 2003*. The *Food Regulation 2015* specifically aims to reduce the incidence of food-borne illness linked to certain food sectors in New South Wales. It sets minimum food safety requirements for food industry sectors that have been identified as high risk. These high risk sectors are: meat, dairy, seafood, shellfish, plant products, egg and food for vulnerable persons.

regulatory body an authority that regulates standards and conduct in a particular industry

Australia New Zealand Food Standards Code

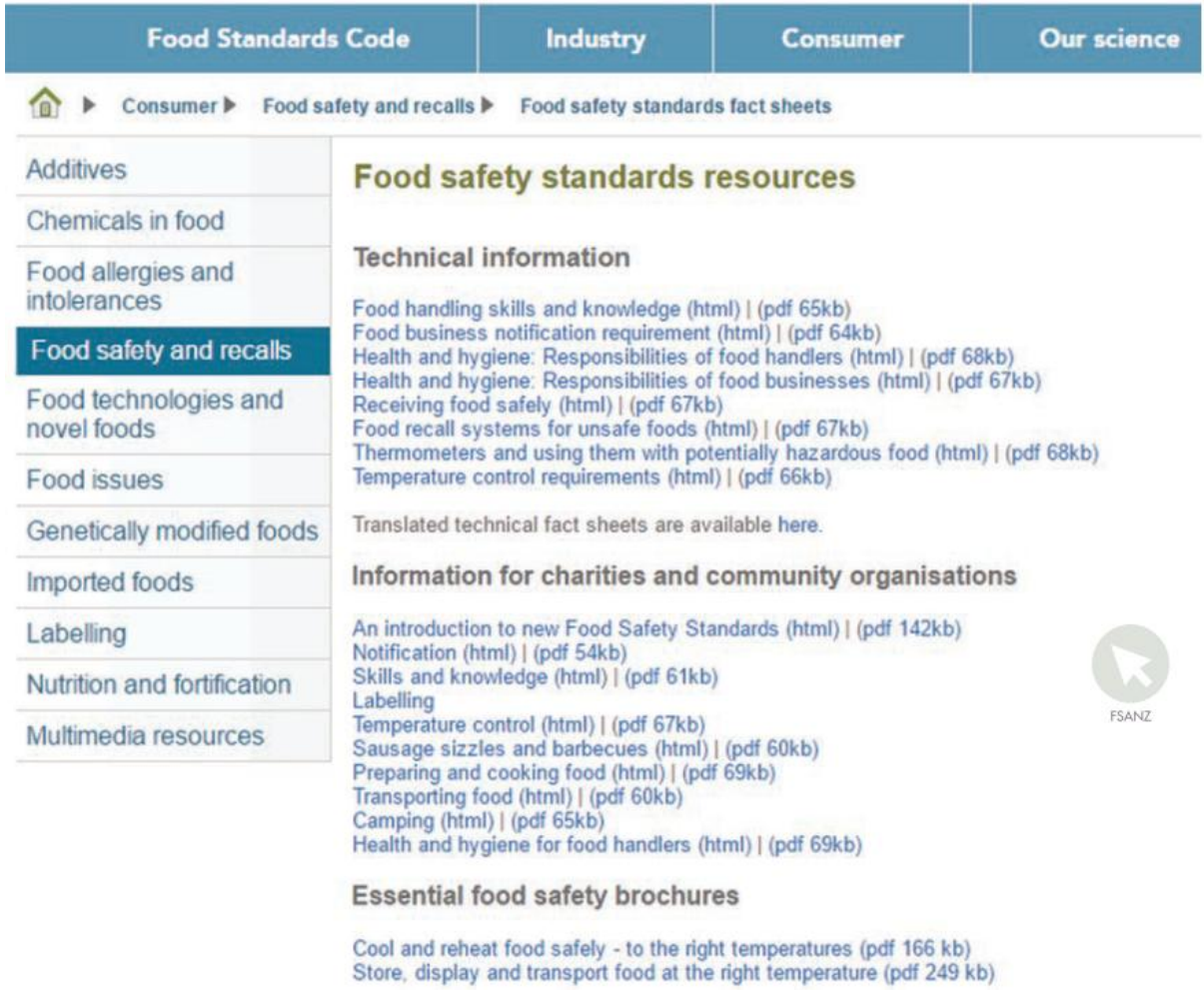
The Australia New Zealand Food Standards Code outlines minimum standards related to labelling and additives in manufactured foods. It also contains definitive descriptions of foods to ensure accurate labelling and marketing, and details standards for food safety and primary production.

The five food safety standards relate to:

- interpretation and application
- food safety programs
- food safety practices and general requirements
- food premises and equipment
- food safety programs for food service to vulnerable persons.

All premises involved in the production and manufacture of food for sale must comply with the Food Standards Code. This includes the design and cleanliness of the premises and the equipment used to manufacture food. The main aim of the Code is to ensure the integrity of the food sold (must be fit to eat), the correct labelling and packaging of food, and its safe storage.

The standards require that an establishment employs a supervisor with skills and knowledge of food safety and hygiene, and that registered premises must lodge a food safety plan in line with HACCP principles.



© Food Standards Australia New Zealand

Figure 1.9 The Food Standards Australia New Zealand website provides many resources free of charge for consumers and business owners alike. This helps inform the general public about issues relating to the sale of food. It also helps business owners meet their responsibilities under the law.

The consequences of not complying

Failure to observe the requirements of the *Food Act 2003*, *Food Regulation 2015* or the Food Standards Code can lead to a range of consequences, such as one of the following being issued:

- a verbal or written warning (see text at right for the role of the NSW Food Authority and local government officers)
- a penalty infringement notice, which may involve a fine
- an improvement notice requiring changes to be made within a certain time period for reinspection
- a prohibition notice, which could include a ban on the production of certain types of food, and litigation (court action or prosecution).

The NSW Food Authority and local government

The NSW Food Authority works with local councils and NSW Health to ensure effective food safety and food quality management. It aims to increase the population's confidence in food businesses and reduce the incidence of food poisoning. Local governments are responsible for monitoring the compliance of food businesses in their area. Councils employ environmental health officers, whose role includes the inspection of food premises. These officers have the authority to seize, photograph and test products and equipment for the purposes of determining compliance. They also issue warnings and improvement, penalty or prohibition notices, and provide reports to the NSW Food Authority. The NSW Food Authority publishes the names of establishments that have breached NSW food safety laws on its 'Name and Shame' online penalty register.

PRACTICAL APPLICATION

CONSEQUENCES OF NON-COMPLIANCE

AIM

To investigate local food outlets for non-compliance

MATERIALS

Laptop with internet access

NSW Department of Primary Industries Food Authority

METHOD

1. Go to the NSW Department of Primary Industries Food Authority website or type 'NSW Food Authority Name and Shame' into a search engine.
2. Click on the 'Register of penalty notices'.
3. Search a suburb, business name or postcode.
4. If nothing comes up in your area (this is good news!) click on 'Added in the last 30 days'.
5. Investigate the infringements by a variety of different establishments in different locations (click on the active text).

RESPOND

Write a short report (200 words) on your findings.

- What trends did you notice?
- Which types of infringements were mentioned more frequently?
- What was the most serious infringement?
- What is the fine for a penalty notice?
- Personal reflection: how might this information impact on your behaviour?

Food safety program overview

A food safety program is a written document that describes how a food business will manage the food safety hazards associated with its food handling activities. Generally speaking, a food safety program will consist of a HACCP plan and supporting programs.

A food safety program requires the establishment of a food safety or HACCP team to examine all sectors of food handling and service in the business. This team should identify all food products and the customers who will typically consume them. Some food types and customer groups are deemed to be particularly vulnerable to hazards, so food safety programs are mandatory in these cases. Producers of high-risk foods include primary producers, seafood harvesters and dairy processors. Vulnerable customer groups include consumers in aged care, hospitals and childcare facilities. Food items are analysed using a HACCP template, and various support programs are identified, such as a list of approved suppliers for raw ingredients; procedures for staff training; maintenance and pest control schedules; cleaning rosters; and document registers and templates.

A comprehensive food safety program will identify as many food safety breaches as possible before they occur, and include components to manage them. The program is designed to be a working document that prevents food-borne illness.

Workplace policies and procedures

Each establishment will develop workplace policies and procedures in accordance with their food safety program. These policies may include requirements such as wearing hairnets in the kitchen at all times, regularly checking the temperatures of food on display, carrying out rostered cleaning duties and, in the case of food handlers, reporting illnesses. Businesses establish consequences for failure to conform with these requirements. Many employers will give a worker an employment warning, stating that they are not performing according to the agreed procedure. Continued refusal to carry out required tasks may result in dismissal.

Food safety supervisors and food handlers

Under the Food Standards Code, an employer or business owner must appoint a food safety supervisor. This person must have completed a food safety supervisor's course. Their role is to supervise staff, manage the establishment's food safety plan and be its 'go to' person on food safety. The food safety supervisor must be up to date on all food safety compliance matters.

Shutterstock.com/Volodymyr Goinyk

Figure 1.10 A food handler must follow the instructions and food safety procedures set out by the food safety supervisor.

FOCUS QUESTIONS

APPLYING POLICY AND PROCEDURE TO A WORKPLACE

Read the following scenario and answer the questions:

The nutrition policy of KidsKorner Early Learning Centre includes the following statement:

'Centre cooks must be competent in basic food handling and hold a current food handling qualification. They must comply with KidsKorner policies for hygiene and personal presentation at all times.'

1 Suggest the personal presentation standards that KidsKorner might expect of their cooks, and provide reasons for each standard.

2 Is a Food Safety Supervisor's certificate a food handling qualification? Why would the position of 'cook' require this?

3 Childcare is regarded by the NSW Food Authority as a business that provides food for vulnerable persons. Why are young children regarded as 'vulnerable' by the NSW Food Authority?

4 Given that KidsKorner Early Learning Centre caters for vulnerable persons, suggest three typical childcare meals and the critical elements of food safety for each dish. (For example, if cooking hard-boiled eggs with toast soldiers, it's important to ensure the eggshells are clean on the outside, that the eggs are cooked so that the yolk has set and that they are served quickly after cooking.)

5 Indicate some aspects of the cook's role that will require hygienic practices but do not involve food handling.

PRACTICAL APPLICATION

INVESTIGATION OF SCHOOL CANTEEN

AIM

To observe and research food hygiene procedures and requirements for a chosen canteen (e.g. school, soccer club, netball association).

METHOD

1 Select a food outlet to observe.
2 Observe the foods served, the equipment available, the presentation of food handlers and any ready-to-eat foods presented for sale.
3 Research the personal and environmental hygiene requirements for the canteen outlet.

RESPOND

Write a 500-word report addressing the following points:

1 What was the range of foods and beverages offered for sale? Which of these would be considered high risk?
2 Describe the hygiene procedures observed.
3 To what extent does what was observed meet the requirements of the food outlet?
4 Research the guidelines for fundraising sausage sizzles, cake stalls and similar temporary food-based events held at school or in the local community. Are the guidelines different to those that other food businesses must follow?

Food contamination and food-borne illness

Signs of damaged and deteriorated food

It is easy to identify when some foods may be unfit for consumption. Signs to look for include:

- bruising, wilting, or damage to the skin or leaves of vegetables
- overripening of fruits such as berries and stone fruits
- the presence of black, blue, green or white mould
- slimy feel on food products such as bacon or ham
- unpleasant or unnatural smell, such as in spoiled or 'off' meat and poultry
- damaged or opened packaging, broken seals on bottles
- 'blown' or dented cans and bottles
- packaged food beyond its use-by or best-before date
- unfamiliar texture, such as 'fizzy' tasting yoghurt or lumpy curdled milk or cream.

iStock.com/amoklv

Figure 1.11 Food that is unsafe to eat might look like this – it looks great, smells fine and tastes amazing. Food-poisoning bacteria hides itself well.

Contaminants and contamination

Contaminants are substances that make something less pure or make it poisonous.

Contamination is the action of making something impure or harmful.

Cross-contamination in food occurs when harmful bacteria or allergens are spread to food. They might be transferred from other food, surfaces, hands or equipment.

Potentially hazardous foods may have naturally occurring bacteria already within them. Some foods are considered high risk because they are high in protein and low in acid. These characteristics make them particularly susceptible to bacterial contamination.

allergen a substance that causes an allergic reaction

potentially hazardous foods foods that must be kept at certain temperatures to minimise or prevent the growth of pathogenic microorganisms and toxins. Potentially hazardous foods include raw and cooked meat, dairy products, eggs, seafood, smallgoods, prepared salads, cooked rice and pasta and ready-to-eat foods.

Causes of contamination

Physical

Examples of physical contamination include hair, chips of nail polish, remnants of packaging, dust and insects. The presence of these items in food indicates a failure to follow correct food handling and hygiene procedures. Physical contaminants may not always be visible.

physical contamination refers to the presence of non-food items in food

Chemical

Chemical contamination can be caused by failing to thoroughly wash fruit and vegetables before preparation, or by not following cleaning procedures. For example, using sanitiser spray near uncovered ready-to-eat food. Chemical contamination can be very serious, as there is often no way to detect chemical contamination prior to ingestion.

chemical contamination refers to the presence of substances such as cleaning chemicals, excessive food additives or pesticides in food

Microbiological

Microbiological contamination may be present in the food item already (see pages 16–18 for information about bacterial and viral sources), or it may have been introduced through poor hygiene and food-handling procedures. In some instances, it is not the bacteria that causes the illness, but rather the toxin (or poison) produced by the bacteria.

If the source of contamination cannot be controlled, the food should be discarded. In the case of manufactured foods, potentially contaminated food can be the subject of a product recall. Recently, frozen berries imported from overseas were implicated in a Hepatitis A outbreak. This had implications for the retailer, manufacturer and consumers.

microbiological contamination occurs when food is contaminated by mould, yeasts, bacteria or viruses

product recall a request to return a product after safety issues have been discovered in that product that may harm the consumer

Common food allergens

An allergen is a substance that causes an allergic reaction. Individuals who suffer from food allergies may be mildly or severely allergic to particular foods. For some people, any contact with even the smallest amount of this food will produce an unpleasant or, at its most severe, life-threatening reaction.

The most common food allergens are eggs, fish, milk (particularly cow's milk, which contains lactose), nuts from trees (such as hazelnuts, walnuts, almonds and Brazil nuts), peanuts, shellfish (including prawns, mussels and crab), sesame seeds, soy products and wheat (which contains the allergen gluten).

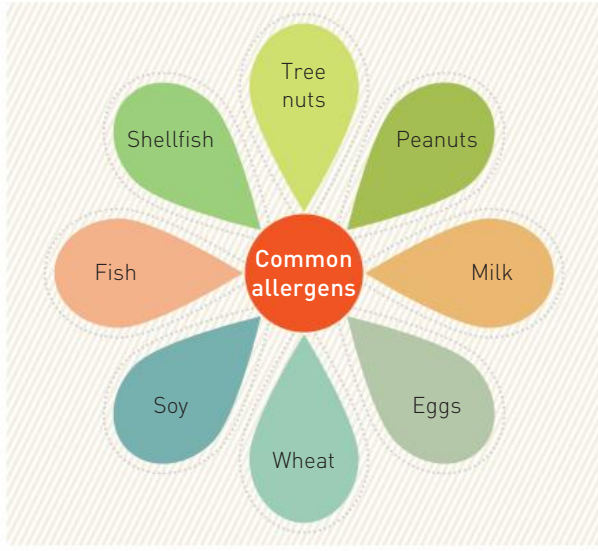


Figure 1.12 The key allergens in food

Contamination by an allergen can result from the use of a processed food product, such as biscuits, sauces or spice mixes, in a recipe that is otherwise allergen-free. It can also be caused by cross contamination if the allergen-free dish comes into contact with hands, equipment or surfaces that have touched regular menu items. Most establishments will be well prepared to accommodate special dietary requirements, and many menu descriptions note the presence of allergens in certain dishes.

Conditions that may lead to food spoilage and contamination

Contaminants thrive in conditions where there is a food source that supports growth. These high-risk foods are usually:

- low in acid, or acid-neutral (with a pH of around 7)
- high in moisture
- protein-rich
- stored in the temperature danger zone (5–60 °C) for an extended period of time – usually more than 2 hours
- exposed to oxygen.

Most bacterial contaminants require oxygen to survive, meaning most packaged foods where the air has been excluded, such as bottled and canned foods (unopened), are very safe products.

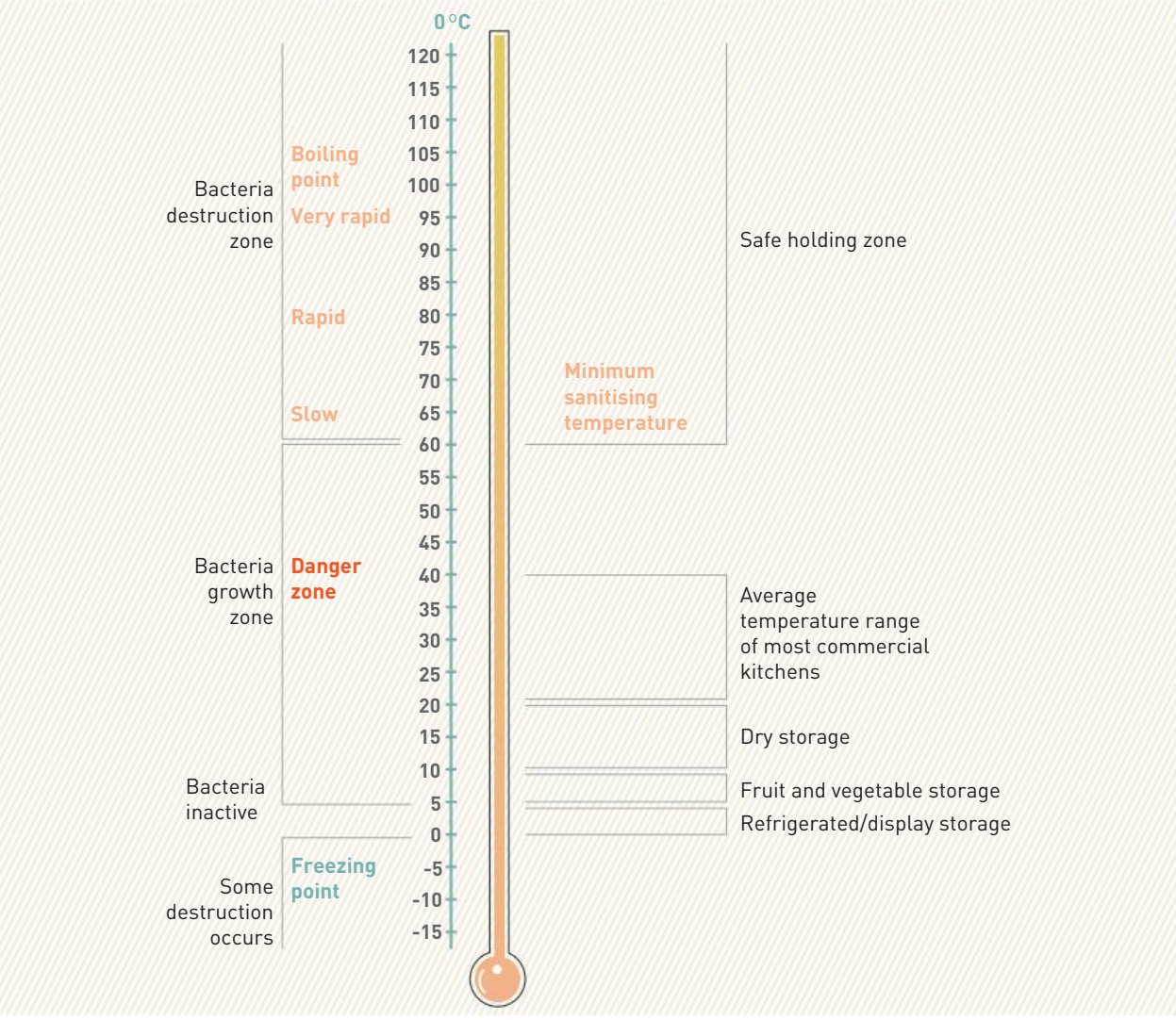


Figure 1.13 Temperature zones for safe handling, holding and storage

Food allergies

About 2 per cent of adult Australians have a food allergy. This percentage is higher in children, but many will grow out of the sensitivity by the time they reach adulthood.

Common symptoms

Mild symptoms of an allergic reaction include:

- abdominal discomfort or vomiting
- hives or welts on the skin
- itching
- a mild wheezy feeling in the chest
- swelling of the face, lips or eyes.

Emergency responses to food allergies

Some allergies to food can be dangerous, causing a severe reaction known as anaphylaxis. The symptoms of anaphylaxis are:

- noisy breathing or difficulty breathing
- swelling tongue, tightness in throat
- difficulty talking
- wheezy cough
- dizziness
- collapse; young children will become pale and floppy.

anaphylaxis a severe allergic reaction that can be life-threatening

Individuals who know they have a life-threatening allergy to food carry an adrenaline autoinjector (sometimes known as an Epipen) with them at all times. When treating someone who is having an anaphylactic reaction, these steps should be followed:

- Sit or lie the patient on the floor.
- Follow the patient's Action Plan for Anaphylaxis (if they have one).

- Locate the Epipen autoinjector and administer adrenaline.
- Call 000.

When a customer has an allergy

It is important that hospitality staff understand the need for care in the preparation of foods, not only to prevent food poisoning, but also to prevent an allergic reaction. It is the customer's responsibility to inform an establishment if they have a food allergy.

Imagefolk/alvaroc

Figure 1.14 It is the responsibility of the guest to inform staff if they have an allergy.

Waitstaff should be knowledgeable about the contents of dishes on the menu. If a customer enquires about the ingredients in a dish and the staff member is unsure, they should consult the chef before providing an answer. Establishments must be honest with customers. If they cannot be certain that a dish is free of a particular allergen, they must say so. Many processed ingredients such as sauces contain traces of allergens.

When preparing foods for a customer with an allergy, all kitchen staff should be made aware of this requirement, and the dish should be prepared using separate utensils and equipment. The dish should be clearly labelled, and stored separately. Cross contamination must be avoided at every stage of the preparation, cooking and serving process.

FOCUS QUESTIONS

FOOD CONTAMINATION

1 Describe how foods that are spoiled differ from foods that cause food poisoning.

2 Define the following terms:
   - **a** cross contamination
   - **b** physical contamination
   - **c** biological contamination
   - **d** chemical contamination
   - **e** allergen
   - **f** anaphylaxis

3 Outline the conditions that are optimal to bacterial growth.

4 List six common food allergens.

5 Propose three practices that can prevent a customer's food being contaminated with a known allergen, such as peanuts.

Food-borne illness

Food-borne illness is often referred to as food poisoning. It is the illness caused by consuming food that has been contaminated by pathogenic (illness-causing) bacteria or viruses. Food-borne illness can also be caused by consuming naturally poisonous foods, or by accidental poisoning from chemicals.

Causes of food-borne illness

The main causes of food-borne illness are:

- consumption of bacteria such as campylobacter, E. coli, listeria and salmonella
- consumption of food that has been in contact with a carrier of a virus, such as norovirus, rotavirus or hepatitis A
- consumption of toxins, which are poisons produced by the bacteria that cause the illness (such as those made by clostridium botulinum, clostridium perfringens, staphylococcus aureus and bacillus cereus), rather than ingesting the bacteria itself.

Bacterial, toxin and viral contamination of food

CROSS CONTAMINATION

Bacteria, toxins and viruses can be transferred to food through cross contamination. Some examples of cross contamination might be:

- taking raw sausages and steak out to the barbecue on a plate, then putting the cooked meat and sausages back on the same (unwashed) plate

- the chef shaping hamburger patties using his bare hands (no gloves), despite having an uncovered cut on his finger
- a waiter blowing her nose without washing her hands while setting the table
- a kitchen hand coming to work after being up all night vomiting due to a virus.

INCORRECT STORAGE AND HANDLING

One of the greatest threats to food safety is temperature. The temperature danger zone (5–60 °C) is the temperature range at which pathogenic bacteria reproduce most rapidly. In optimum conditions, bacteria can double in number every 20 minutes.

Foods that are to be stored before they are prepared must be covered and clearly labelled. If chilling is required, foods must be kept below 4 °C in the coolroom. Dishes that have been cooked and are being kept warm for service or display must be reheated quickly, ideally above 75 °C, and kept above 60 °C to ensure they are safe to eat.

Raw foods must always be stored below ready-to-eat foods to avoid drip contamination. All foods should be covered. Large warm dishes should be decanted into smaller containers so they chill faster. For example, a 10-litre batch of soup should be poured into five 2-litre containers to cool, rather than leaving it in one large container in the coolroom.

Time spent preparing foods should be monitored to ensure high-risk foods do not remain in the danger zone for too long.

Table 1.1 Bacterial, bacterial toxins and viral contaminants of food

NAME OF PATHOGEN	MICROSCOPIC APPEARANCE	DURATION OF ILLNESS	SYMPTOMS OF ILLNESS	TYPICAL FOODS AS A VEHICLE FOR THIS CONTAMINANT
BACTERIAL				
Campylobacter	Small spirals or wavy lines	2–5 days	Fever, nausea, abdominal cramps, diarrhoea (sometimes bloody)	• raw and undercooked poultry • unpasteurised milk • contaminated water
Escherichia coli (known as E. coli)	Oval shaped, similar to a capsule, with a fine tail	2–10 days (usually 3–4 days)	Diarrhoea (often bloody), abdominal cramps	• improperly cooked beef • unpasteurised milk and juice, sprouts and contaminated water
Listeria	Long narrow rod shape	3 days–10 weeks	Meningitis, sepsis, fever, miscarriage in pregnant women	• Soft cheeses • unpasteurised milk • ready-to-eat deli meats
Salmonella	Rod shaped, short and narrow	6–72 hours (usually 12–36 hours)	Headache, fever, abdominal cramps, nausea, vomiting	• undercooked poultry • raw eggs, sprouts
TOXINS				
Bacillus cereus	Long thin rods, thread-like	1–6 hours 4–24 hours	Sudden onset of severe nausea and vomiting; abdominal cramps, nausea and watery diarrhoea	• improperly cooked and refrigerated rice and pasta • meat, stews, gravies
Clostridium botulinum	Long narrow rod shape	18–36 hours	Double vision, blurred vision, nausea, vomiting and abdominal cramps, slurred speech, trouble breathing, difficulty swallowing	• home canned or bottled foods with low acid, not processed using correct cooking times or pressure
Clostridium perfringens	Oval shaped, similar to a capsule	6–24 hours	Abdominal cramps, nausea, watery diarrhoea	• meats, poultry, gravy, dried or pre-cooked foods
Staphylococcus aureus	Round spheres	30 mins–8 hours	Sudden onset of vomiting and abdominal cramps	• creamy desserts and pastries, potato salad

→

NAME OF PATHOGEN	MICROSCOPIC APPEARANCE	DURATION OF ILLNESS	SYMPTOMS OF ILLNESS	TYPICAL FOODS AS A VEHICLE FOR THIS CONTAMINANT
VIRUSES				
Hepatitis A	Round, slightly irregular spheres	2–7 weeks	Jaundice, fatigue, loss of appetite, nausea	• raw or poorly cooked seafood harvested from contaminated water • ready-to-eat foods contaminated by infected handler
Rotavirus	Round spheres	24–48 hours	Fever, nausea, vomiting, abdominal cramps, diarrhoea, headache	• poorly cooked shellfish • ready-to-eat food contaminated by infected worker

Naturally poisonous foods

Naturally poisonous foods contain poisons that are harmful to humans. Some are quite common, such as the substance solanine, which turns potatoes green. A small amount of solanine is not harmful – the green tinge can be removed and the potato eaten as normal. However, consumption of a large amount of solanine can cause nausea and vomiting.

The stems of the rhubarb plant are edible, but the leaves are not – they contain a high amount of oxalic acid. Fortunately, rhubarb leaves are very coarse and not very nice to eat anyway!

Some mushrooms are dangerous to eat. In 2012, a Canberra chef died after preparing and eating mushrooms foraged from a field in the ACT. The mushrooms were found to be the deadly Death Cap variety, which the chef had mistaken for an edible species.

Hygienic practices to minimise contamination

Food handlers

Food handlers have a responsibility to conduct themselves according to the establishment's policies and procedures. They must follow the hygienic work practices expected, such as adhering to uniform requirements, wearing gloves (especially if their role also involves customer service and money handling), adhering to cleaning rosters and cleaning procedures and monitoring critical points in the production of dishes where contamination is most likely.

Workplace procedures

Workplace procedures to prevent contamination should be clearly stated in the establishment's policy documents, and all staff should be made aware of these

iStock.com/Mantonature

Figure 1.15 Although these 'Death Cap' mushrooms look fairly harmless, two men in the ACT died after mistakenly harvesting these from a local field and eating them.

iStock.com/asiseeit

Figure 1.16 Induction programs and ongoing training and refresher courses ensure all employees are informed about workplace procedures and policies related to food hygiene.

procedures when they are employed. This is often part of the employment induction process.

Procedures will commonly include statements around:

- uniform standards, including whether the uniform is permitted to be worn to and from work
- wearing of personal protective clothing such as hairnets, gloves, aprons
- personal presentation standards, including facial piercings and the wearing of jewellery and nail polish
- indicating who is responsible for recording temperature checks, cooking times, display times, cleaning, storage of received goods and other critical situations.

BAD FOR BUSINESS

The consequences of a food-poisoning outbreak can be extremely serious. The following incident occurred in January 2016. The business has since re-opened, following a seven-week investigation by the NSW Food Authority.

SYLVANIA BAKERY CLOSED AFTER 40 SUFFER FOOD POISONING

Megan Levy, *Sydney Morning Herald*, 26 January 2016

The father of a boy admitted to Sutherland Hospital after an outbreak of food poisoning linked to a bakery in Sydney's south said victims and their families were 'very angry'.

Mr Damian Sullivan said his son Cooper, 11, ate a chicken and salad roll from Box Village Bakery and Cafe in Sylvania for lunch on Sunday.

'Cooper started feeling sick on Sunday night and when we took him to the GP on Monday he said, "take him straight to hospital",' Mr Sullivan said.

Mr Sullivan said he and his daughter Tia, 5, had also eaten chicken and salad rolls from the bakery on Sunday, but had not yet become ill. 'We were told we could still get sick, because salmonella can hit you any time from 24–72 hours,' he said.

Professor Mark Ferson, the director of the Public Health Unit at the South Eastern Sydney Local Health District, confirmed salmonella bacteria had been found in some of the patients.

'They've presented with diarrhoea, vomiting, stomach cramps, fever, aches and pains, and we have some positive salmonella results on early tests on some of those people,' he said. 'Salmonella infection can be mild, but can be very nasty. People can get dehydrated and quite sick with salmonella.'

Salmonella is mainly spread to humans when they eat under-cooked food made from infected animals. Symptoms often start 6–72 hours after infection and usually last for 4–7 days, although they sometimes last longer.

Those who presented at hospitals in the Sutherland Shire ranged from young children to the elderly, Dr Ferson said. 'People who are frail and elderly, people with other medical conditions where fluid balance is important, and people with other underlying conditions clearly are going to be more at risk of getting sick,' he said.

RESPOND

1 What evidence is presented to show that salmonella was the cause of the food poisoning?
2 Which groups of the population are more at risk of food poisoning, and why?
3 Outline the consequences of the food poisoning outbreak for the:
   a customer and their family
   b business
   c employees of the business.
4 Suggest the actions of the bakery staff that may have led to the contamination.
5 Imagine you are the environmental health officer responsible for inspecting this bakery. Using the report template, write a report of your findings and include 10 things the bakery could do to ensure this incident is not repeated.

FOCUS QUESTIONS

FOOD-BORNE ILLNESS AND HYGIENE PRACTICES

1 Outline two poor hygiene practices that could lead to cross contamination.

2 Explain the difference between bacterial food poisoning and food poisoning caused by toxins.

3 Provide an explanation of how a person could contract viral food poisoning such as hepatitis A or rotavirus.

4 Read the following scenario:

An environmental health officer inspected a premises after complaints of food poisoning. Samples were taken of aioli, eggs, a cleaning cloth, and swabs were taken from a food preparation bench, food preparation cutting boards, a food storage area, and the handwashing area. An interview with the business owner revealed that the aioli was made with raw eggs, with no further cooking or processing. It was suspected that the aioli was the product causing the poisoning and the business was ordered to cease serving this product. No new cases were reported.

a Suggest the biological cause of the food poisoning.

b Identify poor hygiene practices that may have contributed to the food poisoning outbreak.

c Research an aioli recipe that would be considered low risk.

Reporting

The purpose and importance of reporting

Establishments should be constantly aiming to increase their standards of quality in food service. To keep improving, businesses need to be honest about their practices and procedures, and measure these against their food safety goals.

If practices and procedures are working well, frequent monitoring will reveal this. Likewise, if some aspects of food service practice are not working, and food safety breaches are occurring, the establishment needs to be aware of this in order to rectify the problem.

What, how and whom to report

What to report

Individuals who report hygiene and food safety issues fall into two distinct groups – customers and employees.

FOOD HAZARDS AND ASSOCIATED RISKS

Food handlers have a responsibility to report when a food safety breach may have occurred or is at risk of occurring. For example, an apprentice chef might report to the head chef that the sliced cheese is almost out of date. A food safety supervisor may report to the manager if daily temperature monitoring shows that the coolroom is not maintaining a temperature below 5 °C.

Customers will report if they think a meal is not hot enough, or that the cake display fridge does not seem cold.

POOR HYGIENE WORK PRACTICES

Incorrect storage of raw and cooked items in the coolroom should be reported, as should inappropriate wearing of the uniform. Raw foods should always be stored below cooked, and a clean, full uniform should always be worn.

UNSAFE WORK PRACTICES WHEN WORKING WITH FOOD

Any handling of ready-to-eat foods without the use of food handling gloves should be reported. Careless placement or plating of food for a customer with a food allergy can have dire consequences. Special dietary needs are often handled by one designated person in the kitchen to prevent mishaps.

PERSONAL HEALTH ISSUES

Workers should always declare if they have an illness before commencing work. This will enable the supervisor or manager to make a decision about the type of work the individual may be able to perform, while maintaining the safety of the menu. Likewise, any injury that would require the staff to wear gloves should be reported to a manager.

INCIDENTS OF FOOD CONTAMINATION

Customers may be very quick to report an incidence of food contamination such as hair in a meal, or a coffee cup with someone else's lipstick on it.

Workers who notice evidence of pest activity in the dry storeroom should report this immediately as it can quickly escalate into a much bigger problem.

iStock.com/antialiasing

Figure 1.17 Even one cockroach should be reported – it may be the first sign of a bigger problem. An uncontrolled pest infestation can be very damaging to a business.

Types of reports

FORMAL AND INFORMAL

Formal reports are written after an inspection by the environmental health officer. These provide a summary of both the good and bad results (if any), and details regarding how any issues should be rectified, and when they need to be resolved by.

An informal report might involve adding an item such as paper towels to a whiteboard order list for future purchase because stocks are running low. Informal reports may also take the form of an immediate verbal notification, which is later followed up with a written report.

WRITTEN

Written reports can take various forms. For example:

- A customer may provide a written letter of complaint.
- HACCP-based food safety plans have many reports that provide written evidence of ingredient inspections on arrival, temperature checks, cleaning checklists, etc.
- An anaphylaxis incident may require staff to write up a detailed account of events for further investigation.
- An incident report containing details such as a staff member becoming ill during a shift and being sent home.

VERBAL

When an incident needs reporting immediately, verbal reports are often provided in the first instance. For example, if a customer complains about their meal being undercooked, this needs to be immediately conveyed to the chef so they can rectify the problem. The issue would then be followed up, perhaps at the end of the shift, with a written report. The incident would then be investigated to determine how it occurred.

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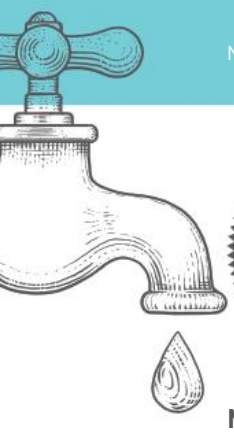
Figure 1.18 Customers will frequently give immediate feedback on their impression of food, hygiene and cleanliness standards. All feedback, both positive and negative, should be recorded for review.

Reporting to appropriate persons

Incidents of hygiene and food-safety related issues need to be reported to the appropriate person so that action can be taken to correct them.

If the incident is reported by a customer, often they will tell the nearest staff member, or they may ask for a manager. Employees should always act within their level of authority, passing on any food safety concerns to their supervisor. A serious outbreak of food poisoning must be reported to the NSW Food Authority, who may conduct an investigation in conjunction with the local council.



1.1 Focus area review

MULTIPLE CHOICE

1 Which of the following is a practice that could affect the health and safety of customers?

- **A** frozen steaks being left in the refrigerator overnight to defrost
- **B** sandwiches plated up for a function and then left on a buffet table for several hours
- **C** kitchen floors mopped with hot water and detergent and then hosed down with a pressure washer after service
- **D** food containers from the hot bain-marie are cleaned in the dishwasher

2 Food handlers must wash their hands using appropriate facilities. What does 'appropriate facilities' mean?

- **A** The establishment must have a designated handwashing sink.
- **B** The handwashing facility must have soap and an air dryer.
- **C** The facility must have a foot-operated system so you don't have to touch the tap handles.
- **D** The handwashing facility must be in a separate area to the kitchen.

3 Which one of the following statements is correct?

- **A** Nail polish can be worn by staff involved in food handling as long as it looks neat and tidy and is not chipped.
- **B** Staff working in a food preparation area can wear any type of hat, as long as it is white.
- **C** Any jewellery or piercings can be worn if there are no stones in the pieces.
- **D** Staff who need to cover or protect a wound must use organisation-approved bandages and dressings.

4 Which of the following is a bacterium that produces a toxin?

- **A** listeria
- **B** hepatitis A
- **C** salmonella
- **D** staphylococcus aureus

SHORT ANSWER

5 You are working in a kitchen and notice ants and evidence of cockroach activity in the storeroom. Outline your responsibilities as a member of the food preparation team in this situation.

(2 MARKS)

6 A buffet lunch was served consisting of barbecued sausages, potato salad with creamy dressing, green salad and bread rolls. Outline three practices to prevent contamination at the buffet, where customers will be serving themselves.

(3 MARKS)

7 Define the term cross contamination, and provide an example of how cross contamination can occur.

(2 MARKS)

8 Describe how one piece of legislation regulates hygiene standards in a food business.

(4 MARKS)

9 **a** Identify four common food allergens.

(2 MARKS)

b Propose a course of action for a customer experiencing an anaphylactic reaction.

(2 MARKS)

EXTENDED RESPONSE

10 Food handlers are responsible for the health of customers.

a Explain how a knowledge of biological food poisoning can assist in the prevention of food-borne illness.

(5 MARKS)

b Propose end-of-shift environmental hygiene procedures for a stated work area (e.g. commercial kitchen, beverage station, restaurant dining room). Provide reasons for implementing these procedures.

(10 MARKS)

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MANDATORY FOCUS AREAS

PART 2

Focus area: Safety

OUTCOMES

You will learn to incorporate safe work practices into your daily work activities. You will demonstrate how to follow health, safety and security procedures and to participate in work, health and safety management.

ASSOCIATED UNITS OF COMPETENCY

Participate in safe work practices

INDICATIVE HSC HOURS: 15

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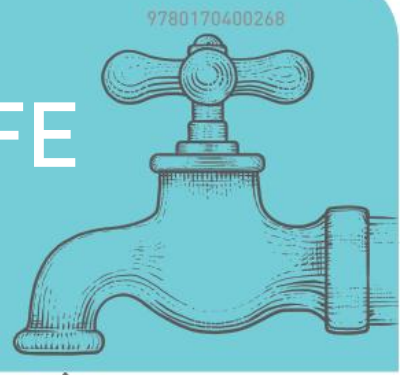
2.1 PARTICIPATING IN SAFE WORK PRACTICES



More than 100 000 workplace injuries are reported in Australia each year, and many of these are preventable. Every injury has a cost, be it physical pain, financial loss due the inability to work, the burden on the health care system or the ripple effect on family and co-workers.

Work health and safety (WHS)

Health, safety and security

Health is defined as the state of being free of illness or injury. Safety means being protected from harm or risk, and security can be described as being free from danger. The nature of the hospitality industry means workers come into contact with equipment, people and environments that have the potential to cause harm.

When the health, safety or security of a hospitality worker is compromised, this has significant and far-reaching effects for the individual, the establishment and society as a whole.

The costs of workplace injury

Human

The human cost of a workplace injury is the effect the accident has on the injured person. This can include the pain and trauma of being in the accident or incident and the resulting injury. This can include not only the physical injury, but also potentially longer term psychological injuries.

Social

Social costs refer to the impact of the workplace accident on the injured person's family, whose lifestyle may be temporarily or permanently altered as a result of the injury. Social costs also include changes in the lifestyle of the injured person, such as no longer being able to play sport.

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Figure 2.1 A workplace accident is like throwing a stone into a pond. The ripple effects of the injury radiate out, affecting not only the injured worker but also their family, social life, workplace and colleagues.

Economic

Economic costs are financial burdens imposed on the workplace, family and health system as a result of the injury. For example, a family member may need to take time off work to drive the injured person to a medical appointment; the workplace needs to pay another worker to replace the injured worker; the local hospital is using resources to treat a workplace injury that may have been preventable. The worker will need time off work for treatment and rehabilitation. The costs of medical care can also be an economic burden to the injured person and their family.

Organisational

The workplace may remain affected by the injury long after the incident. Operations may be restricted until an investigation into the accident has taken place. Other employees may be required to take on a greater workload until another worker can be trained to replace the injured worker. The morale and reputation of the establishment may also be negatively affected.

Work health and safety is everyone's responsibility

In order for a workplace to be safe, all employees must be involved in the process. While it is the employer's responsibility to provide protective clothing, training procedures and well-maintained equipment, it is the workers' responsibility to wear the protective clothing, conduct themselves in accordance with their training and to use equipment safely and appropriately. This mutual responsibility is known as duty of care.

duty of care a moral obligation to ensure the safety of others

Participation and consultation

All employees have a duty to participate in discussions about safe work issues. In many workplaces, all employees, whether they are young or old, new to the job or very experienced, can make a valid contribution to discussions about how work practices are conducted and ways they could be improved. Ways that employees can participate in work health and safety discussions are examined later in this chapter.

Key bodies involved in work health and safety

SafeWork NSW

SafeWork NSW offers advice on ways to improve work health and safety. It conducts investigations into workplace incidents, enforces health and safety laws and administers licensing and registration for dangerous work, such as some job roles in the construction industry.

Safe Work Australia

Each state and territory in Australia has its own work health and safety legislation. Safe Work Australia develops national policies to improve health and safety and workers' compensation arrangements across the country. It assists the states in reforming their legislation and conducts research and analysis of data on workplace safety.

Local councils

Local councils provide information about work health and safety considerations in relation to hospitality for events held on council property, such as a function held in a local town hall, or an outdoor festival. Councils do not have a direct responsibility to monitor work health and safety in small or large businesses.

Unions

As employee representative bodies, trade unions can provide advice and support to workers who have health and safety concerns about their workplace. The key trade union for hospitality workers in Australia is United Voice, Liquor and Hospitality Division.

Professional associations

Professional associations, such as the Australian Hotels Association or Restaurant and Catering Australia, represent the interests of their member businesses in relation to issues that affect them. These associations use their power to lobby governments about issues of concern, including aspects of work health and safety, on behalf of small and medium businesses.

Sources of work health and safety information

Information concerning work health and safety can come from internal (within the organisation) or external (government or other regulatory authorities) sources.

Establishments will have policies and procedures outlining the rules and guidelines for working responsibly in their workplace. These policies are routinely introduced during an employment induction, which takes place when a worker first commences at the workplace or moves to a different section within the establishment.

All workplaces will have emergency information, such as procedures to deal with a fire, bomb threat or armed hold-up, and details of evacuation procedures. Equipment comes with manuals for safe operation, and the establishment will record who is trained to use such equipment.

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Figure 2.2 A WHS notice or bulletin board at a workplace can be a 'one stop shop' for information about workplace safety procedures and policies.

Work health and safety information is also readily available online from reliable external sources such as SafeWork NSW, Safe Work Australia, the NSW Workers Compensation Commission as well as the relevant union and professional association.

NSW Workers Compensation Commission

Acting within your responsibility

'Acting within your responsibility' means working according to your level of employment within the management hierarchy. Employees higher up the hierarchy, such as supervisors and managers, are expected to take on greater decision and policy-making responsibilities within an organisation.

Taking initiative

At every level of employment, employees should feel comfortable taking initiative. Initiative is shown when a work health and safety issue can be identified and easily rectified. As an entry-level worker in hospitality, this might mean moving a portable tea and coffee station in order to avoid the power cord becoming a trip hazard.

initiative doing something without needing to be asked

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Figure 2.3 An incident such as a spill should be addressed immediately by the nearest staff member.

Problem solving

Work health and safety issues are often raised at staff meetings, where input is sought from all employees. Workers at all levels of employment can contribute to problem solving. For example, a post-function debrief may identify a problem of congestion around the scullery area as used plates are returned after main course. The opinion of the kitchen hands and waitstaff will be vital to solving this problem, and these employees may be able to provide greater insight than the function supervisor.

Decision making

Final decisions are often the responsibility of those in charge. In some situations, however, a decision will need to be made quickly. For example, in a medical emergency, first aid may be required immediately, regardless of the seniority of the first responder. In all situations, as far as practical, establishment policies and procedures should be followed.

first aid assistance given to a sick or injured person to preserve life until full medical treatment is available

FOCUS QUESTIONS

RESPONSIBILITY FOR WORK HEALTH AND SAFETY

1. A 16-year-old first-year apprentice chef slips on a spill in the kitchen and fractures her left wrist. She will be off work for at least two weeks, and when she returns, her job tasks will need to be adjusted, as she is left-handed. Explain the human, social, economic and organisational costs of this workplace injury.
2. Define the term 'duty of care', using an example from the hospitality workplace.
3. Explain how a young entry-level worker can participate in work health and safety matters at work.
4. Provide a brief outline of the role of SafeWork NSW.
5. Discuss the nature of advice provided by internal and external work health and safety information. Give some examples.
6. What does it mean to 'act within your responsibility'?

Compliance

Compliance is the term used to describe whether an establishment is following the rules, such as relevant legislation, policies and procedures.

Acts, regulations, codes of practice and standards

Establishments must comply with a number of Acts, regulations, codes of practice and standards.

An Act is a law (or legislation) passed by government. The majority of laws relevant to hospitality businesses in New South Wales are state government laws.

A regulation is similar to a law in that it must be followed. Regulations usually contain guidelines for behaviour to indicate compliance. This means they contain the detail of what needs to be done in order to meet the requirements of the Act.

A code of practice is a set of instructions, usually written by a professional association, indicating how to carry out a certain task in a safe and ethical manner.

Australian standards are published documents that set out specific procedures and guidelines to ensure consistency of products, services and systems. Various industries set standards for tasks and products specific to their industry. For example, there are Australian standards for firefighting equipment such as extinguishers and fire blankets. Establishments will set their own standards for anything ranging from the manner in which customers are contacted (by formal letter or text message, for example) through to personal grooming and uniform standards.

© 2017 Standards Australia

Figure 2.4 Australian standards exist to ensure consistency across products and procedures.

Legal requirements for work health and safety

Work health and safety legislation

WORK HEALTH AND SAFETY ACT 2011 (NSW) (AS AMENDED)

This legislation is designed to ensure that workers' health, safety and welfare is protected at work. It covers all categories of employment, such as full- and part-time employees, apprentices, volunteers, work-placement students, contractors and employers. The aim of the legislation is to eliminate or minimise risks in the workplace that threaten the health and safety of workers.

WORK HEALTH AND SAFETY REGULATION 2011 (NSW) (AS AMENDED)

Regulations detail the guidelines that workplaces need to follow in order to comply with work health and safety legislation. Regulations are regularly amended to ensure they are in line with the intent of the law and that they do not create rules that cannot be enforced, or that create an unfair burden on businesses.

Work health and safety regulations include detail on WHS inspections, application of risk assessment procedures, provision of facilities for staff, first aid, emergency procedures, use of personal protective equipment and working in potentially hazardous environments.

Codes of practice

HAZARDOUS SUBSTANCES AND DANGEROUS GOODS

This code of practice relates to the risks associated with hazardous chemicals and dangerous goods. Many of these substances can cause adverse health effects through contact, inhalation or ingestion. The code of practice identifies that the person conducting the business or undertaking has a responsibility to ensure the health of the workers. They must do this by providing signage that warns workers of the danger, monitoring the health and operations of the workers, and providing appropriate training and supervision and making documents and information about the substances available to workers.

MANUAL HANDLING

The WHS regulations define a hazardous manual task as a task that requires a person to lift, lower, push, pull, carry or move, hold or restrain something. It may also involve repetition, force, awkward posture or vibration. Manual handling operations present a risk of sustaining a musculoskeletal disorder such as a sprain or strain, or a back injury. The code of practice for manual handling states that the person conducting the business or undertaking must undertake a risk assessment of manual handling tasks and implement processes that minimise the risk of injury.

RISK MANAGEMENT

The code of practice for risk management in the workplace outlines the process of working towards a safe workplace. It outlines the four steps of risk management:

- Identify the hazards in the processes or workplace.
- Assess the risks – how serious could a negative outcome be, and how likely is it to occur?
- Control the risks – how can the risk be mitigated?
- Review the controls – are the controls working as planned?

WHS CONSULTATION

The 'duty to consult' is a code of practice that requires employers and business owners to seek advice from workers on matters of safety. It is based on the recognition that worker input and participation improves decision making about health and safety matters and helps reduce work-related injuries and disease. The code of practice for WHS consultation provides guidelines that help businesses set up processes to receive information and discuss work health and safety issues with workers.

FOCUS QUESTIONS

COMPLIANCE

1 Distinguish between an Act, a regulation, a code of practice and a standard. Provide an example of each that relates to work health and safety.

2 Outline the purpose of the *Work Health and Safety Act 2011* (NSW) (as amended).

3 What steps should a workplace supervisor take before asking a young worker on work placement to handle hazardous chemicals?

4 Give an example of a hazardous manual handling activity commonly carried out in hospitality. Using the guideline provided by the Manual Handling Code of Practice, how could the activity be made safer to minimise the risk of injury?

Manual Handling Code of Practice

Person conducting a business or undertaking (PCBU)

According to SafeWork NSW, a **person conducting a business or undertaking** has a responsibility under the *Work Health and Safety Act 2011* (NSW) to ensure that:

- the work environment, systems of work, machinery and equipment are safe and properly maintained
- chemicals are used, handled and stored safely
- adequate workplace facilities are available, such as bathrooms and change rooms
- information, training, instruction and supervision are provided
- workers' health and workplace conditions are monitored.

PCBUs also have a duty to consult with workers on issues of hazard and risk, making changes to work processes and practices that may impact on the health and welfare of workers.

person conducting a business or undertaking (PCBU) an individual, business or organisation that conducts business alone or with others. The business does not have to make a profit to be considered a PCBU.

iStock.com/Chris Ryan

Figure 2.5 Work health and safety committees in hospitality workplaces are ideally made up of a cross-section of employees from a range of job roles.

The consequences of non-compliance

Not complying with legislative requirements can have both financial and legal consequences.

Financial consequences

Workers compensation insurance is a compulsory form of insurance that all employers must pay on their employees' behalf. This insurance covers any costs an individual

may incur as a result of any injury or illness suffered in the workplace while doing their job. Non-compliance could result in an increase in workplace incidents and accidents. When accidents occur, the annual insurance premiums for the business become more expensive.

Legal consequences

IMPROVEMENT NOTICE ISSUED BY SAFEWORK NSW

This notice gives an employer notice that an issue must be rectified within a certain time period. For example, a business may need to rectify a slip hazard on a step. The business can continue operating, but the hazard must be fixed.

PROHIBITION NOTICE

If the issue of non-compliance presents an immediate risk to health, a prohibition notice will be issued. This requires the business to stop work immediately. For example, if a worker has an accident while using a particular piece of equipment, the prohibition notice will ban the use of the appliance until it is made safe.

PENALTY NOTICE

A penalty notice can be issued as an 'on the spot' fine and (if the fine is paid) the employer can avoid court proceedings.

PROSECUTION

Prosecution through the court system is a last resort for SafeWork NSW, used in only the most serious of cases. It can be costly to both parties – in many cases much more costly than rectifying the issue.

Safety signs, symbols and barricades

Safety signs and barricades enable a business to provide direction, restrict access to a certain area or alert employees and customers to a potential hazard. As hospitality is frequently a multicultural workplace and attracts customers from all backgrounds, signage must reflect internationally agreed conventions and standards. This means it must be clear, eye-catching and universally understandable.

Legislative requirements

Australian Standard 1319 sets out the requirements for safety signage. The standard outlines the categories of signage, the meanings of certain colours, shapes and symbols. The standard also recommends using a lettering size and font that is easily visible, and advises that signs be positioned where they can be readily seen (e.g. at eye height).

Meaning of colour and shape

- Prohibition signs contain a black image (known as a pictograph) surrounded by a red circle with a slash through it. The pictograph illustrates the activity that is prohibited e.g. smoking.
- Mandatory signs are predominantly blue. They have a white pictograph in a blue background circle. The pictograph (e.g. enclosed shoes/boots) indicates the mandatory action. Lettering is in black.
- Danger signs alert to a hazardous or life threatening condition. The word 'Danger' is written in white on a red oval background, surrounded by a black rectangle.
- Warning signs contain information about generally hazardous conditions. A pictograph appears inside a black triangle on a yellow background. A typical warning sign used in hospitality is a 'wet floor' sign.
- Emergency signs such as those indicating exits or emergency meeting places are white lettering on a green background.
- Fire signs indicate the location of firefighting equipment. They contain white text on a red background.

Placement and position

The Australian Standard advises that signs should be positioned against a contrasting background, and in a location where they cannot be easily obscured. In areas of low light, it is recommended that signs are a larger size for easy visibility. Ideally, signs should be placed at eye level, where they cannot easily be missed. Signs should be well maintained, illuminated if necessary and kept clean.

Monitoring and reporting

SafeWork NSW requires that a record of all injuries and incidents is kept on site at an establishment. Serious injuries, illness and death must be reported to SafeWork NSW immediately.

Types of reports

FORMAL AND INFORMAL

All injuries, accidents and serious near misses must be formally reported in writing, either in a log or register. These registers may be electronic. SafeWork NSW should be contacted immediately in the instance of a serious accident, illness or death in the workplace.

VERBAL

Verbal notification is often the first reporting method used to notify people of an accident or incident. For record-keeping purposes, a verbal report should be followed up with a written account of the incident.

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iStock.com/PepeLaguarda Shutterstock.com/David Asch Samantha Hopley

Figure 2.6 These signs use colour in a universally recognisable way. The language is simple and easily understood.

WRITTEN

Where written reports are to be lodged electronically, staff must be trained in how to locate and complete these forms. The individual who has been injured will need to obtain a written doctor's report and an injury management plan.

Other forms of written reports may include a maintenance request form, which is lodged when a piece of equipment is due for a maintenance check, an annual audit checklist for a site inspection conducted within the establishment or a first-aid register, noting the first aid administered by the establishment's first-aid officers.

Reporting to appropriate persons

All workers need to act within their level of authority. Most issues can be reported directly to a supervisor or manager, a health and safety representative or a work health and safety committee member.

Purpose and importance of reporting and monitoring

Even if workplace incidents are not serious, keeping a record of such incidents allows a workplace to identify any patterns that may be emerging. For example, a particular stairway may be identified as a hazard requiring non-slip paint and signage after a number of falls or near misses.

Reporting and monitoring can also identify when training or instruction needs to be upgraded or refreshed.

Policy and protocols when reporting

Establishments will have **protocols** around the chain of command for reporting health and safety matters. They may have instructions about how to complete a maintenance request or first-aid log, the frequency of WHS meetings, or how the results of such meetings are reported to employees.

protocols the official procedure or way of doing something

FOCUS QUESTIONS

SIGNAGE AND REPORTING

1. Summarise the signage information provided on page 29 in table format. Provide a pictorial example and legislative requirements for each category of sign.
2. Research the use of barricades in hospitality. Provide an example of their use for WHS purposes.
3. Outline the nature of reporting that occurs for WHS issues. Specify the types of incidents that must be reported to SafeWork NSW.

WHS consultation and participation

Consultation between employers and workers is a legal requirement, and provides an opportunity for people to participate and share information about work health and safety issues.

Opportunities for workers to provide input

There are a variety of opportunities for employees to provide feedback to establishments.

Formal and informal discussion

Following a complaint or an incident, formal meetings may be held between management, representatives from SafeWork NSW and the relevant trade union. Informal discussions take place on a daily basis as staff members discuss work health and safety issues during the execution of their day-to-day duties.

Meeting

Formal meetings focusing on work health and safety issues may be held, or any concerns may be addressed at a staff meeting. An informal chat could be followed up by the issue being added to a meeting agenda.

Survey

Businesses may survey their staff to get an overall idea of work health and safety in the workplace. This may be done as a catalyst to implement change, or to measure the effect of recently implemented policies and procedures.

Training

A workplace that chooses to be represented by a HSR (health and safety representative) rather than forming a health and safety committee must ensure the HSR receives the necessary training to fulfil this role. Individual employees should be provided with training in hazardous tasks such as manual handling, using chemicals and equipment.

WHS audit

An audit may be conducted externally, or it may be an internal process the workplace conducts as part of its WHS management. An audit checklist examines every aspect of a premises, identifying possible risks to health and safety. For example, an audit might identify trip hazards such as frayed carpet, missing or damaged safety signage, or lighting hazards such as flickering lights, which can then be rectified.

WHS inspection

Work health and safety inspections can be carried out by SafeWork NSW in an advisory capacity. This means inspectors are invited to observe and provide feedback on processes or policies in a workplace. Inspections are also conducted in the event of an incident or serious near miss.

Requirements of a health and safety committee or health and safety representative

Establishments have some flexibility in deciding how they manage work health and safety matters. A health and safety committee is usually made up of a cross-section of employee groups within an organisation. No more than half the members may be nominated by the PCBU. Their role is to facilitate measures to make the workplace and work processes safe. A committee can be established if the business has more than five employees and staff are reluctant to nominate a health and safety representative (HSR), who would work alone to represent the business. The committee must meet every three months.

A HSR is elected to represent a work group. Their role is to monitor health and safety action and investigate safety complaints. If the HSR has completed relevant training, they can order unsafe work to cease.

Roles and responsibilities in WHS consultation and participation

PCBU

In relation to consultation, the person conducting a business or undertaking (PCBU) must facilitate the establishment of the WHS representation model. If the HSR model is chosen, the PCBU must allow the representative time to carry out the role. The HSR will need to work closely with the PCBU in matters relating to safety, and the PCBU must give the representative access to information and support them by providing training to carry out their role.

Manager/supervisor/team leader

Senior and middle management staff have a role to play in consultation. They should foster and encourage open discussion on safe work issues and promote a safe work culture. They may also lead work groups that elect a representative to the WHS committee.

Internal environment
Workplace inspection checklist

Workplace _____ Date of inspection _____
Inspection completed by _____ Time _____

Internal environment			
Security	**Yes**	**No**	**Comment**
Adequate locks on all external doors			
Adequate locks on all external windows			
Register of who has which keys			
Alarm system provided			
Duress alarms in offices & interview rooms			
Two exits from interview rooms			
Security screens for windows & doors			
Valuable items such as cash & video players are stored when not in use, e.g. hidden safes			
Areas inside the organisation where an aggressor could hide have been identified			
Floors, aisles, exits			
Entrance/steps in good order			
Handrails where appropriate			
Floor coverings in good repair			
Floors even, uncracked, no holes			
Floors clean & not slippery			
All entrances, doorways & stairs kept clear at all times			
Cords secured & clear of walkways			
Walkways free of rubbish			
Stairs & landings			
Lighting adequate			
Good visual contrast between steps			
Slip-resistant strips on edge (nosing) of steps			
Handrails present & at correct height			
Minimal variation between step height & step depth			
Indoor climate			
Temperature appropriate for the workplace			
Air-conditioning filters cleaned regularly (if appropriate)			
Air quality acceptable (e.g. free of fumes & smells, replacement frequency adequate)			
Bathrooms/toilets			
Adequate toilets for male/female			
Toilets for people with disabilities provided			
Parent rooms available			
Cleaned regularly			
Well-ventilated			
Soap & hand towels/driers provided			
Sanitary facilities provided			
Kitchen/lunch room			
Suitable eating/tea break facilities			
Stock stored appropriately			

Figure 2.7 This audit form would be completed by a supervisor or manager, usually on an annual basis.

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Figure 2.8 Employees have a duty of care for each other, regardless of their position in the management hierarchy.

Individuals

Individuals have a role to play in consultation. Even if they are not a member of a committee or a HSR, every individual has a responsibility to report health and safety concerns and to conduct their work role according to workplace policy and procedures.

Other workers

Workers have a duty of care for one another. This reinforces the importance of individuals speaking up on issues of workplace safety.

Union

The relevant trade union can provide advice for HSRs and committees on workplace health and safety issues and consultation processes. If required, they can represent workers in the case of a dispute about health and safety matters.

The importance of identifying and reporting

WHS issues and concerns

Young or inexperienced workers are often hesitant to speak up about issues that concern them. However, if health and safety issues go unreported, they cannot be rectified.

Workplace hazards

Workplace hazards must be reported to ensure they can be eliminated or minimised. For example, a frayed or damaged power cord can be identified by clearly tagging it for repair and logging it in the maintenance register. Identification of a hazard makes it possible for employees to change their behaviour or actions in order to prevent accident or injury.

Unsafe work practices

Unsafe work practices must be reported to prevent accidents or damage to premises or equipment. Performing any activity that is contrary to workplace policy and procedure, if serious in nature, may be grounds for dismissal. For example, using a meat slicer without the guard attached will be against establishment policy and could result in serious injury.

Breaches of health, safety and security

Any breach of protocol in regard to health, safety and security must be reported. These breaches may result in an uncontrolled hazard that could present a risk to workers or customers. An example of a breach may be the use of a fire hose to wash down a footpath.

PRACTICAL APPLICATIONS

TAKING PART IN WHS CONSULTATION

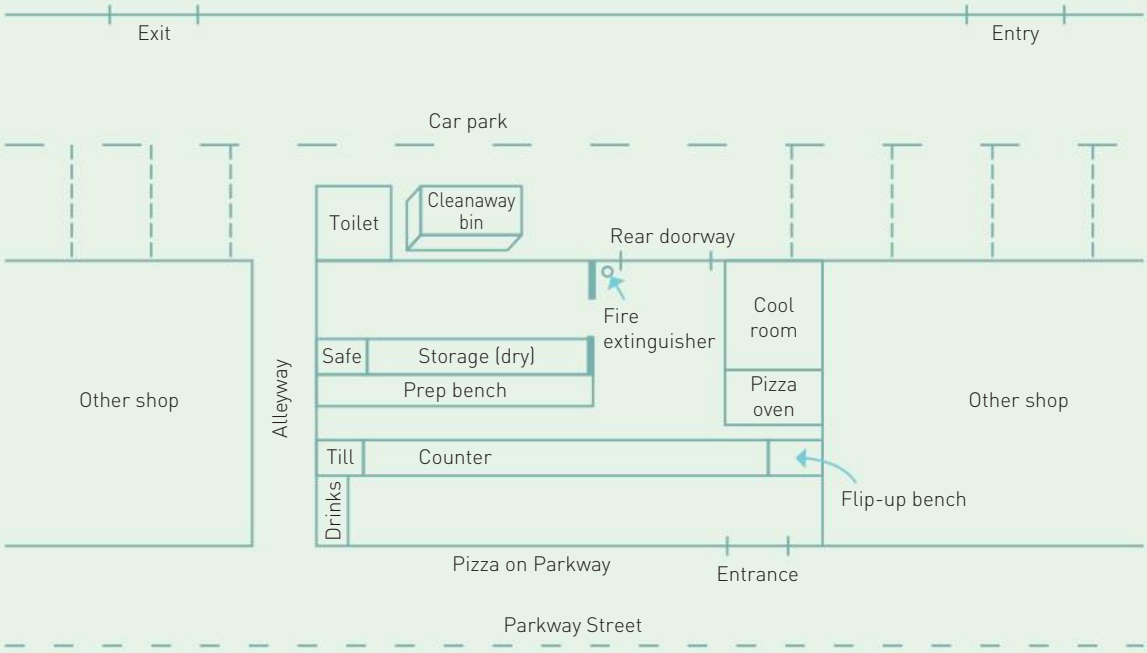
AIM

To replicate workplace participation and consultation activities through a mock WHS meeting.

MATERIALS

Each student needs to have a copy of the map and floor plan below.

Pizza on Parkway is a family-owned takeaway pizza shop on busy Parkway Street. It has 15 employees ranging in age from 16 to the owner/manager, who is 57. There are four delivery drivers, all of whom are on their 'P' plates. The shop backs onto a rear laneway with limited parking.



METHOD

1 Divide the class into three work groups: managers and supervisors, pizza shop employees (full time, part time and casual), and delivery drivers.

2 Each work group should study the map and floor plan and identify any work health and safety issues of concern. Nominate a scribe to record these.

3 Each group should nominate a representative to speak on the group's behalf as part of the WHS committee for Pizza on Parkway.

RESPOND

1 Conduct a mock WHS committee meeting with the remainder of the class as silent observers. The management representative should run the meeting and compile a list of concerns, ensuring each member of the committee has an opportunity to contribute.

2 Together, the WHS committee should prioritise the list, determine the most urgent concerns and identify how they could be rectified.

3 Afterwards, discuss the contribution of each group and how the meeting was conducted. Comment on whether the principles of participation and consultation were adhered to.

4 Describe the role of the PCBU, management and workers in WHS consultation and participation. Who has the greatest role to play? Explain your answer.

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Figure 2.9 All work roles should incorporate safe work practices. Making a bed is a relatively simple task, but housekeepers encounter hazards in lifting and bending, and potential trip hazards. Working in partnership can alleviate these hazards.

Risk management

What's the difference between a hazard and a risk?

A hazard is a situation that has the potential to pose a threat to life or health. A risk is the level of exposure to danger. In terms of work safety, the hazard is the situation that can cause the injury and the level of risk measures the likelihood of the injury occurring.

Hazard identification

Hazard identification is conducted in consultation with workers and by reflecting on past experience. It is crucial to safe work practices, and should be carried out before work commences.

Potential hazards in hospitality

Employees in the hospitality industry generally encounter workplace hazards on a daily basis. Commercial kitchens can be hot or noisy; dealing with money or unhappy customers may expose front-of-house staff to safety and security threats. General workplace hazards might also include stress, bullying, slip and trip hazards, manual handling or working with cleaning chemicals.

Risk assessment

Risk assessment is a systematic process of evaluating potential risks of a hazard occurring. Organisations measure the potential risk associated with a hazard in order to determine what needs to be done to make the situation safe.

For example, a customer hiring a function room for a wedding has asked if they can have a fire twirler to provide entertainment while canapés and drinks are being served. The hazard is obvious, but the function manager must assess the risk before determining whether this is a safe entertainment option for the venue.

Table 2.1 Range of hazards

CATEGORY OF HAZARD	DESCRIPTION AND EXAMPLES
Biological	Hazards caused by exposure to bacteria, viruses and moulds. Hospitality workers in the healthcare sector commonly have training in infection control. This is important, as they are handling food, crockery and cutlery that has been handled by customers who may be unwell.
Human factors	These hazards involve errors in judgement, either unwitting or deliberate, such as carelessness, bullying, failing to follow correct procedures or instructions, being unsupervised or untrained.
Manual handling	Manual handling includes lifting, pushing, pulling, dragging or turning. These actions can present a hazard when conducted in a hurry or not executed safely.
Materials	Material hazards occur when materials are used or stored incorrectly. These materials could include chemicals, gases, equipment, consumables, or sharp objects such as broken glass.
Tools and equipment	Tool and equipment hazards occur when these items are used without supervision or not used in accordance with training.
Work environment	The work environment itself can present a hazard if it is hot, crowded or noisy. If understaffed, the busy workplace can be stressful; if open late, skeleton staff may not feel secure in their work environment.
Work processes and practices	Hazardous work processes and practices can include procedures that expose staff to risk of injury, such as ordering dry ingredients in bulk quantities that must then be lifted.
Working with electricity and gas	Hazards associated with electricity and gas should be eliminated by conducting regular inspections to identify damaged cords or gas leaks. Staff must be made aware of the hazards of combining electricity and water, and gas and chemicals.

Risk control (hierarchy)

Once the hazard has been identified (in this case, fire), the function manager must then identify who might be harmed. In this situation, the customers and staff could be potentially injured if things go wrong. The probability of this occurring then needs to be evaluated – how likely is it that the fire twirler will cause a fire or accidentally burn a guest? The function manager, weighing up all the information, then needs to consider control measures that may decrease the probability of a negative outcome. For example, using an experienced fire twirler, conducting the display outside, away from overhanging trees and shrubs, and ensuring there is a roped-off area to prevent guests getting too close.

ELIMINATE THE RISK

If the source of the hazard is removed, the risk is eliminated. When there is a high probability of a catastrophic outcome, this is the recommended course of action. For example, if it was raining and the fire twirler wanted to perform indoors, this would not be allowed, as the risk of fire is too great.

MINIMISE THE RISK

There are several ways to minimise the risk of the hazard occurring.

- Substitution: this reduces the risk by performing the same task with a substitute. For example, some restaurants are removing wax tealight candles and replacing them with battery operated ones to minimise the risk of fire.
- Modification: this means the task is changed in some way to make it safer. To avoid awkward repeated twisting, the front counter in a café may be reorganised so the cash register and EFTPOS machine are placed in a more convenient location.

			Potential consequences				
			L6	L5	L4	L3	L2
			Minor injuries or discomfort. No medical treatment or measurable physical effects.	Injuries or illness requiring medical treatment. Temporary impairment.	Injuries or illness requiring hospital admission	Injury or illness resulting in permanent impairment	Fatal injuries
			Not significant	Minor	Moderate	Major	Severe
Likelihood	Expected to occur regularly under normal circumstances	Almost certain	Medium	High	Very high	Very high	Very high
	Expected to occur at some time	Likely	Medium	High	High	Very high	Very high
	May occur at some time	Possible	Low	Medium	High	High	Very high
	Not likely to occur in normal circumstances	Unlikely	Low	Low	Medium	Medium	High
	Could happen, but probably never will	Rare	Low	Low	Low	Low	Medium

Figure 2.10 A typical risk assessment matrix

- Isolation: this may mean the task is only carried out by trained personnel, or is only conducted when there is limited risk to others. For example, routine cleaning of high-traffic public areas such as hotel lobbies is often carried out overnight, to isolate the task and minimise the risk to guests.
- Engineering control: this may involve the use of a trolley to move heavy items, the use of personal protective clothing, or the use of key control or barricading of areas to prevent access.

OTHER CONTROLS

- Administration controls: this refers to policies, procedures and training. For example, employees using a meat mincer must be trained to use the appliance, and are never to use it when in the kitchen alone.
- Safe work practices: the risk is minimised by requiring workers to conduct their job role in accordance with workplace procedure. Some establishments will have policies that state that there should be a minimum of three workers rostered on an overnight shift; or they may have a procedure for emptying and cleaning the deep fryer at the beginning of a shift, when the oil is cool, rather than at the end of the night when it is still hot.
- Personal protective equipment (PPE): wearing personal protective equipment is commonly required under hospitality policy for safety reasons. This is a simple method of mitigating the risk associated with handling hot items, working with very hot water or oil and handling chemicals. See page 41 for a more detailed explanation of PPE.

MONITOR AND REVIEW

When accurate records are kept it is possible to monitor and review whether the risk controls are effective. For example, if PPE is being worn but staff are still regularly burning themselves in the commercial kitchen, a review of procedures may be required.

A REPORT ON SAFETY IN HOSPITALITY

The hospitality industry in Australia employs a large number of workers, and a high proportion of them are young workers. Following is a snapshot of the state of safety in the NSW hospitality industry.

HOSPITALITY

There are more than 10 000 cafes and 1000 catering businesses in NSW. Together they employ about 60 000 workers. The NSW hotel industry employs over 50 000 workers and clubs employ more than 40 000 workers. Over the past three years more than 18 000 workers were injured in the NSW hospitality industry. More than 250 were permanently disabled and eight died.

Many of the workers in hospitality are considered vulnerable workers and generally work part-time, late nights and weekends. Many come from multicultural backgrounds and speak limited English.

SAFETY ISSUES

Manual handling injuries, such as sprains and strains, account for about one-third of all injuries in the NSW hospitality industry.

Burns are also commonplace. There were more than 1500 burn injuries over the past three years, caused by hazardous chemicals, boiling liquids, stress, fatigue and the like.

Other risk factors include:

- lacerations and amputations from machinery and equipment
- electric shocks – e.g. when vacuuming wet carpets or cleaning ovens
- hearing damage due to a noisy workplace
- violence and aggression due to drugs and alcohol.

EXAMPLES OF WORKPLACE INJURIES

Simple safety measures can help reduce the risk of injury in the workplace. Below are some examples of serious workplace injury in the hospitality industry.

1 A kitchen assistant in a large club had her arm crushed while preparing desserts in a large mixing machine with no guard or automatic off-switch. Noticing a hair in the mixture, she leaned forward to remove it, slipped and had her arm crushed by the mixer's revolving dough hook.

2 A 19-year-old part-time restaurant employee was electrocuted when he touched a live electrical cable while cleaning a clamshell grill. The company was fined $120 000 and, according to the judgement, simple remedial steps would have prevented the accident.

3 A worker was burnt in the face and permanently blinded in one eye while cleaning beer lines with chemicals. The chemical was not properly diluted and personal protective equipment was not worn.

4 Mary had headaches, felt irritable and experienced ringing in her ears after local bands played during her shifts as a part-time bar attendant in a local hotel.

RESPOND

1 How many people are employed in the cafe, catering, hotel and club sectors?

2 Expressed as a percentage, what proportion of these workers suffered a workplace injury? What percentage suffered permanent disability? What percentage lost their life?

3 Which groups of employees are described as vulnerable? Why?

4 For each of the serious workplace injuries described, propose procedures that would have prevented the injury.
5 Another common feature of different job roles in the hospitality workplace is standing for long periods of time.
   a Explain the hazards associated with standing.
   b Suggest some workplace practices that may alleviate the problems or impact on the body caused by long periods of standing.

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Figure 2.11 An outdoor wedding venue – what are the potential risks to guests? What are the potential risks to staff?

Safe work procedures and practices

Safe work procedures and practices are implemented to reduce the risk of illness or injury during work activities.

WHS induction training

A WHS induction is a program that introduces new employees to the workplace and alerts them to potential risks and hazards in the environment. Induction training typically addresses general WHS hazards in the workplace, emergency procedures and manual handling.

Standard operating procedures (SOPs)

A standard operating procedure is a set of step-by-step instructions designed to help workers carry out a process or operate machinery or equipment. SOPs aim to increase safety and efficiency by complying with the principles of safe working practices that are in line with establishment procedures and customer expectations.

CAUTION

STANDARD OPERATING PROCEDURE

Commercial Dishwasher

CAUTION

DO NOT USE THIS APPLIANCE UNTIL YOU HAVE HAD TRAINING IN ITS USE AND OPERATION.

Equipment required:

- Commercial dishwasher
- Employee to wear slip resistant, fully enclosed footwear
- PPE to be supplied includes PVC apron, gloves

RISKS AND SAFETY PROCEDURES

RISK	SAFETY PROCEDURE
Burns from hot water, steam from dishes	• Let dishes sit for 30 seconds after end of cycle. Metal objects such as cutlery and pans will be very hot
Manual handling	• Follow manual handling procedures, do not overload racks or attempt to lift.
Electric shock	• Ensure power cords are undamaged.

SAFE WORK OPERATION

PROCESS	EMPLOYEE ACTION
Preparing items to be washed	• Ensure dishwasher is operational and chemical dispenser is operational. • Rinse heavily soiled items with spray arm washer over sink. • Load items onto racks. Do not overload.
Wash items	• Slide racks into machine. • Lower lid and machine starts automatically.
After wash cycle has finished	• Lift lid slowly to allow steam to escape when cycle has completed. • Leave to cool for 30 seconds. • Take care to retrieve any items that have come loose in the dishwasher, water will be hot. • Remove items to a clean trolley (do not contaminate by placing on a dirty trolley or next to unclean items)
Clean washer at end of shift	• Turn off dishwasher and allow to drain. • Remove any filter baskets and remove food scraps and clean baskets before reassembling. • Leave dishwasher door open until next use. • Wipe over the external surfaces with a damp cloth.
Follow up	• Report any issues with dishwasher operation to your supervisor.

Figure 2.12 Standard operating procedures (SOPs) present clear steps to take when operating equipment or carrying out a task.

Workplace documentation

Workplace documents should be securely stored electronically for a period of at least seven years. The types of documents required by a workplace might include evidence of qualifications such as first-aid certificates, documents recording regular maintenance or repairs, first-aid registers and accident/incident reports, and evidence of completion of manual handling training and inductions.

Work instructions

Work instructions relate to job descriptions and role statements outlining specific responsibilities in relation to work, health and safety. For example, work instructions may state who has the training and access to use the garbage compacter, or they may outline the role of each staff member in the event of a critical incident requiring an evacuation. Work instructions may be displayed alongside the appliance or adjacent to the door in the case of an evacuation map.

Workplace policy

Workplace policies will be distributed to workers as part of an induction and should be available electronically or in hard copy to all staff in the workplace. Workplace policies relating to WHS frequently include statements about the frequency of scheduled maintenance, the required PPE to be worn for certain tasks, the minimum number of staff that may be rostered on an overnight shift or 'close' shift, or rules relating to how cash should be handled, counted and removed from the till during a shift.

Selection, use and maintenance of PPE

Under WHS law, PCBUs must provide personal protective clothing for their workers. PPE includes protection for the ears, eyes, respiratory system, hands, feet, skin, head and body.

PPE must be of an appropriate size, suitable for the task, serviceable and used according to the manufacturer's instructions. For example, a jacket worn to protect the stores supervisor from the cold of the cool room will not perform its task if the zipper is broken and the jacket cannot be done up. Likewise, chemical handling gloves cannot be substituted for food handling gloves. Maintenance of PPE may be required if the clothing or equipment needs to be cleaned or disposed of after each use.

Manual handling techniques

Table 2.2 Manual handling techniques

ACTION	RISK AND RISK MANAGEMENT	
Bending and twisting	Bending and twisting can cause strain and sprain injuries. This often occurs when the work environment is cramped or storage areas are overcrowded or poorly designed.	The following factors add to the risk of injury from manual handling tasks: • repetitive movements (more than two per minute) • sustained poor posture (for more than 30 seconds) • excessive vibration • movement or manual handling requiring excessive force • awkward postures such as over-reaching.
Moving, lifting, carrying and putting items down	Individuals should assess the load. If it is too heavy, large or awkward to tackle, assistance should be sought.	
Working with tools and equipment	Tools that are heavy or awkward to use should be placed in positions to make them easier to use. For example, a microwave oven should not be placed too high for the chef or apprentices to access easily.	
Loading and unloading	Repetitive tasks of moving unstable goods should be done using trolleys or assistance.	
Using mechanical aids/ lifting equipment	Lifting equipment is required when the item to be moved cannot be lifted safely by an individual or pair.	
Undertaking repetitious tasks	Repetitious tasks such as precision chopping or data entry on the computer can be hazardous over a long period of time. Rotating tasks among team members will alleviate this.	

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Figure 2.13 Shucking oysters is an acquired skill requiring a very sharp, short knife. A chain mail glove prevents injuries to the hand holding the oyster.

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Figure 2.14 Manual handling does not just involve lifting heavy items. It includes pushing, pulling, twisting and turning, often involving awkward posture, heavy loads or the application of force.

Recommended weight limits

The National Code of Practice for Manual Handling contains advice for lifting and handling objects. When seated it is advisable not to let the load exceed 4.5 kg. When standing, back injuries can be sustained when lifting loads above 16–20 kg. Team lifting or mechanical lifting aids should be used for loads between 16 and 55 kg.

Ergonomics and posture

It is vital to consider **ergonomics** and posture to ensure safety in the workplace. The physical work environment can have a negative effect on the bodies of workers, and often this effect is not immediately evident.

ergonomics the process of designing and arranging workplaces, products and systems so that they are physically suitable for the people who use them

Correct placement of equipment

When working seated at a computer, it is important that the screen is tilted at the correct angle for best vision, the keyboard is raised slightly at an angle, the desk and chair are at a comfortable height, the lighting is sufficient and the temperature of the room is comfortable. The placement of the equipment should be adjusted to suit the operator.

Sitting and standing positions

Individuals have a responsibility to adopt correct posture in order to minimise the risk of strain injuries. When standing at a workbench in a commercial kitchen, both feet should be flat on the floor and the body facing the work surface. The effects of standing on hard floors such as concrete for long periods can be alleviated through the use of rubber mats and rubber-soled footwear.

Task rotation

Rotating tasks among team members prevents repetitive or overuse injuries and helps alleviate boredom, which can lead to accidents. In situations where numerous repetitive food preparation tasks need to be performed, these tasks are frequently shared over a shift to prevent boredom and injuries resulting from lack of concentration.

Alamy Stock Photo/Cultura Creative (RF)

Figure 2.15 Look at the front office area of a hotel. Notice the height of the desk, the angle of the telephone display, the positioning of frequently used items within easy reach. An ergonomically designed work station enables an employee to perform their job role while maintaining comfortable posture.

Use of adjustable furniture

Chairs, computer screens and lamp lights are examples of furniture that can be adjusted to suit the user. These adjustments help prevent muscle and eye strain. Lights that can be dimmed or switched from 'warm' to 'cool' white can also ease eye strain, and the use of blinds can reduce glare at certain times of the day.

FOCUS QUESTIONS

SAFE WORK PRACTICES

1. Select a piece of equipment you are trained to use in your hospitality workplace (or school). Obtain the user manual for the equipment and review the instructions for its use, then write a standard operating procedure for the use of the equipment.
2. List the personal protective equipment that might need to be worn in a hospitality environment. Explain why each piece of PPE is worn and provide an example of a job role that it would be required for.
3. Research the technique for safe lifting. Design a poster that demonstrates this technique.

Hazardous substances and dangerous goods

Hazardous substances are typically explosive, flammable or highly toxic. Dangerous goods are solids, liquids or gases that can harm people, property or the environment. In hospitality, these goods and substances are primarily gases and chemicals used for cleaning.

Handling, application, labelling, transport and storage

It is important that training is provided to all workers who are required to handle hazardous or dangerous goods. The goods must be used according to training and should be appropriately labelled. Some items need to be transported with care, and all hazardous and dangerous goods must be stored separately, away from food.

Safety data sheet (SDS)

Safety data sheets (SDS) are documents that contain detailed information about a chemical substance, such as safe working procedures, emergency information, side effects of exposure and first aid. SDS are supplied with chemicals. They may be displayed in abridged format in the chemical storeroom. Establishments must retain full SDS documents for each chemical in a central register that can be easily located in an emergency such as a fire or spill.

Tools and equipment

Selection appropriate to work task

In hospitality, to ensure a worker's safety, it is important that the correct tool for the task is selected. For example, it is inappropriate to use a bread knife to cut vegetables. Using the wrong piece of equipment can lead to injury.

Pre-operational checks and correct use

Before being used, appliances should be checked for correct assembly and any defects. The item should always be used in accordance with the standard operating procedures.

Regular maintenance and correct storage

Maintaining equipment on a regular basis means that the equipment will last longer, and breakdowns will be minimised. Storing equipment correctly also prevents trip hazards, and ensures that the item can be easily found the next time it is needed.

Electrical tagging

'Tag and test' procedures are carried out by a professional, usually annually, to test electrical appliances for safety. Satisfactory appliances are tagged as safe and the next inspection date is noted on the tag. Any appliances that do not 'pass' should be tagged as unsafe and quarantined against further use.

Samantha Hopley

Figure 2.16 All electrical items should be tagged and tested for safety on a regular basis.

Working with electricity

When working with electricity, a number of safety practices should be observed:

- Assemble appliances first, then plug into power source.
- Be careful with appliance use around water.
- Double adaptors should not be used.
- Power boards should not be overloaded.

Liquid petroleum gas

Liquid petroleum gas (LPG) is commonly used to fuel barbecues and outdoor heaters. Unflued heaters or equipment should never be used indoors. Gas cylinder fittings should be checked regularly for leaks, and gas bottles must be transported and stored in an upright position.

Inert gases

Inert gases such as carbon dioxide are used in ready-to-drink ('post-mix') beverage systems. These gas cylinders should be transported carefully, ensuring the cylinders do not clash together. Leaks can be dangerous, causing a toxic build-up of gas in low-lying areas such as cellars.

Housekeeping

Clean-up procedures

Cleaning procedures are either routine or emergency. Routine cleaning tasks are performed every shift, day, week or month, with particular attention paid to the safety of workers and patrons. For example, public spaces such as restaurant dining rooms and hotel lobbies are often cleaned late at night, when there are no customers in the area. This reduces the possibility of a trip or slip hazard for guests.

Emergency cleaning takes place in the event of a spill. A worker should stay at the site of the spill until a 'wet floor' sign can be placed there. The mess then needs to be cleaned up quickly, and the sign removed only when the floor is completely dry.

Storage and disposal of waste

There are two potential problems with the disposal of waste. Biological waste, such as a serviette that has been used to treat a bleeding nose, can cause harm to workers. This is why cleaning staff should always wear gloves. The sheer volume and weight of waste in garbage bins can also create a manual handling hazard. It is a good work practice to empty bins regularly, to ensure the bags do not become difficult to lift.

Alamy Stock Photo/BSIP SA

Figure 2.17 A hospitality worker employed in a hospital encounters biological hazards when they come into contact with food and eating utensils used by sick patients.

WHS and the environment

The design of work tasks and the physical work environment are important considerations when ensuring a safe workplace. Work health and safety hazards in housekeeping can be reduced by using a mop bucket on wheels to prevent lifting from place to place; carrying replacement linen and cleaning products on a trolley when servicing guests' rooms; and using vacuum cleaners that are worn like a backpack to prevent stooping and prolonged poor posture. Noise pollution also has a very real impact on hospitality workers. Appliances that generate loud noise should be limited in use to minimise damage to hearing.

The importance of safe work procedures and practices

Adherence to safe work practices and procedures is crucial to prevent workplace injury and illness. Procedures have been devised to make work processes safe. Following these procedures also ensures that the workplace operates efficiently, as loss of productivity due to injury is reduced.

FOCUS QUESTIONS

SAFE WORK PRACTICES FOR A HOSPITALITY WORKPLACE AND JOB ROLE

1. What does 'SDS' stand for? How can a worker's understanding of a SDS contribute to safe working practices?
2. Suggest the pre-operational checks that should be conducted before using a stovetop or a coffee machine.
3. Explain the importance of 'tag and test' procedures.
4. Outline the dangers that might be encountered when working with or around LPG or inert gases. Which job roles might be exposed to these dangers?
5. Write a step-by-step safe work procedure for carrying out a routine end-of-shift clean for a restaurant dining room or kitchen.

Security

Security hazards have the potential to threaten the safety or wellbeing of both people (staff and guests) and assets.

Potential security breaches in a hospitality workplace

Security in hospitality relates to the need to protect the safety of customers and workers, but also the assets of the business, such as property, cash, documents and valuables. The most frequently experienced security breaches in hospitality relate to customer behaviour (sometimes in combination with intoxication or the effects of drugs), armed robbery, theft and terror activities.

Workplace security policy and cash handling procedures

Large amounts of cash being held on the premises creates a security risk. Cash should be handled by as few employees as possible. Establishments will have procedures for counting out change aloud, and transferring large notes to the safe regularly during a shift. Banking procedures ensure large amounts of cash are not held on the premises overnight. Cash should not be taken to the bank at the same time every day – this increases the risk of robbery if the premises are being watched by thieves. Home delivery drivers can be protected from robbery by insisting on electronic payment before delivery.

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Figure 2.18 The number of large notes in the cash register should be minimised, particularly during busy periods.

Documents

Customer information collected by establishments, such as personal details and credit card details, along with files containing information about employees and financial information about the business should be kept secure. Electronic storage of information should be secure, ensuring only a limited number of approved personnel can access it.

Equipment

Theft of equipment is costly to an establishment. Theft can occur at the hands of both guests and workers. Guests staying in a hotel will be asked to provide their credit card details in case they help themselves to things not regarded as amenities. For example, shampoo and soap are provided for guest use, as are coathangers and bathrobes – but only the shampoo and soap can be taken home by guests!

Keys and access passes

Key control is an increasingly common way of managing the movement of people. Many establishments will require the use of a key card or swipe card to operate lifts or to access the hotel gym or pool. This prevents people who are not guests of the establishment using the facilities. Employers also use key control to minimise staff movement around an establishment. It is not necessary for every staff member to have access to every area.

People

Staff

It is important for staff to feel safe at work. Employees should be trained to be alert for suspicious people. Suspicious people may look out of place, act nervously, or avoid eye contact or interaction with staff. Any suspicious person should be brought to the attention of the supervisor. Security measures for staff may include the wearing of identity name tags and official uniforms. In large establishments, these measures make it easy to distinguish staff from guests for the safety of both customers and staff.

Customers

Customers can be both the cause and the victim of a security breach. Customers causing a disturbance by threatening violence, being argumentative or generally being unruly can make other guests feel uncomfortable and should be dealt with swiftly. If the person cannot be pacified safely by security or management staff, the police should be notified.

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Figure 2.19 While patrons are entitled to complain, if they become verbally abusive or threaten violence they become a security threat to staff and other customers.

Others

Visitors to an establishment, such as tradespeople, appliance repairers or trainers, should sign in as a visitor and be issued with a visitor's pass or badge. Such visitors should show identification before they are given access to the appropriate areas.

Records

Electronic records held for both employees and guests should be handled with respect. Employees should never share passwords, and should change their passwords on a regular basis. Customer details collected for the purposes of loyalty rewards should never be passed on to another party without the permission of the customer. Paper copies of sensitive information should be shredded when no longer required.

Stock and supplies

Theft can occur at the hands of both guests and workers. Theft by employees is often grounds for dismissal. Many establishments carry out regular stocktakes and use key control procedures to limit access to certain areas. For example, storage areas for alcohol may be accessed by key only. Many establishments have lost property registers, where any items of guest property found can be recorded. This protects the business against the customer accusing them of theft.

Buildings

Secure areas

Generally, access to secure areas is restricted to a small number of employees. Access is usually by key, swipe card or PIN code access. Signage is also used to guide customers away from back-of-house areas.

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Figure 2.20 Keyless entry technology allows establishments to control which areas guests and staff have access to.

General access areas

General access areas may be secured by the use of closed circuit television (CCTV), and the areas may be physically patrolled by security. The presence of staff in general public access areas also makes guests feel more secure in an establishment. Areas such as car parks can be made more secure by ensuring they are well-lit and patrolled.

Strategies to deal with security breaches

When dealing with a security breach, workers must act within their level of authority, while determining whether it is appropriate to demonstrate initiative.

Inexperienced or entry level workers should notify any security breach to a supervisor. The supervisor will determine the most appropriate course of action. For example, the receipt of a bomb threat will require the police to be notified and the establishment to be evacuated.

Some strategies for dealing with security breaches include:

- observation (keeping an eye on a suspicious person, utilising CCTV)
- reporting to emergency services (bomb threat, fire, theft)
- evacuation
- utilising appropriate personnel (security guards, managers).

In the case of an armed hold-up or robbery, workers should stay calm and do exactly as they are asked, while trying to take in as many details about the perpetrator as possible. When the offenders have left, the police must be contacted immediately.

If a bomb threat is received by phone, the worker should listen carefully to all instructions while also noting incidental information, such as tone of voice, accent and any background noise. The threat should then be reported to a supervisor and to police. An evacuation may then be initiated, according to the establishment's procedure.

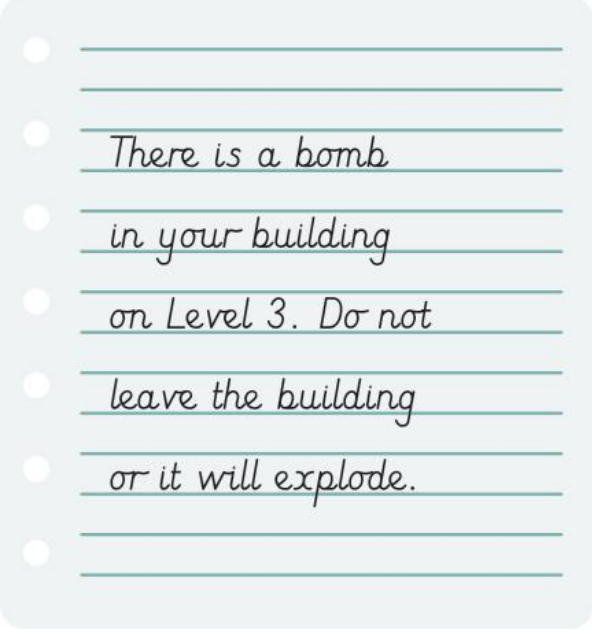

Figure 2.21 Threats to the safety of guests and staff can come via phone, email or handwritten note.

Reporting security breaches to appropriate personnel

Suspicious people should be observed and reported to a supervisor, so they can decide which procedures should be carried out immediately. They may approach the individual to determine whether they present a threat. Individuals causing a disturbance should be reported to a supervisor and security so they can be removed from the premises. People under the influence of drugs and alcohol can be unpredictable, and should be approached with caution.

After the event or incident, a detailed report should be written to allow assessment of procedures and outcomes for future improvement.

FOCUS QUESTIONS

SECURITY IN HOSPITALITY

1 Explain how key control or access control contributes to the security of
   - **a** staff
   - **b** customers
   - **c** information
   - **d** property, including cash.
2 Explain the procedures for dealing with cash in an establishment.
3 Outline the purpose of a lost property register. How does adhering to this procedure protect staff?
4 Research to create a list of dos and don'ts for handling a bomb threat received by phone.

Incidents, accidents and emergencies

An incident is an occasion where something has happened. An accident is an unfortunate, unexpected and unintentional incident that results in injury or damage. An emergency is a serious, unexpected or dangerous situation requiring immediate action.

Common incidents, accidents and emergencies in hospitality

Due to the nature of the hospitality industry, some types of incidents, accidents and emergencies are common. These include:

- minor to major security breaches, such as those described in the previous section
- illness and injury to a customer or worker. This may be a cut, burn, fall, medical emergency such as a heart attack or severe allergic reaction.
- intoxicated people on the premises.

The difference between manageable first-aid and an emergency

First aid is the first help given until full medical treatment is available. In a workplace, a trained first-aid officer will be able to determine if the injury or illness is beyond their knowledge or capability. First aid in any situation will manage the injury until help arrives. For example, in the case of a cut to the hand, a first aider will apply a dressing and pressure to stop the bleeding. Depending on the size and depth of the cut, and the condition of the injured person, they may then either call an ambulance or recommend following up at the hospital.

Strategies to reduce workplace accidents, injuries and impairment

Establishments can implement a number of strategies to reduce the incidence of accidents leading to injury. In general terms, these strategies include:

- devising and adopting safe work practices
- providing personal protective equipment and clothing
- maintaining premises and equipment on a regular basis
- providing training in work health and safety, such as new employee induction programs
- supervising new or inexperienced workers.

Table 2.3 Common injuries in hospitality, their causes and treatments

INJURY	CAUSE	FIRST AID
Sprains and strains, fracture e.g. back injury, sprain to knee, shoulder, ankle, wrist	• poor manual handling techniques • occupational overuse syndrome • poor ergonomics • carelessness • obstructions causing a trip or fall	• rest • ice • compression • elevate injury • seek medical attention
Burns and scalds e.g. to hands and arms	• dry or moist heat (steam) • not using PPE (oven mitts) • chemical burns • hot oil mixing with water	• run burned area under cold running water for 20 mins • seek medical attention • for serious burns call 000
Cuts e.g. to fingers and hands	• using sharp utensils or equipment	• apply pressure to the wound to stop bleeding • cover with a sterile bandage • seek medical help • for serious cuts call 000
Allergic reaction Severe – anaphylaxis	• contact with an allergen, e.g. nuts, shellfish, eggs	• identify symptoms – difficulty breathing, wheezing, swelling of tongue, tightness in throat • administer adrenaline autoinjector • call 000
Electric shock	• faulty appliance	• danger – turn off power • response to assess level of consciousness • send for help, call 000 • airways clear • breathing established • compressions commenced • defibrillator applied if available

Responding to incidents, accidents and emergencies

Hospitality workplaces will have quick guides detailing who to notify in the event of an emergency. These should be placed strategically for easy reference.

Emergency situations

An emergency situation should be quickly recognised as such. Any emergency situation requires a quick reaction in accordance with the establishment's policies and procedures.

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Figure 2.22 A fire like this in the kitchen is an emergency. If the fire cannot be tackled easily, or is out of control, emergency evacuation procedures should be followed.

Seeking assistance

All staff should work together to provide assistance in the event of an emergency such as that requiring an evacuation, or if first aid is required. If a staff member feels that the situation is more than they can handle, assistance must be sought.

Emergency contact numbers

Emergency services can be called in Australia by dialling 000 to access fire, ambulance or police. Some establishments may have other numbers on their quick guide, such as the security company they use or the business owner or manager's mobile, in case they are not on the premises.

Emergency signals, alarms and exits

Staff must be aware of the covert and overt signals of an emergency. Sometimes code words are used over intercom and public address systems to avoid panicking customers. Establishments may have different alarms to signify different emergency types. Emergency exits should all be clearly identified with green and white exit signs, and these should be illuminated by backup power in the event of a blackout.

LOCATION

Emergency exits indicate the quickest way to exit the building. Maps are often strategically placed to show the assembly point, such as the car park, in the event of an evacuation. Emergency alarms should be located throughout the building to ensure all occupants can hear them.

USE

Emergency exits are usually fitted with quick release handles that can be pushed from the inside to unlock. In some cases, opening these doors will sound an alarm. Emergency exit points should only be used for this purpose, and must never be obstructed by guests, furniture or other items. Some alarms, such as robbery distress alarms, are concealed and silent. They have a 'back to base' alarm system that alerts the security company or police that there is an emergency.

Procedures to follow

NOTIFICATION

In the event of an emergency, a supervisor or manager must be notified as soon as possible so that appropriate action can be taken.

WORKPLACE POLICY AND PROCEDURE

- Evacuation: the most important consideration in the event of an emergency is the safety of customers and staff. All staff must be familiar with procedures for dealing with an evacuation, and must know their role. Evacuation drills are regularly carried out to ensure staff are up to date.
- Security: in the event of an emergency, security should also be considered. The property of both guests and the establishment needs to be secured in order to minimise further threat to life and property.

REPORTING

When reporting incidents, accidents and emergencies, workers should follow the establishment's procedures. In many cases this will require a verbal report in the first instance, especially in the event of an emergency, which must be followed up with a written report. This may include entering any details in a first-aid register, completing an accident report form, or completing SafeWork NSW notification forms for serious accidents or near misses.

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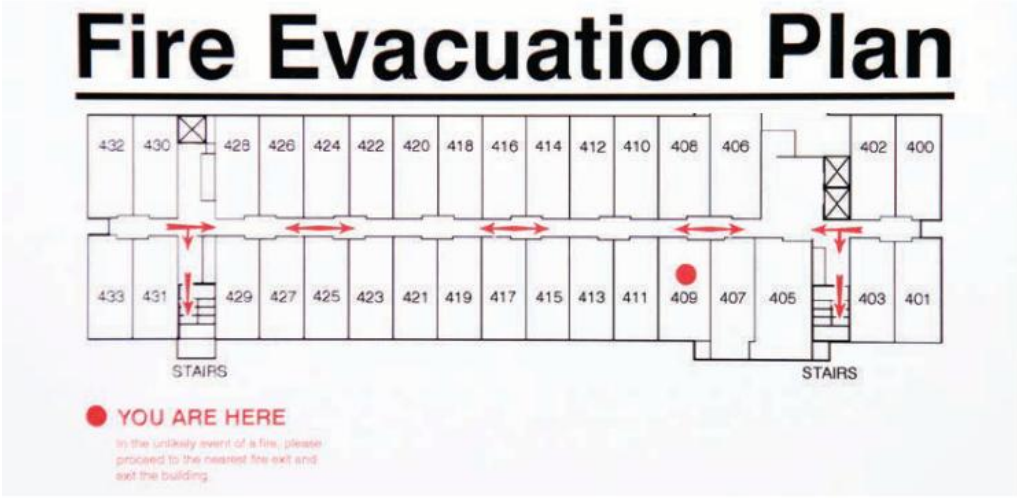


Figure 2.23 An evacuation plan should be clear and easy to read. The path to safety should be clearly shown, and a copy of the plan should be displayed in every room of the establishment.

Basic process of fighting a fire

According to Fire and Rescue NSW, the most common fires in commercial kitchens occur as a result of unattended cooking, overheating oil and fat, and fatty residues in rangehoods and ducting. Nobody should attempt to extinguish the fire until anyone in danger has been removed or rescued (if possible), the alarm has been sounded or 000 called, the fire has been contained (e.g. by placing the lid on a burning pot of oil, if possible), and the area has been evacuated. If the fire is too big to extinguish, evacuate and call 000 immediately.

USING A FIRE BLANKET

Fire blankets are made from fire-retardant fabric and are about the size of a picnic rug. They are useful for small fires that have been contained, such as in a saucepan on the stovetop. To use a fire blanket:

- Hold the blanket in front of your body so it forms a barrier between you and the fire.
- Gently lower the blanket over the pot, covering it completely.
- Place the saucepan lid over the top to seal off the pot.
- Turn off the heat source.

A blanket can also be used to extinguish the flames on burning clothing. Use the blanket as a shield and wrap the person in the blanket, pushing them to the ground and rolling them until the flames are out.

USING A FIRE EXTINGUISHER

Fire extinguishers should only be used to extinguish minor fires. They can also be used to create a clear pathway to an exit. Fire extinguishers do not contain enough firefighting substance to extinguish a large fire.

When using a fire extinguisher, first remove the safety pin. Aim the nozzle at the base of the fire, then squeeze the trigger and sweep across the base of the fire until extinguished. A fire blanket can then be used to smother any lingering embers.

Water extinguishers should only be used for fire caused by timber, paper or cardboard. Water takes the heat out of the fuel, thus extinguishing the fire.

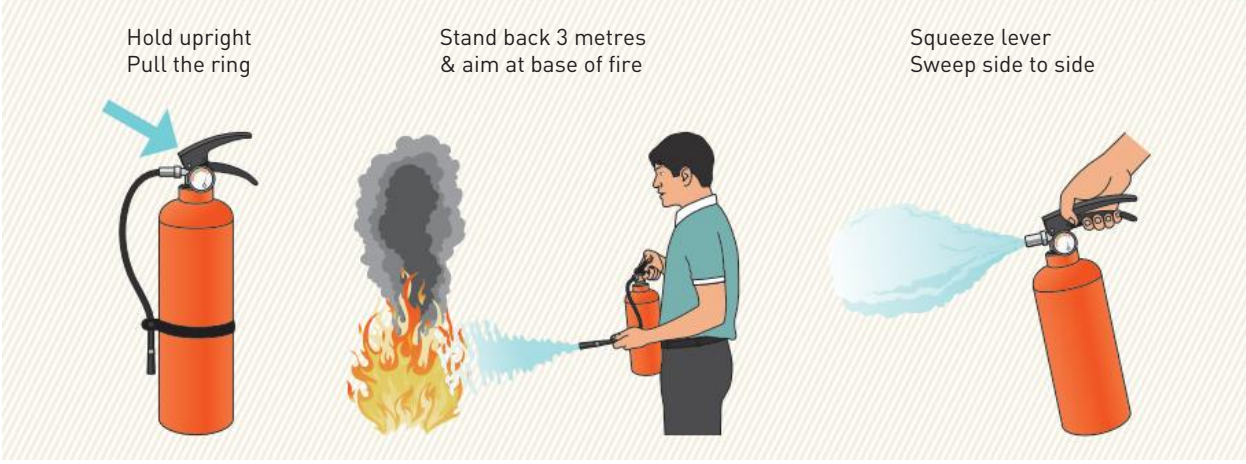


Figure 2.24 When using a fire extinguisher, remember: pull, aim, squeeze, sweep.

Carbon dioxide extinguishers have a funnel-like attachment on the nozzle and can be effectively used in fires caused by burning oil or electricity. The CO_2 smothers the oxygen the fire needs, and because it is a cold gas, it also takes the heat out of the fuel.

USING A FIRE HOSE AND REEL

A fire hose and reel uses water, so can only be used to fight fire arising from paper, cardboard, organic material such as timber furniture or fuel such as rubber or plastic. To use a fire hose, the water supply must first be turned on (this may be via a lever at the base of the reel). Unroll the hose (most will be approximately 35 m long), the nozzle also needs to be pointed at the base of the fire before twisting to start the water spray.

The role of personnel in an emergency

Establishment procedures will clearly outline the role of personnel in the event of an emergency. Emergency drills are conducted to ensure that each person (manager, first aider, WHS representative) knows their role. For example, a manager may be responsible for ensuring all front-of-house staff have evacuated and are accounted for. When emergency services personnel become involved, they will take over the operation.

First aid

The basic principles of first aid are to preserve life and prevent any further harm to the patient until medical help is administered.

In an emergency situation, the acronym DRSABCD should be applied:

- **D**anger – assess the situation for danger to the person who is first on the scene, as well as further danger to the patient and any bystanders, e.g. fire, live electricity wires, broken glass.
- **R**esponse – check the responsiveness of the injured person. Use the acronym COWS: 'Can you hear me?', 'Open your eyes', 'What's your name?', 'Squeeze my hand'.
- **S**end – send someone to call 000.
- **A**irway – clear the airway by rolling the patient onto their side and removing any obstruction in their mouth.
- **B**reathing – roll patient onto their back and look, listen and feel for breathing movement from their chest.
- **C**PR – if the patient is not breathing, commence CPR. The chest compressions are the most important thing.
- **D**efibrillation – if a defibrillator is available, use according to the audio instructions from the defibrillator.

PERSONNEL RESPONSIBLE

In a workplace, every worker has a duty of care to their colleagues and customers. They must render assistance in an emergency situation. It is critical, however, that they do not endanger their own lives in the process.

Recording and reporting incidents, accidents and emergencies

Careful thought and planning have contributed to the development of comprehensive incident, accident and emergency procedures. It is important that these procedures are applied and reviewed in the event of an incident. Accurate records are necessary for this review to take place (and perhaps to change the procedure as a result). They are also vital if further investigation is required by insurance companies, SafeWork NSW or for legal reasons.

FOCUS QUESTIONS

INCIDENTS, ACCIDENTS AND EMERGENCIES

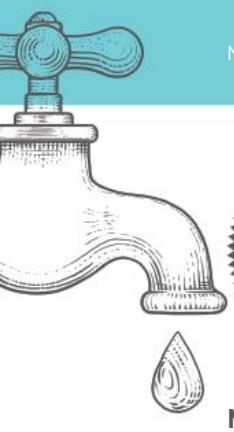
1 Outline a procedure to deal with each of the following common incidents in hospitality:
   - **a** a customer having a heart attack
   - **b** a drunk customer causing a scene
   - **c** a worker sustaining a serious burn
   - **d** a hotel customer reporting that a watch has gone missing from their hotel room.

2 Expand the acronym DRSABCD, and explain the meaning of each word.

3 Explain why some establishments may use code words to alert employees to an incident.

4 Design a step-by-step pictorial diagram depicting the use of a fire blanket and fire extinguisher.

5 Evaluate the importance given to reporting and recording incidents, accidents and emergencies.



2.1 Focus area review

MULTIPLE CHOICE

1 Where can you find accurate information about emergency procedures in your establishment?
- A Your colleagues and supervisor
- B Hospitality employer groups
- C The business owner
- D Social media websites

2 If you are issued keys for your job role, which of the following actions would be considered a breach of security procedures?
- A Use them as levers or a blade to open things.
- B Wear the keys attached to your uniform or on a lanyard.
- C Place the keys in a locked cupboard when not in use.
- D Leave them lying around or lend them to another person.

3 In Australia, what is the phone number we use to call emergency services?
- A 101
- B 911
- C 000
- D 999

4 How can management consult with workers regarding health and safety practices?
- A Post a memo on the noticeboard informing staff of forthcoming changes.
- B Hold formal meetings and informal discussions with staff.
- C Do not respond to any suggestions made by staff about changes to safe work practices.
- D Make sure the health and safety procedures manual is kept up to date and any changes to procedures are inserted immediately.

5 How should breaches in safety or security be formally reported?
- A Verbally, to a supervisor or manager.
- B Write details of the breach on a post-it note and hand it to a supervisor.
- C Post the details on the workplace's blog or website.
- D Record the breach on an incident or hazard report form.

SHORT ANSWER

6 Explain how broken or malfunctioning equipment may lead to a security breach. (2 MARKS)

7 Outline the circumstances under which stress and exposure to biological substances could be health and safety hazards in a hospitality environment. (2 MARKS)

8 Identify three criteria for the selection of personal protective equipment. (3 MARKS)

9 Explain the process of risk assessment and why it is essential in hospitality (4 MARKS)

10 A busy hotel has a blackout on a Saturday night and is left in darkness. Suggest two hazards that may arise in this situation, and how they could be controlled. (4 MARKS)

EXTENDED RESPONSE

11 Hospitality establishments are required to comply with the *Work Health and Safety Act 2011 (NSW)* (as amended).
- A Define the term 'compliance' with reference to this legislation and address the consequences of not complying. (7 MARKS)
- B Explain how this legislation, SafeWork NSW and codes of practice assist in ensuring the safety of hospitality workers in NSW. (8 MARKS)

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MANDATORY FOCUS AREAS

PART 3

Focus area: Working in the hospitality industry and workplace

OUTCOMES

You will learn about the hospitality industry and the attributes of those who work in it. You will be able to explain the communication and effective work skills required and have an understanding of the importance of quality work standards for a quality work outcome. You will also learn to identify potential misunderstandings and manage conflict in a range of situations in hospitality.

ASSOCIATED UNITS OF COMPETENCY

Work effectively with others

INDICATIVE HSC HOURS: 15

Source and use information in the hospitality industry

INDICATIVE HSC HOURS: 20

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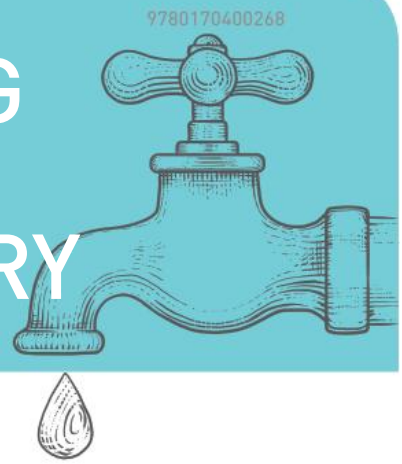
3.1 SOURCING AND USING INFORMATION IN THE HOSPITALITY INDUSTRY



The hospitality industry is a dynamic service industry that employs a large number of Australians. Staying up to date on current trends and issues of concern ensures that workers are knowledgeable and can give great service to their customers.

Information on the industry

Basic research skills to obtain and use information

In the 21st century, collecting information has never been easier –the answer is often only as far away as a smart phone! Basic research skills are still needed, however, to ensure the information being used is reliable and accurate.

Identify and access relevant information

There is a great variety of sources of information, but it takes skill to identify whether the information gathered is relevant, current, reliable and valid. For example, is the information sourced from an expert? Was the research or information recently published, or is it out of date? Is the information relevant to Australia? To New South Wales? To your local area?

Questioning techniques

Information needs to be assessed critically using careful questioning techniques. Open-ended questions allow expansiveness in the response, but can also generate a lot of irrelevant or extraneous information. Closed questions, such as true/false or yes/no questions, are easy to answer, but there is no opportunity for the respondent to qualify their answer. Reflective questions can be used to paraphrase a response with the aim of

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Figure 3.1 Information about just about anything is at the end of your fingertips. In the 21st century, the skill is not in finding information, but in critically analysing its relevance, reliability and credibility.

confirming the researcher's conclusions. For example, if a customer answers 'no' to the closed question 'Did you enjoy your meal?', this could be followed up with 'What would have made it better?' A reflective summary could be used to confirm the customer's feelings so they can be accurately conveyed to the chef.

Validating information

Validity refers to something being logical or factually sound. When conducting research online, it is important to determine whether the information discovered is based on fact or opinion. Is it based on a number of experiences, or just one or two? Is it based on hearsay or first-hand accounts? Information should be validated before being processed and acted upon.

validity a measure of how logical or factually sound a piece of information is

Table 3.1 Sources of current information

SOURCE	TYPES OF INFORMATION PROVIDED
Colleagues	Workplace policies and procedures Informal issues and day-to-day queries
Experienced industry personnel	Specific techniques or skills, e.g. in cake decorating or cocktail making Opportunities for career progression
Industry bodies and professional associations	Training opportunities Legislative responsibilities Current issues affecting the industry
Internet	Specific information Current events News (local and overseas)
Journals	Industry-specific issues and trends
Libraries	General and historical information Information about the local area
Networks	Information relating to job role
Personal observations and experiences	Techniques and processes that have worked in the past Ideas to try in the future
Suppliers	Product or equipment information Appliance manuals
Training courses	New or traditional techniques
Unions	Information relating to working conditions Legal responsibilities
Workplace documents and manuals	All workplace policies and procedures

Interpreting and using information

Thought is required before using information in the way it is presented. Reflection is required to determine the relevance of the information to the setting – for example, what the statistics on unemployment in the local area mean for a small restaurant. A presentation explaining the reasons behind the introduction of a budget menu on Tuesdays does not need to include a PowerPoint presentation of endless statistics.

Sorting and presenting information

Information gathered needs to be sifted and organised before being presented. For example, if the chef has been asked to present some ideas for the menu to be served on Christmas Day, care needs to be taken in the collation and presentation of these recipe ideas. It will not be necessary to produce every recipe that was suggested. Just a few for each course should be sufficient.

Opportunities to source and use a range of current information

Online information systems

Online information systems may refer to websites that are publicly accessible, or intranet systems for business chains, such as that used by the Hilton group. Using such sources helps workers build their knowledge of their own workplace as well as other establishments in the area.

intranet systems a private network of information only accessible to an organisation's staff

Integrate into daily work activities

Current knowledge can be utilised in a worker's daily role. For example, a bartender's research may have revealed a new ingredient or mocktail recipe they want to trial for their customers.

Share with colleagues

When new information has been gathered, this information should be shared among colleagues. This allows new information to be used by others, and as a result, all staff increase their knowledge and improve their skills.

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Figure 3.2 'Water cooler conversation' is a phrase used to describe informal chat that occurs in workplaces. This can be an opportunity to learn from others and share ideas.

FOCUS QUESTIONS

INFORMATION ON THE INDUSTRY

1 Define the following types of questions and provide an example of each:
   - **a** open question
   - **b** closed question
   - **c** reflective question

2 You have been asked to gather employment statistics about the hospitality industry in Australia. You have found an article on the internet with lots of facts and figures relating to employment. What should you look for in the article to determine whether it is relevant, and valid?

3 Explain the benefits of sharing information with colleagues.

The nature of the hospitality industry

Hospitality is described as providing a friendly reception to guests or strangers.

General features of the hospitality industry

The hospitality industry is one of the largest employers in Australia. Being a service-based industry, it has enjoyed steady growth in employment, particularly in the food service area. The hospitality industry is supported by a number of allied industries that are also based on a foundation of service delivery.

Table 3.2 General nature of allied and related industries

ALLIED INDUSTRY	NATURE OF INDUSTRY AND RELATIONSHIP TO HOSPITALITY
Entertainment	Provision of music, live theatre, theme parks, film, performance. Closely aligned with hospitality in clustering together experiences with food, accommodation and entertainment.
Food manufacture/ production	Food manufacturers supply hospitality businesses with raw and processed ingredients. These manufacturers may be small or large businesses.
Meetings, incentives, conferences and events (MICE)	MICE is a growing area of hospitality, in which accommodation and meals are provided in conjunction with attendance at a conference or wedding.
Recreation	Recreation may include interests such as sport, art or history. Hospitality and recreational activities are common in venues such as golf clubs.
Retail	This industry is essentially a consumer experience. Hospitality can pair with the retail industry in the sale of branded items, such as bottled sauces or hotel merchandise, such as clothing.
Tourism and travel	Local hospitality venues will promote local tourist attractions and travel options such as tours and transport.
Wine production	Fine dining and casual eateries that are licensed can support local wineries by featuring local wines on their wine list.

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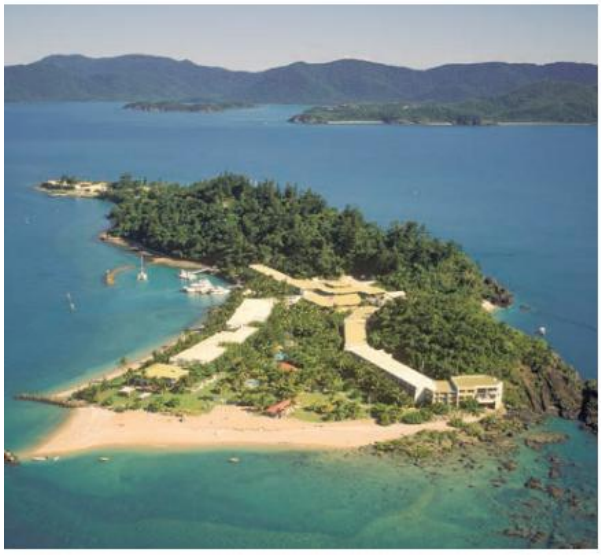

Figure 3.3 Island resorts will supply as many options as possible to make the resort a destination holiday. Many will merge the sectors of accommodation, restaurant, clubs, cafe and holiday park.

Sectors within the hospitality industry

'Hospitality' is a broad term used to describe a group of industries that provide a friendly welcome to guests. The industry encompasses a variety of sectors.

Interrelationship between the sectors

Interrelationship refers to the manner in which the sectors are able to or need to work together. In many cases it is important for the sectors to cooperate in order to deliver a quality experience for customers. For example, a guest visiting the local area may ask staff to recommend a local restaurant. It is important for workers to give accurate information and for standards across all sectors to be upheld.

Table 3.3 Sectors within the hospitality industry

SECTOR	ROLE	SERVICES PROVIDED	EXAMPLES
Accommodation	Provide shelter, somewhere to sleep	Bed, bathroom (may be shared), tea- and coffee-making facilities/kitchenette, restaurant, wi-fi, gym, pool, laundry	Hotel, motel, bed and breakfast, youth hostel, apartment
Casinos	Provide gaming machines and table games	Keno, TAB, poker machines, gaming tables, food and beverages, entertainment, accommodation	Casinos
Clubs	Entertainment, gathering place for like-minded members	Sport facilities, food and beverages, live entertainment, conference facilities	RSL, Leagues, golf clubs
Hotels	Provide alcoholic drinks, accommodation, food	Alcohol, food and other beverages, accommodation, live entertainment, gaming machines	Pub, large hotels
Restaurants, cafes and catering	Preparing and serving food and beverages to order, breakfast, lunch and dinner	Food and beverages – fast food, cafe service, room service, on-site caterers	Restaurant, cafe, bistro, external caterer, fast-food outlet
Holiday parks and resorts	Providing accommodation and/or camping and caravan sites, cabins, facilities for cooking, relaxation and recreation	Caravan sites, power, bathroom and laundry facilities, retail outlets, BBQ, pool, sporting facilities and/or equipment hire, restaurants, kids, club, entertainment, child minding	Caravan park, theme park resort

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Figure 3.4 To understand the nature of hospitality departments, imagine each of these doors labelled with a different department name. Behind each door is a team of people fulfilling the role of that department.

Departments, sections or work areas in a hospitality establishment

Departments, sections or work areas within a hospitality establishment refer to various responsibilities within the business. In large establishments, there may be a team of people working in each department. In a small family business, the work areas will be covered by a much smaller number of people, with individuals carrying out roles across a number of different department areas.

Accounts and finance

The accounts and finance department looks after the money. This includes the income generated through sales, and the expenditure of the business, such as the payment of wages and invoices. The accounts and finance department prepares tax returns, payment summaries and budgets. It also monitors the purchasing of goods for the establishment.

Food and beverage

Food and beverage is responsible for food service to customers. As a front-of-house department, personal presentation and a friendly, efficient manner are essential. Food and beverage staff are responsible for greeting and seating customers, taking food and beverage orders, answering questions, delivering meals, clearing tables, processing payments and cleaning and maintaining service areas.

Food production or kitchen

The kitchen is a back-of-house area, concerned with the preparation and cooking of meals in cafes and restaurants. This department creates menus, orders ingredients, and operates and maintains equipment and kitchen areas.

Front office

Front office staff are often the first point of contact the general public have with the establishment. This may be through telephone enquiries, bookings, processing guest requests or answering customer enquiries.

Housekeeping

The housekeeping department employs a number of back-of-house staff who are responsible for the cleanliness of the establishment. They clean and service guest rooms and public areas, such as lobbies and bathrooms, and provide laundry service and linen to all areas of the establishment.

Human resources

In simple terms, this department is responsible for hiring, firing and training. This means they recruit and induct new staff, maintain training records, and assist in managing disputes over working conditions.

Gaming

Gaming departments operate and maintain gaming facilities. These may include Keno, poker machines, lotteries and table games. Members of this department must hold a Responsible Conduct of Gambling certification.

Maintenance

This back-of-house department is responsible for the maintenance and repair of the establishment and equipment. Their job role may range from general minor repairs to regular upkeep of gardens and property, such as painting.

Sales and marketing

Sales and marketing promote the business with the aim of increasing profit and market share. They advertise the business at expos and markets, and design promotional events and flyers to increase business visibility and sales.

Security

Security is responsible for the safety of staff and customers. This may be carried out by having a physical presence at the establishment in the form of security staff, or through the use of technology.

Occupational areas for each department

In a small business, the owner or manager may be in charge of human resources, front office, security, accounts and finance, and a few other employees will carry out most other roles. Maintenance (such as plumbing, gardening or repairs) may be outsourced. Large establishments may have a team of employees in each department.

Table 3.4 Occupational areas for each department

DEPARTMENT	OCCUPATIONAL AREA/JOB TITLE
Accounts and finance	Payroll officer, bookkeeper, accountant, accounts clerk
Food and beverage	Bartender, waitstaff, maître d', sommelier, bar manager
Food production/ kitchen	Chef, sous chef, kitchen hand, sandwich hand, pastry cook, caterer
Front office	Reservations officer, receptionist, porter, valet, cashier, hotel manager, concierge
Housekeeping	Housekeeper, room attendant, cleaner, laundry attendant
Human resources	Human resources manager, WHS officer, recruitment officer
Gaming	Poker machine attendant, dealer, croupier, cashier, bingo staff
Maintenance	Carpenter, plumber, greenkeeper, gardener, facilities supervisor, pool attendant
Sales and marketing	Marketing manager, social media manager, sales consultant
Security	Security guard, security officer

Interrelationship between departments

In order for customers to enjoy a superior experience in a hospitality establishment, it is crucial that departments communicate with each other. For example, if a hotel guest requests a seat by the window in the dining room when they make a reservation at reception, front office needs to make a note of this to ensure that food and beverage staff direct the customer to the correct table. Likewise, if a customer complains that there is no hot water in their room, front office must report this to maintenance in a timely manner so the issue can be attended to.

FOCUS QUESTIONS

THE NATURE OF THE HOSPITALITY INDUSTRY

1. Define 'hospitality'.
2. Name three allied industries that support the hospitality industry, and give an example of the support that each provides.
3. Thinking about your local area, provide an example of a business for each industry sector. Consider the services provided by each establishment. Identify any trends you see.
4. Choose a small hospitality business in your local area. Conduct research to determine how all the department roles are carried out by the limited number of staff employed.
5. Suggest a situation where an interrelationship between the following departments in a large hotel or resort would be required:
   - **a** food and beverage and human resources
   - **b** accounts and finance and housekeeping
   - **c** maintenance and security
   - **d** front office and food production/kitchen
   - **e** sales and marketing and gaming.
6. For each department, select a key job title within that department and research the nature of the job role. What are the responsibilities of the role?

INDUSTRY LINKS

A DAY IN THE LIFE OF A PURCHASING MANAGER

The InterContinental Sanctuary Cove Resort on the Gold Coast in Queensland is a five-star luxury resort. Here is a snapshot of a typical work day for Sacha Kansky, who is the purchasing manager for the resort.

THE ROLE:

Sacha's role is to procure and purchase all food, beverages and collateral for the resort. He makes sure the resort is paying the best price for the goods coming into the resort and he also sources new products for the resort.

HOW LONG HAVE YOU BEEN AT THE RESORT?

11 years

WHAT DOES YOUR TYPICAL DAY LOOK LIKE?

Fortunately for me I generally don't have a typical day. Whenever I think I will concentrate on one thing, something else pops up and my original plans goes out the window. The constants are 0830 coffee and 1330 lunch. After coffee I'm usually sifting through the 80 new emails and arranging them in order of their priority and then I will process the invoices from the day before, making sure all invoices are getting posted and sent to Sydney for payment.

Generally my week will consist of morning meetings with food suppliers and afternoon meetings with beverage suppliers. I will have daily catch-ups with our Marketing Communications Manager to discuss brand-related merchandise and any special events in case we need to order in anything unique or exotic.

Our Events department will be hunting me down to chase any packages that will arrive/depart from the resort for their busy conferences and Chefs will be popping in and out asking if their fresh food has arrived for prep for that night's service as well as ordering specialty items for a later date.

Of course the phone never stops ringing from people wanting to get their products in the resort or couriers/delivery drivers consistently pulling up to unload. Lucky for me I have a new Storeman who is helping me take care of business.

I do love the ever-changing days, and I never know what to expect, lucky for me I have an awesome group of friends at the resort that always add laughter and spice to my day.

WHAT IS THE BEST PART OF YOUR JOB?

Probably beer and wine tastings, and the fact that my office is like my second home ... I love my office!

WHAT IS THE MOST CHALLENGING (WORST) PART OF YOUR JOB?

It's not really the most challenging, probably more so the most disappointing part, which is not being able to the see the guest's reaction to some of our amazing products. When buying/tasting some of our new wines it's quite exciting, but unfortunately I never get to gauge that response in person.

Source: InterContinental Sanctuary Cove Resort

RESPOND

1 Define the following terms as used in the article:
   - **a** collateral
   - **b** invoice
   - **c** merchandise.
2 In your own words, describe the job role of a purchasing manager.
3 To which hospitality department does a purchasing manager belong?
4 From the article, identify two other departments that the purchasing manager needs to interact with and provide an example of each interaction.
5 Explain why the purchasing manager would need to taste test the food and beverages from suppliers.

Customer service

Customer service is the act of taking care of a customer's needs by providing professional, helpful, high-quality assistance. Great service is the key to many successful hospitality businesses.

iStock.com/Jacob Wackerhausen

Figure 3.5 Great service starts with a smile and an understanding of the importance of customer satisfaction.

What does great customer service look like?

Great customer service involves:

- being friendly and approachable, smiling and being positive and polite
- great product knowledge and professionalism
- efficient attention to customers' needs, and anticipating these where possible
- good problem-solving skills, such as being able to find out the answer to a question
- going 'above and beyond' what is expected.

Industry approaches to service delivery

PRINCIPLES

Hospitality is a service industry, but that does not mean its workers are servants. Great service staff are highly professional and well trained. The hospitality industry acknowledges the tremendous role good staff play in attracting and retaining customers and endeavours to promote and retain staff. For this reason, it is important that staff are offered regular opportunities to improve their skills through further training.

HOW WORK IS ORGANISED AND UNDERTAKEN

Having staff who are skilled in different areas of an operation allows consistency of customer service across an establishment. Multiskilling staff is important for their professional development, and allows them to become a great asset to the establishment. Providing opportunities for staff to move within and between departments allows greater understanding of the work undertaken across different work sections. This means that skills are spread across a number of staff. That way, in the event of a staff member leaving or being unavailable, there is someone else who can perform that role, maintaining the level of service delivery to customers. Upskilling staff is particularly important for those employees who would like to move into management roles.

STRATEGIES FOR ESTABLISHING QUALITY SERVICE

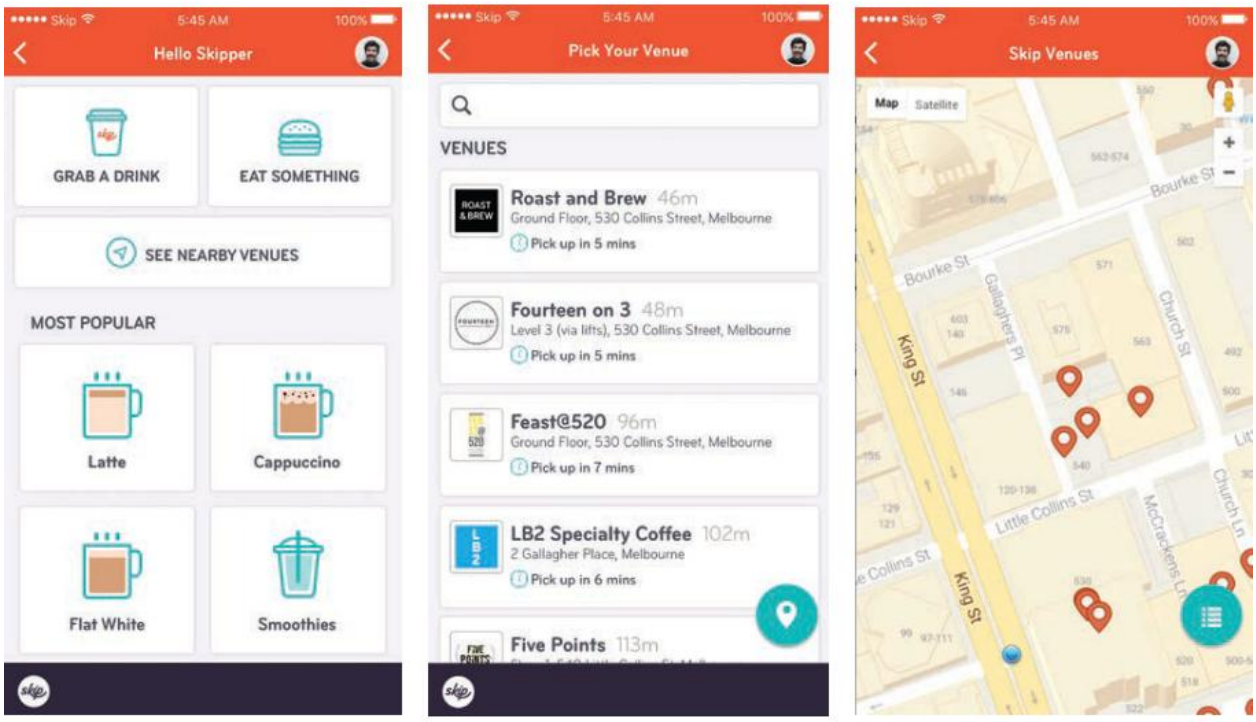
Establishments should be very clear about their customer service standards, and all employees should be aware of these standards. Strategies for great customer service include greeting a customer on arrival, using a standard greeting on the telephone, offering a beverage while customers peruse the menu, having excellent knowledge of the food and beverage menus, and treating all customers equally.

Features of current and in-trend products and services

Current products and services concentrate on increasing customer information and contact with the business through interaction with technology. Innovations such as the use of social media, websites and loyalty programs increase the opportunity for customers to learn about the establishment and what it can offer.

New technology is an increasingly popular mechanism to maximise customer satisfaction. Examples include allowing guests to streamline their experience by pre-ordering or pre-paying, or to customise their order using an on-screen personalised order interface.

Establishments that stay up to date in the delivery of on-trend products such as menu items, dish presentation, ingredients and diet trends will have the best chance of meeting current customer demands.



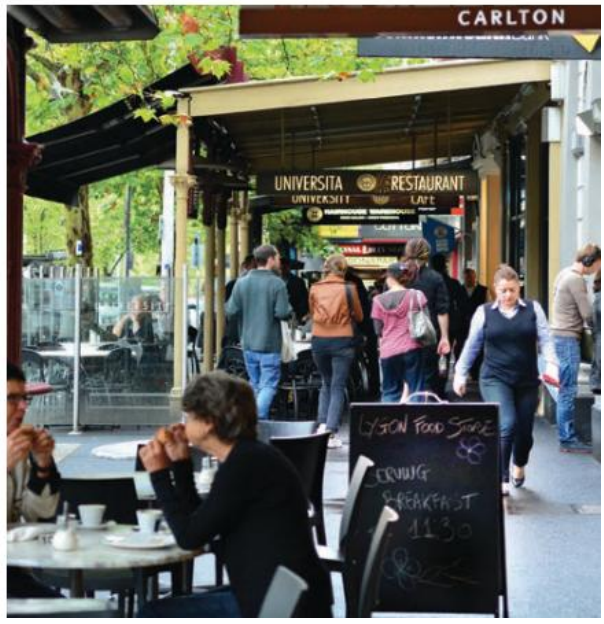
Reproduced with the permission of Australian Local Search Pty Ltd

Figure 3.6 Skip is an app that allows customers to pre-order their food or beverage and 'skip' the queue.

Current issues and trends affecting the hospitality industry

Current issues affecting the hospitality industry include:

- Technology and the use of social media: The increasing use of technology through smart phones has increased the interactivity of customers, who are now able to comment freely, both positively and negatively, on their experience.
- Increasing customer demands and decreasing satisfaction levels: Technology has also increased the demands of customers for timely, accurate service. For example, smart phones allow customers to access information instantly, which leads to an expectation that businesses will likewise be able to accommodate requests instantly. Restaurants that utilise an online booking tool are meeting the need of customers who wish to make a booking when it suits them (rather than having to wait for opening hours). While the cost of providing such services through the use of technology continues to rise, customers equally demand better value for money.
- Increasing costs of operating an establishment: Staying up to date with technology and providing quality staff continues to account for the largest cost in running a hospitality establishment. Businesses also have increasing costs resulting from compliance with legislation and the need to stay up to date with current trends.
- Competition: A large percentage of small businesses close within five years of operation, many of them within the first year. Hospitality is a highly competitive industry and the relentless pressure to retain regular customers while growing the customer base is never-ending.



Shutterstock.com/ChameleonsEye

Figure 3.7 Restaurant 'strips', such as in Lygon Street in Melbourne, demonstrate the visible competition between establishments. Enjoying a high volume of foot traffic, businesses work hard to attract customers based on a first impression.

Economic and social significance of the hospitality industry

The hospitality industry is the seventh-largest employer in Australia, with 821 000 workers (or 6.9 per cent of the total workforce) as at November 2015.

The industry values workers of all ages. It employs a large number of young Australians (15–24 year olds), who comprise 43.4 per cent of the total workforce, providing many of them with their first experience of paid work.

The hospitality industry also provides employment for older workers, particularly in clubs and the holiday parks and resorts sectors, where their life skills and maturity can be utilised.

FOCUS QUESTIONS

MAINTAINING GOOD CUSTOMER SERVICE

1 Provide an explanation of the characteristics of great customer service.

2 Explain how ensuring staff are multiskilled is beneficial to the staff member, the establishment and the customer.

3 Research the on-trend products and services that are presented in hospitality. Select one product or service and explain the advantages and disadvantages of implementing such a product or service for the establishment and a particular job role.

4 Identify the impact each of the following current issues would have on a small cafe in a large regional city:
   - **a** current technology and social media use
   - **b** increasing customer demands
   - **c** increasing costs of running a business
   - **d** competition.

Working in the industry

Legal and ethical issues

Hospitality employees must be aware of legal issues affecting their work. They must also consider the ethics involved in what they do. The law (or legislation) protects the worker, the employer and the customer in hospitality. Ethical issues deal with questions of fairness and honesty, rather than legality.

legal permitted by law

ethics moral principles that determine a person's behaviour

Ethical issues affecting the hospitality industry

Working in the hospitality industry involves a high degree of human interaction with colleagues, customers and suppliers. These interactions can present a number of ethical issues. Hospitality workers are required to conduct themselves according to the law. Illegal behaviour usually results in dismissal. Ethically, they should be true to themselves and honest with customers. 'White lies' are still lies. Even if a customer cannot be told information truthfully and honestly, they should not be given false information. Character traits expected in hospitality workers include trustworthiness, integrity, loyalty, respect, generosity and kindness.

Confidentiality

Confidentiality is different to privacy in that it concerns knowledge or information that is not protected by law. A workplace might have a 'secret' recipe, or high-profile customers who frequent an establishment because they know they will not be found by the media, or overheard conversations will not be repeated. Confidentiality and discretion are valuable traits in hospitality workers.

iStock.com/otokimus

Figure 3.8 High-profile guests or diners discussing sensitive information may ask to be seated away from prying eyes, or accommodated in a private dining room.

Overbooking

Overbooking occurs when more airline seats or hotel rooms are sold than are available. This is an unethical practice, but one that is widely used in the hospitality industry to ensure maximum occupancy.

The practice is based on the statistics of 'no shows' – customers who book but do not arrive, or who cancel at the last minute.

Recommendations

When customers ask for a recommendation it may be unethical to promote a dish simply because there is an oversupply of a certain food product. Likewise, if the concierge recommends their brother's restaurant without disclosing the family connection, this is also unethical. Commercial arrangements such as those between a pub and a local taxi service (the hotel may get a commission or percentage of every fare they book) should be declared to a customer when offering to book a patron a taxi.

Tipping

Australia does not have a 'tipping culture' such as that experienced in the USA. The increasing use of payWave technology means customers are only charged the amount of the bill, with no opportunity to add a tip. It is unethical of a business to add a tip to the total without the consent of the customer.

iStock.com/hidesy

Figure 3.9 Australia does not have a tipping culture. Cash tips can be left in a jar on the front counter if patrons wish to do so. This way, bill payment can still be made electronically, but tips can be paid in cash.

Different establishments have varying procedures for distributing tips to their workers. If the practice is to 'pool' tips and distribute them equally, it is unethical not to do so, either as an employee (keeping any tips you are given personally in cash) or a business owner (not distributing tips to workers).

Cash-in-hand payments and hiring illegal immigrants

Establishments that pay workers cash in hand are gaining a benefit because they are not declaring these workers for tax purposes. If these workers are not from an English-speaking background and are not familiar with Australia's industrial laws, or if they are working illegally, the employer may take advantage of this fact by paying them less than the minimum hourly rate they may be entitled to, knowing there will be no repercussions.

Legislative requirements relevant to the hospitality industry

Food Act 2003 (NSW) (as amended)

The object of the *Food Act 2003* is to ensure that food for sale is safe and suitable for human consumption. (See chapter 1 for more information.)

Food Regulation 2015 (NSW) (as amended)

The *Food Regulation 2015* operates in conjunction with the NSW Food Authority. The Food Authority is a regulatory body that has the power to inspect food premises to ensure they are complying with the *Food Act 2003*. The Food Regulation specifically aims to reduce the incidence of food-borne illness linked to certain food sectors in New South Wales. It sets minimum food safety requirements for food industry sectors that have been identified as higher risk, such as meat, dairy, seafood, shellfish, plant and egg products, and vulnerable persons. (See chapter 1 for more information.)

Australia New Zealand Food Standards Code

The Food Safety Standards require businesses to comply with local legislation to produce safe and suitable food for consumption. The standards include requirements for health and hygiene, aiming to reduce the occurrence of food-borne illness.

The Australia New Zealand Food Standards Code contains definitions and minimum standards related to labelling and additives in manufactured foods; definitive descriptions of foods for accurate labelling and marketing; and standards for food safety and primary production. (See chapter 1 for more information.)

Responsible Service of Alcohol

Under the *Liquor Act 2007* (NSW) all workers in premises that are licensed to serve and/or sell alcohol are required to have completed Responsible Service of Alcohol (RSA) training. The purpose of this certification is to promote the aim of the National Alcohol Strategy, which is harm minimisation – minimising the harm alcohol causes to vulnerable groups in society, including minors. RSA is based on the concept of duty of care, requiring staff to take measures to prevent patrons from intoxication and becoming disorderly, thus creating a protective environment for all. Training covers information such as what a standard drink is, how to identify signs of intoxication and how to refuse service to a customer.

NSW Department of Industry

Figure 3.10 Licensed establishments are required by law to display signage in line with the principles of Responsible Service of Alcohol.

Responsible conduct of gambling/gaming

Under the *Gaming Machines Act 2001* (NSW) staff who work in the gaming area of a venue, such as gaming machine attendants or cashiers, are required to have completed training in Responsible Conduct of Gambling (RCG). RCG helps to ensure compliance with the law, reduce gambling-related issues and to promote safety (harm minimisation) in venues where there are gaming machines. Training in RCG covers recognising the signs of problem gambling, issues of self-exclusion, legislative requirements for signage and other strategies to conduct gaming responsibly.

Local council regulations

Local council must be consulted and approval sought for such issues as business signage requirements (size, location), garbage disposal, building permits and approvals and food safety auditors (environmental health officers). Building codes will have standards concerning fire safety, size, ventilation, lighting, provision for off-street parking, noise and licensing. Councils must give approval before a business can commence trading. Councils also regulate outdoor seating on footpaths and charge a fee according to the number of 'covers' (seats) placed on the footpath.

iStock.com/Christina Norwood

Figure 3.11 Businesses need council permission before they can offer footpath dining, and they must ensure walkways are not blocked.

Land ownership and access requirements

Management, access and ownership of land in some areas of Australia have become the subject of much discussion between long-term business owners and traditional landowners. Conflict can arise over cultural differences such as spirituality, traditions, ceremonies and access to certain sites of cultural significance.

Australian Consumer Law

Australian Consumer Law is a Commonwealth law that replaces all individual state laws. The law is concerned with the way an establishment conducts their business, and in particular, that the products or services it is selling are accurately represented. It outlaws price fixing, fraud and unsafe products, and regulates the terms and conditions of warranties and contracts of sale. Of particular relevance to the hospitality industry is the *National Measurement Act*, which stipulates that any equipment that measures in standard units (such as 30 mL for an alcoholic spirit) must do so accurately.

Fair work system

The *Fair Work Act 2009* is concerned with the relationship between employers and workers, and provides for minimum entitlements such as pay rates and leave, flexible work arrangements, fairness at work and prevention of discrimination.

Privacy Act 1988 (Cth) (as amended)

This legislation protects an individual's privacy in relation to personal information that may be collected and stored. Generally, a person's information cannot be passed on to a third party without the customer's consent. The *Privacy Act 1988* also contains rules regarding the type of information that can be collected by certain agencies, such as personal information, financial information and medical records.

Table 3.5 Application of legislative requirements in the hospitality industry

LEGISLATION	HOSPITALITY SECTOR	DEPARTMENT	JOB ROLE	EXAMPLE OF AN IMPACT ON WORK
Food Act 2003 (NSW) *Food Regulation 2015* Food safety standards	Food manufacture/ production Restaurants, cafes, catering	Food production/ kitchen Food and beverage Housekeeping	Chef Cleaner	Must ensure the quality of all meals delivered to customers Premises must be kept in a hygienic state
Responsible Service of Alcohol	Clubs Hotels Restaurants, cafes, catering Holiday parks and resorts	Food and beverage	Bartender	Must hold a Responsible Service of Alcohol certification Must not supply alcohol to intoxicated persons or minors
Responsible Conduct of Gambling	Clubs Hotels	Gaming	Gaming machine attendant	Must hold a Responsible Conduct of Gambling certification Must implement harm minimisation techniques to prevent problem gambling Must not allow gambling by minors or those who have self-excluded
Local council regulations	All sectors	Food production/ kitchen Security	Security guard	Monitor and minimise noise from patrons leaving the premises in a residential area
Local community protection including land ownership and access requirements	All sectors	All departments	Manager	Conduct the business of the day in accordance with local agreements for land use and access
Australian Consumer Law	All sectors	Sales and marketing	Marketing manager	Ensure all promotions and advertising for the establishment are accurate and not misleading
Fair work system	All sectors	Human resources Accounts and finance	Payroll officer	Ensure all workers are being paid correctly
Privacy Act 1988	All sectors	Front office	Reservations manager	Collect information responsibly and ensure the security of personal information collected

FOCUS QUESTIONS

LEGAL AND ETHICAL ISSUES

1 Distinguish between ethical and legal issues.

2 List and explain three ethical issues of concern in the hospitality industry.

3 Describe the impact of the following laws on each given job role:
   - **a** Responsible Service of Alcohol and waitstaff
   - **b** *Food Act 2003* (NSW) (as amended) and the head chef
   - **c** local council regulations and the person conducting a business or undertaking
   - **d** fair work system and human resources manager
   - **e** Australian Consumer Law and the sales and marketing manager.

Quality assurance and employees

Quality assurance is vital in the tourism and hospitality industry. The most important factors for a hospitality establishment's future are guest satisfaction, guest retention and word-of-mouth advertising. Research suggests that the best ways to achieve excellence and profitability include a focus on quality service; retention of existing guests by exceeding their expectations; continuous quality improvement; employment, regular training and empowerment of service-oriented staff.

So what does this mean for employers?

- Ensure that staff understand their role in the success or failure of the business, and that they care.
- Involve the staff in developing standards and benchmarks that will make them proud to work at the establishment.
- Reward workers who go 'that extra mile'.
- Implement staff training that aims to continuously improve service. Use real data and statistics to find what needs fixing.

quality assurance consistent delivery of products and guest services according to expected standards

Industry accreditation schemes

The purpose of accreditation schemes is to help potential customers identify establishments and operators who have achieved the industry standard for expertise and quality. Some examples are:

- HACCP – this ensures that a premises adheres to the principles of HACCP accreditation for food safety
- MSA – Meat Standards Australia is a quality grading system for beef and sheep meat
- Australian star rating scheme for accommodation venues, administered by the Australian Tourism Industry Council (ATIC).

accreditation accreditation describes a system for external certification of quality or 'tick of approval'

Occupational licensing

Some areas of occupation are restricted by licensing requirements. This means that those who work in the industry area are required to hold a license. Owners of hotels are required to apply for and hold a current liquor license and, if the venue has poker machines, a gaming machines license. These licenses are only granted to those deemed to be a 'fit and proper person' to hold such a license.

Other related businesses that must hold a license are egg producers, dairies, butchers, wholesale fish and seafood vendors, and providers of services and food to vulnerable persons such as the aged or hospitalised.

Workplace policy and procedures related to compliance

Businesses will be required to have procedures in place to demonstrate compliance, if evidence of this is ever needed. For example, in the event of an inspection by an environmental health officer, management would need to produce proof that temperature checks have taken place, that the coolroom and bain-marie have been part of a regular maintenance schedule and that there is evidence of a staff uniform policy. Simply having the documentation is not sufficient, the policies and procedures must actually be carried out in order to be compliant.

Table 3.6 Examples of industry accreditation schemes

NAME OF ACCREDITATION SCHEME	REQUIREMENTS OF ACCREDITATION/ RESPONSIBILITIES OF BUSINESS	BENEFITS OF ACCREDITATION
Savour Australia	Establishment needs to be a member of Restaurant and Catering Australia Business nominates themselves to enter the judging, which occurs annually Business needs to maintain high standards across 55 standard criteria to retain rating from year to year	Nationally recognised restaurant rating system Uses a 'plate' icon rating system from 1 to 5 Can attract customers to a business
Green Table	Establishment needs to be a member of Restaurant and Catering Australia Businesses must apply and meet certain criteria	Recognition for restaurants and cafes that are working to reduce their impact on the environment Authorised use of logo Restaurant and Catering Australia publicity
HACCP certification	Must meet the requirements and standards for cleaning, training staff, approved suppliers, calibration of equipment and hygiene After accreditation, all standards must be maintained	Customers will know the business is serious about food safety Confidence in safety of all food produced
Star Ratings Australia	Must meet the standards for the star rating level desired, and continue to provide that level of facility/service	Guests can be assured that the level of facilities or service will meet the minimum for that star rating Ability to publicise good results

The consequences of non-compliance

It can be very costly to be deemed non-compliant with legislation. Establishments can be fined; breaches of hygiene and food safety standards can be publicised, such as on the NSW Food Authority's 'Name and Shame' register; businesses can be shut down for repeated breaches of the Liquor Act in relation to responsible service of alcohol or gaming.

If establishments fail to uphold standards in relation to quality assurance, this can result in a loss of customers and increased costs through wastage such as food that must be discarded if it does not meet standards. While many accreditation schemes can be costly to maintain, not keeping standards at the levels customers expect can cost even more through poor reviews and word-of-mouth or social media commentary.

Quality assurance, work practices and customer service

There is an undeniable link between quality assurance, work practices designed to deliver a quality outcome and customer enjoyment of the hospitality experience. Workers want to operate within standards that allow them to deliver safe food and great service. Customers will enter a venue with a preconceived idea of the service and product experience they expect. Setting and maintaining standards will ensure these two ideals are met.

Shutterstock.com/Nestor Rizhniak

Figure 3.12 Establishments must never take their customers for granted. Without them, there is no business.

FOCUS QUESTIONS

QUALITY ASSURANCE

1 Define quality assurance.
2 List two industry accreditation schemes. For each scheme, explain the requirements for accreditation to be awarded and the benefit a business will receive by being accredited.
3 Briefly outline the consequences for failing to follow quality assurance processes and workplace policies.
4 Explain the role the customer has in defining quality for an establishment.

Employment

Hospitality is a growth industry, with an abundance of employment opportunities across all sectors of the industry as well as within establishments.

Career pathways

Career pathways refer to the progression 'up the ladder' of seniority, gaining positions of greater responsibility as experience and training develops.

Staff commencing in food production or the kitchen department may begin at entry level, as a kitchen hand or first-year apprentice chef, progressing through the levels of the apprenticeship to qualified chef, sous chef, chef de partie, head chef and finally executive chef. In the food and beverage department, a bar attendant or cellar hand may progress to be a maître d', to food and beverage supervisor, to food and beverage manager. A 'sideways' career move occurs when an employee gains experience in another aspect of a larger hospitality business, such as moving from restaurant waitstaff to being a front-office clerk.

iStock.com/NuStock

Figure 3.13 Many job opportunities are never advertised. Even fewer are advertised using traditional means, such as print newspapers. A good understanding of job-hunting terminology can help decode position requirements.

CAREERS IN HOSPITALITY

HOSPITALITY INDUSTRY PROMISES WIDE RANGE OF LONG TERM CAREERS

Sue White, *Sydney Morning Herald*, 14 May 2016

Carol Giuseppi says the tourism and hospitality sector is one of the most diverse industries out there.

It is a commonly held misbelief: working in the hospitality industry is something you do during your studies – a side gig that pulls in a few much-needed dollars or starts filling out the early stages of a resume. But what many do not realise is that tourism and hospitality offers something much more long term: a career. In fact, it offers thousands of them.

'The sector is very broad and encompasses a range of businesses from very small operators to larger businesses, particularly in the accommodation space, which operate with structured human resources departments and offer a multitude of positions.

'It's one of the most diverse industries you can find,' says Carol Giuseppi, chief executive of Tourism Accommodation Australia.

While around 50 per cent of the roles in the industry are unskilled or entry level positions, there is an equally strong requirement for people to fill skilled roles.

'If you have a degree it's very welcome, because you can add value to different positions,' Giuseppi says. 'That could be marketing and sales, revenue management, business development, engineering or accounting and finance. These are complex businesses that provide opportunities to work, travel and be part of a very broad industry.'

By 2020, Australia's tourism and hospitality sectors will need an additional 123 000 employees (unskilled and skilled). Giuseppi believes one of the advantages of the hotel industry is the scope to both move upwards or laterally.

'People may start in finance but move into revenue management; or start in marketing or accommodation services and then want a broader experience and go into management,' she says.

For her, the industry continually throws up new challenges.

'What I find exciting is the constant changes in technology, interaction with consumers and the fast pace. You need to respond to consumer needs and demand in very specific ways to understand what drives their hotel selection,' she says.

While the skillsets in the industry are broad, to really succeed, there are two key attributes that usually boost a hotel career. 'A customer focus and a proactive attitude are two of the best things you can have in this industry,' Giuseppi says.

Source: *Sydney Morning Herald*, 14 May 2016

RESPOND

1 Why do you think so many people consider hospitality a job rather than a lifelong career path?
2 Suggest reasons why hospitality is an industry that continues to grow. In your response, make reference to allied and related industries.
3 What does it mean to be 'customer focused'?
4 Why does Giuseppi believe a 'proactive attitude' is an important attribute in a hospitality worker?

Types of employment in hospitality

There are three basic types of employment in the hospitality industry: full time, part time and casual.

Full time

According to the Fair Work Ombudsman, full-time work is ongoing (permanent) employment for approximately 38 hours per week. Full-time workers are entitled to annual leave and sick leave. They must give their employer adequate notice if they are resigning.

Part time

Part-time employees work less than 38 hours per week, usually on an ongoing or permanent basis for the same number of hours each week. They have the same benefits as a full-time employee, but on a pro rata basis. This means that if a part-time worker works the equivalent of 50 per cent of the hours of a full-time worker, they are entitled to 50 per cent of the sick leave, holiday leave and other benefits enjoyed by full-time workers. Part-time workers must give notice of resignation.

pro rata proportional or as a proportion

Casual

Casual employment, which is common for young workers in hospitality, is characterised by no guaranteed hours. The hours can be irregular and the worker has no entitlement to sick leave or annual leave. Casual workers can submit their resignation without notice. Casual workers receive a higher hourly rate of pay (called a casual loading) because they don't have sick leave or annual leave entitlements.

Contract

An employment contract is for either full-time or part-time work for a fixed period of time, which is specified in the contract. The contract may be for a particular project, or may be for a position for a fixed period, after which there may be a performance review and the contract may be extended. The terms of a contract must at least meet the minimum standard for equivalent full- or part-time permanent employment.

Awards, agreements and contracts

An award is a document that sets out the minimum pay and conditions for different occupations. Awards cover minimum rates of pay, leave entitlements, overtime and penalty rates, hours of work and rest breaks and allowances like travel or uniform allowances.

An agreement, sometimes called an enterprise agreement, defines the working conditions for a group of employees at a specific workplace. Agreements must meet the standard 'better-off-overall test', which means that the employee must be better off under the enterprise agreement than under the relevant award, and also must meet the minimum National Employment Standards.

A contract is a document stating pay and working conditions negotiated between an employer and an employee.

General working conditions for hospitality involve:

- day work
- night and overnight shifts
- split shifts
- working weekends and public holidays
- long hours.

FOCUS QUESTIONS

EMPLOYMENT TERMS AND CONDITIONS

1 Distinguish between full-time, part-time, casual and contract work.

2 Hospitality has been associated with high percentages of casual staff. Outline the benefits to the business of employing more casual staff than full- or part-time employees.

3 What are the advantages and disadvantages of casual work for an employee?

4 Investigate the terms and conditions for a job role in hospitality. Find an advertised hospitality job, such as a housekeeper, bartender or apprentice chef using a job search website. Then research the terms and conditions of employment using the Pay and Conditions Tool from the Fair Work Ombudsman.

Fair Work Ombudsman
Seek
Indeed

Employer and employee rights and responsibilities

Employers have a responsibility to ensure their workers know their employment status (full time, part time or casual), their classification, their hours of work and their rate of pay. They must inform an employee before changing their employment status (e.g. from full time to part time) and must give notice to terminate employment. Employers are required to provide a safe and suitable place of work that is free from harm. They are entitled to employ staff who meet their expectations and requirements.

Employees have a responsibility to inform themselves of their obligations under the award, agreement or employment contract. They must carry out work in the manner that they have been instructed, in accordance with workplace policy and procedures. Employees have the right to be consulted about workplace safety issues and are entitled to be paid in accordance with the award, agreement or contract under which they have been employed.

Purpose and value of a code of conduct

A **code of conduct** is designed to help staff understand their responsibilities and obligations, and to provide guidance on expected behaviour in the workplace, or if faced with an ethical dilemma or conflict of interest in their work.

Codes of conduct in hospitality establishments deal with such issues as the acceptance of gifts from customers or suppliers, conflict of interest in commercial arrangements, issues of confidentiality, 'house rules' around consumption of alcohol, conduct while wearing the uniform, and use of gaming machines.

code of conduct an outline of the standard of behaviour expected of employees of a particular establishment

Equal employment opportunity

The principle of equal employment opportunity (EEO) is employment based on merit. This means that the most suitable person who applies for the job is deemed the best applicant. EEO makes no reference to factors that are irrelevant to job participation, such as sex, age, race, impairment, relationship status, parental status, pregnancy, religion, or political belief. These factors are frequently the subject of discriminatory behaviour.

Intent of EEO legislation

The intent of the *Employment Opportunity (Commonwealth Authorities) Act 1987* is to create a workplace free of discrimination and harassment. The purpose of the Act is to give every individual a chance to obtain employment and to gain promotion according to their abilities and qualification.

Reciprocal rights and responsibilities of employers and employees

Both employers and employees are responsible for enforcing EEO policies and ensuring that differences in the workplace are celebrated and not dismissed. It is the responsibility of the employer to demonstrate that there are policies in place to prevent discrimination and harassment.

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Figure 3.14 Equal employment opportunity, when applied in the workplace, ensures that the most suitable applicant is offered the position.

Workplace policy and procedures relating to EEO

In New South Wales, large public sector organisations must prepare EEO plans that pay attention to groups that have experienced disadvantage in the past. These groups include Aboriginal and Torres Strait Islanders, people with disabilities and people from a non-English speaking background.

Some workplaces will actively monitor employee statistics to help them track how EEO is working. They will do this so they can try and eliminate barriers that prevent certain groups from experiencing real equal opportunity.

Primary role and function of industry bodies

Employer groups

The Australian Hotels Association is an employer group for the liquor and hotel industry. The organisation also includes Tourism Accommodation Australia. The Australian Hotels Association represents

employer interests and provides support to employers. This includes providing information about legal issues affecting the industry, lobbying government for legislative change, giving assistance and advice on industrial issues. This group also provides networking opportunities at conferences, expos and seminars.

Australian Hotels Association

AUSTRALIAN HOTELS ASSOCIATION

Figure 3.15 The AHA represents licensed venues across Australia.

Professional associations

Hunter Culinary Association

In the NSW Hunter Valley, Hunter Culinary Association was established in 2006 to promote and foster an awareness of the culinary talent in the Hunter region. They hold events to expose young hospitality workers in the Hunter to different catering opportunities. Hunter Culinary Association particularly focuses on promoting local produce and wine at its annual Food Fight competition.

Employee groups

Hospitality Training Network

Hospitality Training Network (HTN) is a group training organisation to support hospitality apprentices. They help apprentices gain employment and support them through their training. HTN provide workshops and mentors, and their industry network allows apprentices to work in different styles of venues throughout their apprenticeship.

Unions

Trade unions represent their members, who are all employees of a particular industry or trade. The key union representing most workers in hospitality is called United Voice. Other staff (such as clerical and administrative staff) may be covered by the Australian Services Union.

Unions can be involved in negotiations around pay and working conditions, issues of work health and safety, and training and superannuation on behalf of workers. Unions may enter a workplace with 24 hours' notice if they suspect a breach of the *Fair Work Act 2009*.

Membership of a union is not compulsory, but presents a number of benefits to workers, such as:

- advice and clarification of workplace awards, agreements and contracts
- assistance in conflict or grievance procedures
- advice and assistance in issues around termination, dismissal and redundancy
- legal representation in the case of a dispute
- assistance in workplace accidents and compensation claims.

© United Voice

Figure 3.16 United Voice represents workers in their efforts to maintain fair and safe working conditions. This image was used in a campaign to lobby the government on the issue of retaining penalty rates.

Discrimination, harassment and bullying

Harassment

Harassment is behaviour that a person does not want; behaviour that offends, humiliates or intimidates them, and creates a hostile environment. It can be a single incident or a series of incidents. Someone can harass another person without intending to do so.

Bullying

Bullying is repeated, unreasonable behaviour by an individual or group of people towards another person or group of people that creates a risk to health and safety. It is more likely to be deliberate.

iStock.com/MachineHeadz

Figure 3.17 Bullying in the workplace may be difficult to detect if it is indirect and subtle.

Examples of harassment and bullying

- Telling insulting jokes about particular racial groups, laughing at or mocking someone.
- Inappropriate or offensive material displayed in the workplace, sent by text or email, or posted on social media.
- Making physical threats, kicking, punching or physically intimidating someone.
- Psychological bullying can involve being given impossible or meaningless tasks, changing rosters to create inconvenience, withholding critical information or giving unrealistic deadlines.
- Isolating or excluding people.

Sexual harassment

Sexual harassment is unwelcome sexual advances or invitations, or other unwelcome conduct of a sexual nature, when a reasonable person in the harasser's situation should have realised that the other person might be offended, humiliated or intimidated. It can be one incident or a series of incidents.

Examples of sexual harassment

- Displaying pornographic posters or screen savers
- Unwelcome touching or personal questions
- Sexually explicit jokes, comments or gestures
- Repeated invitations to date when these have been refused previously.

Discrimination

The aim of **anti-discrimination legislation** is for all people to be treated fairly and to have equal opportunities. The *Anti-Discrimination Act 1977* (NSW) makes it unlawful to discriminate on the grounds of sex, race, age, disability, homosexuality, marital or domestic status, transgender status and carer's responsibilities. These types of discrimination are generally unlawful in employment, service provision (including the hospitality industry), state education, accommodation and registered clubs.

anti-discrimination legislation laws to ensure that all people are treated fairly and equally, regardless of race, sex, disability, homosexuality, age, marital or domestic status, transgender or caring responsibility

Types of discrimination

- **Harassment and bullying** can be a form of discrimination, when it relates to one of the grounds covered by anti-discrimination law. For example, abusing someone because of their racial background.
- **Direct discrimination** is when a person is treated less favourably than others in a similar situation because of one of the grounds covered by the anti-discrimination law. 'Less favourably' means the person has suffered a loss, harm or injury. For example, saying that a particular position is only suitable for a man.
- **Indirect discrimination** is where there is a requirement that applies generally, but this disadvantages people from one group more than another group – unless the requirement is 'reasonable in the circumstances'. For example, unless there are valid reasons, a requirement for people to have a specific number of years' experience may discriminate against younger people.

The Anti-Discrimination Board of NSW promotes diversity and equal opportunity principles throughout NSW. It provides education and information services and handles complaints about discrimination, harassment and vilification under the *Anti-Discrimination Act 1977* (NSW). The Board can be contacted by phone, email or through its website.

© State of New South Wales through the Department of Justice and reproduced with the approval of the Anti-Discrimination Board of New South Wales

Figure 3.18 The Anti-Discrimination Board of NSW promotes anti-discrimination, equal opportunity principles and policies throughout NSW. It administers the anti-discrimination laws, and handles complaints under the *Anti-Discrimination Act 1977 (NSW)*. It is part of the NSW Department of Justice.

Reciprocal rights and responsibilities of employers and employees

Employers have the responsibility to ensure that discrimination, harassment and bullying do not occur in the workplace. However, they should not avoid giving negative **feedback** to workers for fear that it may be misinterpreted. Employers have a responsibility to develop and implement practices to deal with discrimination and harassment in the workplace.

Employees should recognise that constructive feedback and criticism does not constitute bullying or harassment, and may be legitimate in order to improve work performance. They should understand that what may be regarded as harmless jokes or workplace banter may be interpreted as discrimination or harassment.

feedback information about a person's performance that is intended for the purpose of improvement

Policy, procedures and strategies to eliminate bias and harassment in the workplace

All establishments should devise and implement a policy on discrimination, bullying and harassment, and should have set procedures in place to deal with harassment or bullying when it occurs.

Staff should be aware of the policy, and employers should provide training and workshops to raise awareness of what constitutes discriminatory, bullying or harassing behaviour. This should be incorporated into the code of conduct. Employees in management roles must model good conduct in line with the policy.

Establishments should be accessible for employees and guests with a disability.

Consequences of discriminatory workplace behaviour

Discrimination and harassment occurring in a workplace can result in a negative reputation, higher than expected absenteeism for staff, low staff morale, reduced productivity associated with absenteeism and time taken to train replacement staff, legal costs if the case is taken further, and significant compensation costs if the case is proven.

Employees who are alleged to have bullied or harassed a fellow worker can expect disciplinary action. Managers can also face disciplinary action if the alleged behaviour took place and they 'failed to maintain a safe workplace' free of inappropriate behaviour.

The victim of the discriminatory behaviour, bullying or harassment can suffer stress, physical illness, mental health issues such as depression and anxiety and may require counselling.

FOCUS QUESTIONS

EEO AND ANTI-DISCRIMINATION

1. Explain the difference between equal employment opportunity and anti-discrimination legislation.
2. Outline the responsibilities of employers in relation to anti-discrimination legislation.
3. Define the terms 'bullying' and 'harassment'. Provide some examples of each.
4. An employer providing feedback to an employee tells them, 'I'm not happy with the way you speak to customers. You must smile more and be polite.' Does this negative appraisal count as bullying behaviour? Why/why not?
5. List four negative consequences of discriminatory workplace behaviour.

Recourse available to individuals in the event of inappropriate behaviour

Establishments should have a grievance procedure in place for dealing with employee complaints. All employees should be familiar with this procedure and aware of who the grievance officer at the establishment is. The union can play a supportive role and provide advice in such matters. For further action, a complaint can be made to the Australian Human Rights Commission.

Hospitality workers

Workers in hospitality often 'start at the bottom' of the management hierarchy. A good understanding of the concepts of service and quality will make entry-level workers valuable employees. Employees in hospitality need to have a good understanding of the industry they are a part of. Most of all, they should enjoy working in a people-centred, service-focused environment.

Personal attributes and work ethic

Hospitality employees need certain personal attributes and a strong work ethic. An employee with a good work ethic understands the importance and value of working hard. In many ways, it is more important for a worker to have the right personality and temperament than for them to have the required technical skills. The skills can be learned, but it is very hard to become a people person if you are not one!

Key personal attributes in the hospitality industry include:

- superior personal presentation – first impressions are very important in a service and food handling environment
- great communication skills and the ability to speak easily to people you don't know
- ability to work under pressure – the lunch or dinner 'rush' can be a highly stressful situation
- the ability to work in a team
- honesty
- reliability
- punctuality.

A worker with a good work ethic will often:

- be trustworthy and a person of integrity – they can be trusted to do a task efficiently and well
- be thorough in their work, and strive to do their best at all times
- go 'above and beyond' in the delivery of a service to customers, and in their work with colleagues.

personal attributes an individual's character or the qualities they possess

Interpersonal skills

Interpersonal skills assist in our ability to communicate with customers and colleagues. In every aspect of a hospitality business, it is important for employees to listen, be sensitive, focused and open-minded.

interpersonal skills skills used to interact with others, including communication, listening, attitude and presence

Personal presentation

Personal presentation refers to the way we physically present ourselves to the world. The first impression made by employees is crucial to the image of the business. Personal hygiene is part of this. Establishments will have their own standards for uniform and personal presentation, and it is vital that employees understand these standards and adhere to them. For example, front-office staff may wear a corporate uniform consisting of a long-sleeved shirt and tailored pants. Clothing should be clean and well pressed, and shoes polished and not scuffed. Women should have neat hair and make-up, and men should abide by the policies for facial hair. All staff should wear their name badges and a smile!

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Figure 3.19 Superior personal presentation skills are required in every area of a hospitality establishment.

Behaviour for a safe and sustainable work environment

It is important to ensure that work practices promote a safe and sustainable work environment. Workers undergo an induction process before they commence working, which covers issues of safety. In a commercial kitchen this may mean wearing covered leather boots or shoes and a hairnet, and using other appropriate personal protective equipment when required. In the food and beverage area safety issues may relate to breakages and spills, and how to deal with these safely.

Sustainability relates to working in a manner that can be continued. This term is often used in relation to the environment. Sustainability behaviours include recycling and being mindful of waste in every area of the establishment, from paper waste in the front office to the composting of vegetable scraps in the kitchen, rather than discarding them for landfill.

Sustainability means workers need to think about their work role and consider whether the job will be able to be carried out in the same manner five, 10 or 20 years from now.

Impact of personal values, opinions and ethics

A person's values develop from their upbringing, cultural background and experiences. Individual values can have an effect in the workplace. It may be necessary for personal opinions to be put aside if they are not relevant to the job role, or if they will affect a person's ability to carry out their work.

Values are generally much stronger than opinions and may have a greater impact on work. For example, a person who is a Seventh Day Adventist, for whom Saturday is the Sabbath (a day of rest) may not feel they are able to work on Saturday evenings. This may be incompatible with their roster, and adjustments may need to be negotiated.

Duties and responsibilities for a particular job role

Individual jobs in hospitality will have a set of role descriptions and responsibilities. For example, the bartender may be required to make drinks, wash glasses, clear tables of glasses and process payments.

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Figure 3.20 Great teamwork relies on each person doing their job and assisting the team to meet its goals.

Their responsibilities may include rotating, replenishing and ordering stock, preparing garnishes, and responsible service of alcohol. When teamwork is required, such as for a large function like a wedding reception, bar staff work together to monitor sections of the bar, take turns in having a break, clearing tables, washing glasses and so on.

Relationship between individual and team

It is important for an individual to understand their role in terms of the 'big picture' of the organisation. That way, the individual has insight into how important their contribution is, both individually and as part of a team or work group. For example, in a work health and safety committee, each member contributes knowledge of their own work area and job role. This means that together, the committee has an overall understanding of work health and safety issues in the workplace.

Differences between individual and team goals

Individuals and teams work effectively to improve service when they have goals to achieve. For example, an individual chef may have the goal to increase sales through the development of a new menu. However, this goal cannot be achieved by the chef alone. For the new menu to be successful, it must be promoted by sales and marketing, advertised through word of mouth by waitstaff, and followed up with superior food production from the kitchen.

Industry currency

Industry currency involves staying up to date with the trends and what is fashionable in the industry. Staff need to be up to date, particularly with technology, ensuring their skills are in line with the latest customer expectations.

Why is it important?

Currency is important for a number of reasons:

- Customers will demand it. For example, an establishment that does not have EFTPOS or payWave/tap technology for credit cards will be seen as being behind the times.
- Staff need to keep their skills current to remain employable. For example, kitchen staff who cannot operate a range of equipment such as a combi oven or espresso machine, or front-of-house staff who are unable to process a payment using EFTPOS will need to upgrade their skills.
- It keeps the establishment competitive. Customers whose expectations are not met will go elsewhere.

Strategies for staying current

Staff members can maintain currency through networking with colleagues, both within the establishment and in other workplaces. Attending training courses in such skills as 'latte art', and using social media regularly to promote the business will ensure staff are up to date, and this training can benefit the establishment. Joining a professional association, reading industry journals, attending conferences and completing refresher courses run by a TAFE or other provider can expose staff members to new ideas and current trends.

Feedback

Feedback involves giving information about a person's performance, which is sought or given for the purpose of improvement. Feedback can come from work colleagues, supervisors and customers.

Value to the individual worker, workplace and industry

The benefit of feedback is that it provides information directly from the source. For example, if a customer complains that their coffee is not hot enough, the problem can be resolved straight away. Feedback also identifies an aspect of the product or service that needs attention.

Feedback allows areas of weakness to be identified and improved. This contributes to a system of continuous improvement, whereby an establishment or individual is always improving aspects of their service or product delivery. This benefits the workplace by responding to customer advice, resulting in a positive customer response and increased business.

Positive feedback is also extremely beneficial. This information tells staff what is working, and what they are doing well. Positive feedback can be enormously encouraging, pushing staff to continue to provide great products and services, knowing that customers are enjoying the experience.

Creating a culture of continuous improvement by seeking and acting on feedback benefits the hospitality industry by giving it a reputation for setting and maintaining high standards.

Types of feedback

Feedback can be in the form of personal reflection, formal or informal feedback, or direct or indirect feedback. Personal reflection involves the individual evaluating their own performance. This may be in the form of a series of questions. For example, as part of a performance review, a waiter may be asked to consider their strengths and weaknesses in customer service.

Formal feedback can be in the manner of a performance review, where colleagues and supervisors are asked to evaluate and comment on aspects of the individual's performance in his/her job role. This may be in the form of a written evaluation, or it can be completed online in the form of a questionnaire.

Informal feedback may be verbal, such as a customer complimenting the waiter on their speedy service or excellent recommendation of a meal. Informal feedback may also be written, such as a thank you written on a bill or a post-it note of praise left on the cash register. It may be unsolicited (not asked for), or it may come as a response to a query.

Direct feedback may be described as being 'from the horse's mouth' – that is, it is sought directly from a customer by asking them a direct question. Indirect feedback is less exact, and may come via a secondary source or may be imprecise. Kitchen staff monitor the amount of food returning on plates as indirect feedback on portion size and an indication of customer preference. Seeking direct feedback by asking customers what they liked will provide more information.

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Figure 3.21 A performance appraisal is a method of receiving formal feedback on an individual's work.

Obtaining feedback from supervisors, colleagues and customers

Feedback should be sought throughout an individual's career in order to remain current and up to date. Many establishments have formal programs for performance review, but staff can seek feedback at any time. Many are already doing it by asking customers, 'How was everything today?'

If an individual is thinking of progressing along a career path they may seek formal feedback in order to gauge readiness and suitability for the next step. Feedback of this nature is often given if an individual has been employed on a trial basis.

Establishments actively seek feedback by giving customers forms or questionnaires to complete at the end of a stay.

Dealing with positive and negative feedback

Positive feedback can be very encouraging, providing a boost to a staff member or establishment. It is pleasing to hear that customers and colleagues appreciate the efforts of staff.

Negative feedback can be difficult to hear, but should be seen as an opportunity for personal and professional growth. Without such feedback, improvement may never happen, which may ultimately cost the establishment valuable business and the individual their job.

Responsibility of a worker to use feedback

It is in the worker's best interests to use feedback to their advantage. If the feedback has been given as part of a performance review, the individual must demonstrate improvement as part of the process. Personal and professional growth comes from constantly reviewing and improving work performance.

Giving honest feedback can be difficult if the feedback is negative, particularly if the feedback is to be given to a supervisor. All workers have a responsibility to provide good quality feedback that is based on work performance, not personality.

Work practices

Work practices can be simply defined as the ways of doing things or carrying out a task.

While the essential elements of serving drinks to a customer, or presenting a dish are broadly similar, each establishment will have its own preferred way of doing this. For example, a small establishment will rely on their waitstaff carrying out all tasks related to taking orders, providing information about beverages and meals and clearing tables. In a larger establishment there may be a maître d' to seat guests, a drinks waiter to take beverage orders and a waiter to take meal orders and deliver them.

Workers should follow the establishment's work practices, and seek information about their particular roles and responsibilities from colleagues and supervisors.

How are work practices implemented and maintained?

Work practices of any description should meet requirements for legal compliance as well as being aligned with establishment policy. All employees should undergo an induction, during which the details of work practices related to a job role are explained. Collecting feedback on a regular basis and encouraging staff input in meetings will ensure that work practices are carried out and monitored, and that their effectiveness is reviewed.

FOCUS QUESTIONS

CHARACTERISTICS OF A HOSPITALITY WORKER

1 List the personal attributes required for a career in hospitality.

2 Explain why interpersonal skills such as listening and having a positive attitude help a hospitality worker provide quality service to customers.

3 What message is sent when an employee is poorly presented? Suggest the impact that poor staff presentation could have on a customer's first impression.

4 There is a popular phrase, 'There is no "I" in "team"'. Explain the meaning of this, making reference to teamwork and individual contributions when achieving goals in hospitality.

5 Providing feedback in hospitality is important. Explain why seeking and acting on feedback is necessary.

What is the value of work standards?

Adhering to work standards ensures that minimum levels of safety, service and quality in products are met. When an establishment's work standards are met, this ensures a consistent level of customer service, personal presentation, food quality and cleanliness.

What are the work standards for hospitality?

Hospitality establishments have a minimum work standard ensuring the hygiene of the premises meets obligations under the *Food Act 2003* (NSW). This means that work standards for individuals should be in line with this requirement. This includes personal hygiene and presentation, adhering to cleaning policies and rosters as well as the expectation that the job won't simply be done, but will be done well.

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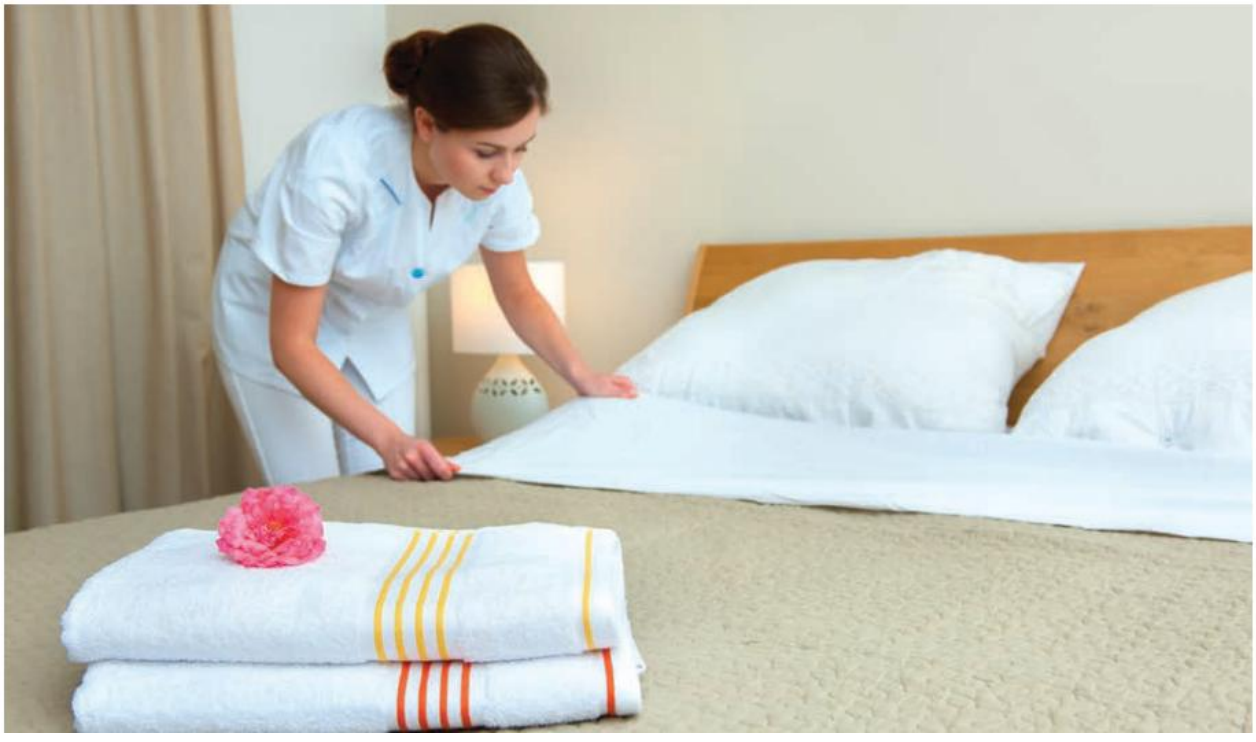

Figure 3.22 Standards for making up a guest room include placement of pillows, towels and hotel information, and even restoring the position of the bedside lamps to ensure consistent presentation of every room every day.

The implications for not adhering to work standards

An employee who is not following their job role and carrying out their responsibilities to the expected standard can expect disciplinary action in the form of a formal warning. Continued non-compliance can lead to dismissal.

For the establishment, a reduction in standards can give the general impression of the business falling in the eyes of their customers. This can lead to a drop in customer patronage, a fall in income (profit), having to lay off staff, and ultimately the closure of the business.

HOSPITALITY AND GEN Y

This article was written in response to a piece stating that hospitality needed to change to accommodate the work ethic of young people entering the workforce. The writer, Trevor Jenkins, is the director of Gastronomic Solutions, which consults with establishments on all areas of their hospitality business, including recruiting.

GEN Y CAN'T SURVIVE IN TODAY'S HOSPITALITY INDUSTRY

How many times have you walked into a cafe to find the staff looking at their phone and not paying attention to the fact that the doors are open for business? For me, it is one of the most frustrating things to see.

I have found that Gen Y and now Gen Z, or the Millenials, are lacking vital life skills that are needed to successfully work in the industry; such as the ability to socially interact face-to-face, a strong work ethic and the ability to follow basic instructions or stay focused on a task for any period of time.

Herein lies the problem; the industry is supposed to be hospitable, to be welcoming to guests or strangers and staff should treat guests or strangers warmly and generously, but if Y and Z are spending their time looking at their phones and not at you, how can they possibly be hospitable?

The other thing that gets under my skin is that every young punk that has watched a cooking program thinks they're ready to kick it in the kitchen, but when you say 'Ok, your first job will be to wash the dishes and then from there we will see how you go,' the arrogant reply is, 'No! I am here to be a chef not a dishwasher!' The problem with the tech-savvy generation is that they have everything at their fingertips and nothing in their heads; they expect to be boss on day one - news flash: it doesn't work that way!

But getting back to the point at hand, the article was saying the industry should change to accommodate the fact that Gen Y has a problem interacting, wearing uniforms and, God forbid, actually turning up to work on time.

There are some things that I agree with, such as that the industry needs to embrace new technology to be able to streamline business and to stay up to date with its clientele. But there is something to be said for tradition when it comes to the need for a hierarchy and discipline in hospitality venues.

Most of all, the industry does not need to reduce itself to a lower standard just because the next generation doesn't have the backbone to rise to the challenge that our great industry offers.

Source: *Hospitality Magazine*

RESPOND

1. Outline two main concerns the author has with young workers in hospitality today.
2. Do you agree with the author's opinion? Justify your point of view.
3. Suggest some skills young hospitality workers have that older, more experienced workers may not. How do these skills benefit the industry?
4. There have been reports in recent times of cafes refusing to serve customers if they are on the phone. What is your opinion of this policy?
5. Write a policy for mobile phone use by employees while on duty.

Effects of poor work practices

Poor work practices can lead to increased pressure on other team members if one person is not 'pulling their weight'. This can add stress, reduce productivity and increase the time taken to carry out tasks.

The decline in standards that results from poor work practices can have a lasting effect on a business. Customer complaints add to the pressure on staff, and the reputation gained can be easily spread on social media and can be very difficult to reverse. If the poor work practices result in an injury (due to a workplace accident) or illness (due to food poisoning), this can also have legal and financial implications. The business may be required to pay a fine or may become involved in lengthy and expensive court proceedings, and their insurance premiums may increase. Affiliation with accreditation schemes may also be withdrawn.

Typical tasks in a hospitality workplace

Tasks in hospitality are either routine, rostered, or emergency and non-routine. Routine tasks are part of the daily operation of a hospitality establishment, and often follow a set pattern. For example, processing a customer order at a hotel bistro counter may follow this pattern:

- Greet the customer
- Invite them to order their meal
- Record the order
- Read the order back to the customer to confirm
- Inform the customer of the cost
- Take payment
- Hand customer their receipt and change (if any)
- Provide the customer with their table number
- Thank and farewell the customer.

This routine may be carried out many times during the course of a shift. It is important that routine activities are carried out to an equally high standard every time.

Rostered activities may be carried out by a particular employee at a certain time each shift, day, week or month. For example, housekeeping may be rostered to monitor and clean the bathrooms in the restaurant every few hours. The tasks may include replenishing toilet rolls and paper towel, cleaning the toilets, mopping the floor and wiping over the basins. Other rostered activities may include wiping out the coolroom shelving, washing the walls and cleaning the coffee machine.

Emergency tasks are carried out in response to an incident that requires immediate attention. This could be cleaning up a spill or dealing with an angry customer. Non-routine tasks are carried out infrequently as required, such as cleaning out the storeroom or changing the table decorations in the cafe.

Sources containing work instructions

Information about work instructions can be found in the employees' induction handbook, usually received when starting work at the establishment for the first time.

Shutterstock.com/Jacob Lund

Figure 3.23 Although taking customer orders at the cafe counter could be considered a routine task, it is important that each customer receives individual treatment, and doesn't feel like staff are simply 'going through the motions'.

Some establishments have signs or reminders for work instructions to ensure that each staff member carries out the task to the same standard. For example, the workplace may have a standard script for answering the telephone, which is posted near the phone, such as 'Thank you for calling the Great Western Cafe, this is [name], how may I help you?'

Clarifying and understanding work instructions

Work instructions need to be carried out in a consistent way by all staff in order to ensure that the standards of the establishment are upheld. This creates predictability in the service expectations held by customers, and ensures the standard is the same regardless of which staff are rostered on.

If work instructions are not understood, clarification should be sought from a supervisor, or by reviewing the policy or procedure for carrying out set tasks. This will prevent a misunderstanding and possible customer complaint.

Opportunities to read and follow instructions

Staff will encounter many opportunities to read, interpret and follow instructions of varying degrees of difficulty, such as:

- consulting an operations manual to seek information on how to operate a new piece of equipment
- reading a floor plan before setting up a function room for a wedding
- collating menu ideas and calculating ingredient quantities for a function
- reading a policy or employment agreement
- providing feedback for a performance review or appraisal
- following a flowchart providing instructions on how to act in emergency situations.

FOCUS QUESTIONS

WORK PRACTICES

1 As a class, discuss the different work standards for uniform requirements in the workplace while on work placement. Suggest reasons for the different standards applied.

2 Imagine you are running a sandwich bar.
   a Write a description of the manner in which you expect your sandwich hands to greet customers and take their orders.
   b Outline a conversation you may have with an employee who is not meeting this standard. Ensure you include an explanation of the implications of them not meeting the expected standard.

3 Explain the difference between rostered, routine and non-routine or emergency tasks. Give an example of each.

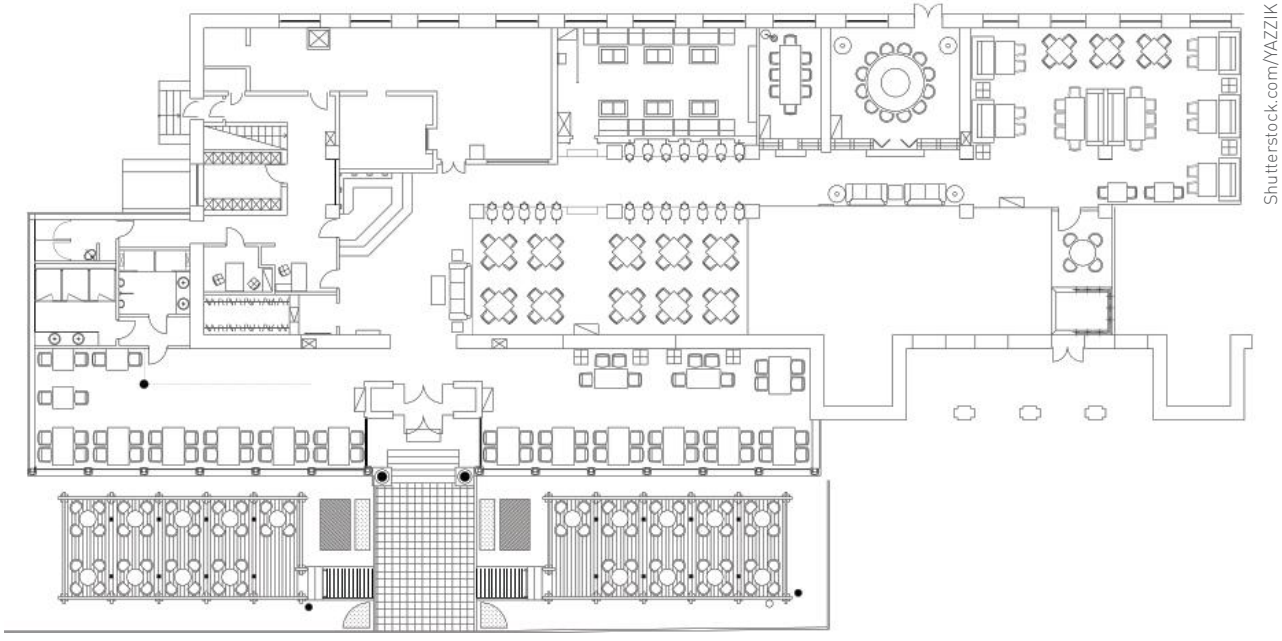

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Figure 3.24 Waitstaff will be required to interpret and understand a restaurant seating plan, as they work in a team to serve all customers. The seating plan will change on a daily basis depending on the bookings and size of individual party reservations.

Time and task management

Time and task management is the ability to plan a task in such a way that time and effort is not wasted.

Principles

The main principle of time and task management is prioritising – what needs to be done and in what timeframe? Which tasks have the greatest importance? The most important, pressing task should be completed first.

Techniques

Time and task management starts with planning. In order to plan, a full understanding of the task is required. If an establishment is setting up for a wedding reception, full details of the event should be provided – how many guests, and the timing of arrival, speeches, meal service, dancing, cutting the cake and so on are required. It will also be necessary to have decisions made about the placement of tables, the dance floor and the wedding cake table prior to the event.

A list of tasks can then be written and staff allocated to each task. A time limit should then be attached to each task to ensure the venue is ready on time.

Prioritising

Prioritising means determining what is most important. Logical sequencing of tasks is necessary when prioritising events. For example, the first thing that may need to be done is the placement of tables and the dance floor, before tablecloths and cutlery are required. So the first priority for a wedding function team is the set-up of the furniture in the room.

Constraints

Constraints are limitations to the completion of a task. Most commonly, constraints are time (deadlines for work to be done), financial (funds available to do the job) and level of expertise (skills possessed to complete the task). For example, the wedding reception venue must be ready for the guests, the menu costs need to fall within the budget and the wedding cake may need to be outsourced to a cake decorator if there is no one on staff with this skill set. If the available staff are fewer in number than planned, a readjustment of time will be required, as tasks may take longer to complete with less staff.

Planning and organising a range of tasks

Multi-tasking is the term used to describe the action of doing more than one thing at the same time. This can actually give a false sense of time efficiency, because while two jobs may be completed more quickly, not being able to focus fully on either may mean standards are not being upheld.

Daily work routines in many job roles require planning and organising on a regular basis, with prioritising happening throughout the day.

PRACTICAL APPLICATIONS

APPLYING TIME AND TASK MANAGEMENT TECHNIQUES

AIM

To apply the principles of time and task management to a mock event.

METHOD

You are planning an event for 120 Year 11 students to celebrate the end of the school year. It will be a buffet-style service with a DJ, photo booth, balloon decorations, a stage with a microphone for the speeches, and a dance floor.

1. As the team allocated to set up the school hall for this event, you have booked the hall for the day of the event, which is due to start at 5 p.m.
2. The DJ will arrive at 3.30 p.m. and the photo booth at 11.30 a.m. The microphone won't be available until 3 p.m. The balloon decorations are arriving at 2 p.m. The maintenance team will wait to hear from you before delivering the tables and chairs. The stage has a collection of items on it that are not required and will need to be cleared. Year 7 has a year meeting in the hall at 9.45 a.m. for 30 minutes.
3. Write a list of jobs that need to be completed to set up the room. Prioritise this list to ensure the tables are set and the room is ready by 4 p.m.

RESPOND

1. Discuss the difficulties in planning such an event.
2. How would the planning be affected if the tables and chairs arrived at 3 p.m.?
3. Reflect on the importance of teamwork for this type of activity.

Sustainability in the workplace

Sustainable work practices are those that are able to be maintained into the future. Environmentally sustainable practices have regard for the use of resources and the issue of waste, which impacts on the environment. Basic sustainability practices concentrate on minimising waste and the efficient use of water and energy.

Current environmental issues affecting the hospitality industry

There are a number of environmental issues affecting all of Australia that have particular significance for the hospitality industry. These include:

- the increasing cost of power and the consumption of electricity and gas in an industry that essentially runs 24 hours a day, 7 days a week
- the effects of climate change and global warming and the contribution of the hospitality industry to carbon emissions
- the increased consumer demand for 'green' practices and environmentally responsible behaviour by businesses.

Working in an environmentally sustainable manner

Hospitality establishments work towards addressing issues of environmental sustainability by modifying practices to make them more sustainable.

The increasing cost of electricity and gas means businesses need to be smarter about how they use this essential resource. They follow the hierarchy of refuse, reduce, reuse and recycle. Many establishments have installed solar panels on the roof (effectively reducing the power supplied by coal-fired power stations), put appliances on timers or sensors so they are only used when needed, switched to low-voltage lighting and chosen energy efficient appliances.

Hospitality uses a vast amount of water in its day-to-day operations. Installing rainwater tanks for the garden or the toilet plumbing, reusing 'grey water' (the used water from the shower or washing machine) and purchasing water-efficient appliances will all assist in becoming more water efficient and sustainable.

Green practices that reduce the amount of waste going to landfill include recycling packaging materials made from paper, cardboard, glass and plastic, buying in bulk to reduce the amount of packaging waste, composting food scraps and donating unsold food to local charities. Other green practices include sourcing produce from the local area (thus reducing the 'food miles' a product travels to arrive at the establishment), and incorporating venue design that takes advantage of the environment to heat and cool the premises naturally using sunlight, ventilation and aspect.

Shutterstock.com/Wichudapa

Figure 3.25 The separation of waste is an increasingly common practice in the hospitality industry.

SUSTAINABILITY IN HOSPITALITY

Scratchleys is a seafood restaurant on the harbour in Newcastle. Its iconic design and excellent food make it a landmark in the Hunter region.

MAKING SUSTAINABILITY TOP OF THE MENU

When it comes to running a green restaurant Neil Slater, owner/operator of Scratchleys On The Wharf restaurant in Newcastle, knows the payback is strong – less waste, energy savings and, of course, a smaller environmental footprint.

'I started with recycling because it was doable and necessary. We had mountains of cardboard and bottles going to landfill and it was costing us a fortune to have it removed. We decided to reduce them one by one until we had reduced 80 per cent of our waste,' he says.

When the opportunity arose to refurbish Scratchleys ten years ago, Neil was keen to incorporate environmentally sustainable design (ESD) principles into the new restaurant building. Local architectural firm EJE Architecture's solution was passive solar design – floor to ceiling opening doors, louvres, concrete slabs to absorb radiant heat, use of natural light – to improve the energy efficiency of the building to a point where air conditioning is not required. Although the restaurant has doubled its capacity, it still uses the same amount of energy, saving around $10 000 a year. In the dining room the energy efficient lighting shoots up to the ceiling so that the light is reflected off the white ceiling. Plantation timbers have been used throughout the dining area.

Spanish-designed recycled plastic chairs with aluminium frame, although initially more expensive, have weathered salt air and still look great after ten years. In the kitchen and bar you'll find water-saving equipment and fixtures and a commitment to recycling paper, aluminium, tin, plastic, milk cartons, cardboard, glass and cork as much as possible. Neil invested in an old wool press to crush cardboard to help make recycling more efficient. All chemical containers are reused and environmentally friendly cleaning products are used wherever possible.

In the kitchen, click on and click off taps help reduce usage and staff are very aware of not wasting water. There are also dual flushing toilets and sensor taps in the bathroom.

Neil runs a staff induction program to ensure all staff understand how little things can make a big difference to the bottom line and the environment. 'The greatest way to have energy efficiency in your kitchen is to keep appliances maintained,' says Neil. 'We explain to all new employees the need to prevent money-eating inefficiencies such as letting a tap drip or preheating an oven too early.' Neil is also a member of The Green Table Australia scheme, created by Restaurant & Catering Australia (R&CA), Australia's first environmental certification scheme for restaurant and catering businesses.

Source: NSW Education and Communities Office of Education

RESPOND

1 What are the benefits to the establishment of being environmentally sustainable?
2 List the strategies Scratchleys implements to
   a deal with packaging waste
   b reduce energy costs
   c reduce water usage.
3 Explain the purpose of the staff induction in maintaining a sustainable workplace.
4 Investigate the Green Table Australia scheme. What is involved in gaining certification?

Restaurant and Catering Australia

Quality improvement in hospitality

Quality improvement in hospitality will result from employees being open to feedback on their performance and acting on this. The establishment should focus on maintaining a culture of continuous improvement so that the customer experience is prioritised in any discussion about quality.

Role of employees in improving skills and productivity

As the face of the business, staff have a responsibility to continually improve their skills in order to increase productivity and teamwork and thus the overall profitability of the establishment. The fast-paced nature of change in the industry, particularly with regard to trends and use of technology, means it is imperative that staff keep their skills and knowledge current.

The connection between evaluation and improvement in work performance

Feedback is the key to pinpointing where improvement in skills is needed. An examination of work performance will identify areas for development. Business-wise, a new trend may be identified, and a staff member may need to be trained to meet this consumer demand.

Strategies to improve work practices and customer outcomes

There are many ways work practices can be improved. Young workers can be mentored by more experienced staff on a one-on-one basis. Staff can also attend further training or short courses. Performance appraisals are another way of ensuring that work practices are regularly evaluated and improved upon.

Customers can be encouraged to provide formal or informal feedback, and social media can be monitored to identify areas of customer satisfaction as well as areas for improvement.

Recording and reporting in the hospitality industry

Record keeping is important in hospitality in order to meet the requirement for accountability. In such a busy industry, records are crucial in keeping track of work tasks and responsibilities.

Recording tasks may include:

- ordering goods
- completing purchase orders for tools and supplies
- noting special menu requests
- filling in temperature or cleaning logs recording adjustments to recipes
- listing function menus and dishes.

This type of information is useful for further planning, and in some cases may need to be referred back to in the case of an incident.

Figure 3.26 Collecting and analysing customer feedback is useful to identify both strengths and areas for improvement.

Workplace policy and procedures

Workplaces will have established practices for orders, stipulating which day and which supplier to use and when they will deliver. It will be policy for deliveries to be checked against the order and the delivery docket, and these are often signed to confirm they are accurate.

There will be a policy for recording customer complaints or the issuing of refunds or complimentary items. Likewise, a register of first aid administered and accidents must be kept.

Cleaning rosters may require individuals to sign off against tasks when they are completed. Records of pest control or electrical tagging and testing visits must also be kept.

Legislative requirements for confidentiality and privacy

Establishments that collect private information about guests, such as their name, address, date of birth, contact numbers or financial information have a legal responsibility to safeguard that information. Establishments that intend to share such information with other entities cannot do so without the individual's permission.

Employers also collect a volume of data about their employees. Guidelines need to be established to determine who has access to the contents of staff personal files. Employees should be aware that any email correspondence undertaken on their work email account may be accessible by IT professionals in the establishment.

Establishments must password-protect sensitive information to limit access, and must make all parties aware of their policies.

Lines of communication and typical reporting in a workplace

Activities that require reporting will usually be reported to the supervisor of that section. For example, 'sign on' sheets will need to be provided to the finance office, as they process wage payments. Accident reports will be collected by the work health and safety officer and the supervisor of the work area.

Technology

Today we are in the middle of a technology revolution. The hospitality industry is directly affected by this revolution, which has implications for service delivery and customer expectations.

Current and emerging technologies in the hospitality industry

Current and developing technology trends affecting the hospitality industry include:

- online booking – a phone call is no longer needed to make a booking; restaurants and hotels can be booked through third parties or smart phone apps
- increasing use of social media platforms for publicity and marketing
- use of smart phone apps for contactless electronic payment
- use of electronic codes for keyless entry in some establishments
- customer expectation of the provision of technology, such as charging or docking stations and wi-fi
- management and use of 'big data' about guests to improve the customer experience through loyalty programs.

Shutterstock.com/Monkey Business Images

Figure 3.27 Information about customers can be used to create rapport with the customer or to improve subsequent visits.

Effects of current and emerging technologies

Interactive technology such as restaurant booking apps will shift the cause of human error from the establishment to the customer. Apps that allow customers to pre-order a coffee on their way to work will save time, meeting customer expectations of timely service with no waiting! Contactless payment technologies such as payWave process cashless payments more quickly, reducing queueing at registers.

Some forms of technology advancement may also have unintended consequences. For example, the Facebook page for the establishment also provides a mechanism for customers to provide unsolicited feedback, both positive and negative. Establishments will need to monitor social media in order to respond appropriately to customer interactions in this manner.

Role of current and emerging technology

New technology requires staff training to ensure staff understand how to use it and how to incorporate it into their job role. The aim is to improve the level of service in line with customer expectations.

Hospitality is essentially a service industry. Technology will never completely replace human interaction, but rather, is incorporated into service delivery with a view to enhancing it.

The selection and use of technology

Investing in current technology can be expensive. Some establishments will wait to see if the trend is actually a fad or a gimmick before making the change.

For example, an establishment with a very large customer base may invest in customer relationship management software to manage the information collected through their loyalty program. This may see benefits through initiatives such as sending birthday wishes via SMS on the guest's birthday, and making loyal customers or 'regulars' aware of special events.

Technology, such as some types of kitchen appliances, may be useful in some circumstances but not in others. For example, a Thermomix can produce some technically difficult dishes like hollandaise sauce or mayonnaise very quickly and effectively, but the Thermomix will only produce a small amount per batch, making this practice uneconomical, because the time saved will not be matched by the number of batches needed to make the quantity required.

FOCUS QUESTIONS

TECHNOLOGY

1 Draw up two columns and list the advantages and disadvantages of adopting new technology in hospitality. Provide examples of technologies to support your arguments.

2 Use the internet to research the latest technology related to a particular work role. For example, what new technology is available to assist a chef, bartender, housekeeper or food service staff in their role?

3 Discuss the following statement:

'Keeping up with technology is a necessary expense in hospitality, as customers expect it.' Do you agree? Justify your point of view.

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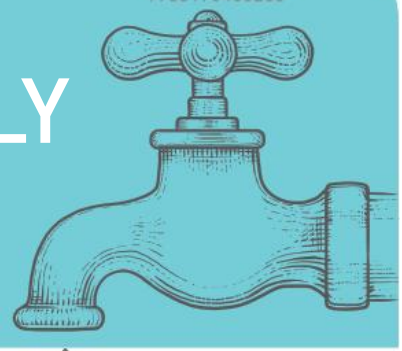
3.2 WORKING EFFECTIVELY WITH OTHERS



Working with others

Working in hospitality is rarely a singular activity. It requires working together effectively with others in order to meet the goals of the work group or team.

team a group of people working together to achieve a common goal

Importance of collegial working relationships

Working in a collegial manner means working comfortably with others in an environment of shared responsibility and mutual respect. Individuals who work easily with colleagues and enjoy working in teams are working in a collegial environment.

Communication in the workplace

Central to our interactions with customers and colleagues are our communication skills. Excellent communication allows us to ascertain customers' wishes and articulate what we can offer in response to these expectations.

Communication process/cycle

The communication process has two main role players – the sender of the message and the receiver of the message. The sender transmits the message using a communication medium such as a written note, text message, face-to-face conversation or telephone conversation. The receiver receives and decodes the message to determine the meaning. The receiver then responds by providing feedback to indicate that the message has been understood, or to clarify details and request further information.

Types of communication

VERBAL

Verbal communication involves the use of spoken words. It can occur in a hospitality workplace when customers order a drink at the bar, a restaurant booking is confirmed by phone, or a conversation is conducted between a worker and their supervisor.

NON-VERBAL

Non-verbal communication does not use words, but instead conveys a message using gestures, body language, facial expressions, symbols, eye contact and

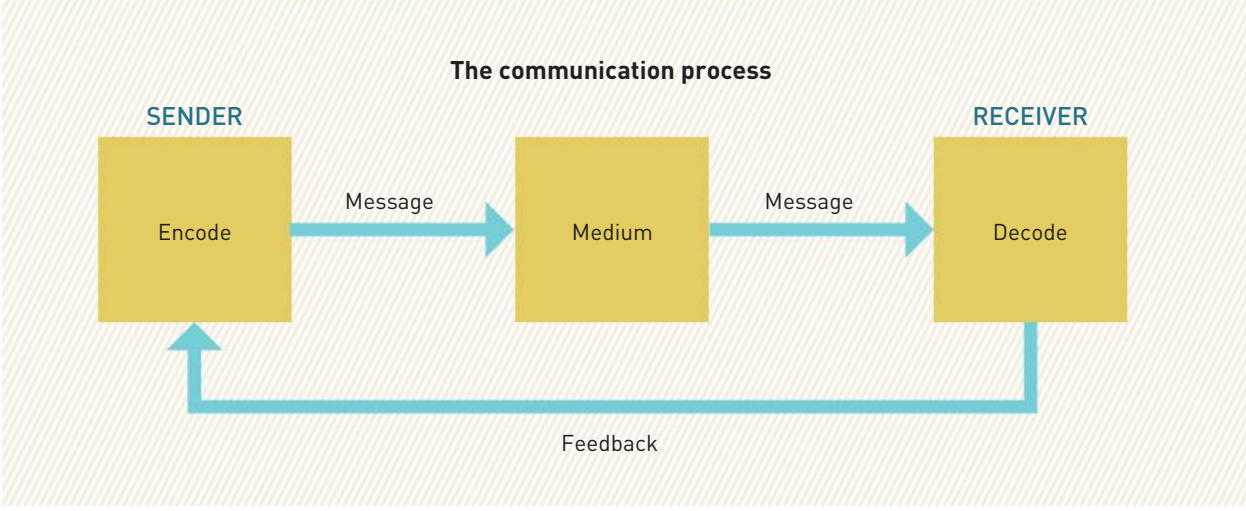


Figure 3.28 The communication process can be interrupted by barriers such as noise, lack of language understanding, and bias or negativity.

posture. Non-verbal communication is often used in conjunction with verbal communication to add emphasis (for example, tone of voice or facial expression while speaking, or underlining words in a written note).

WRITTEN

In the hospitality industry, written communication is used in the form of menus, customer orders, manuals and policies, checklists and forms. Spelling and grammar are important, and in handwritten communication, clear, legible handwriting can be crucial (such as in the recording of a telephone number or special dietary request).

Effective verbal, non-verbal and written communication

It is important to select the most appropriate method of communication for maximum effect. Different communication media are chosen in different situations.

- Verbal instructions may be given to the bartender to make up a drinks order, which are verified by looking at the written order.
- A formal confirmation of a wedding function, including the terms of payment and due dates, may be sent to a customer by email or post.
- Customers may be sent a reminder of a restaurant booking by text message.
- A complaint may be dealt with via phone conversation between a customer and a manager.
- An employment interview will be conducted face to face.
- Venues that have a large number of international guests may have menus printed in other languages, and signage featuring symbols that are universally understood.

Effective questioning and listening techniques

Active listening refers to the ability to really listen, by knowing when to speak and when to be quietly attentive to the speaker. It requires complete focus on the messenger, allowing them to speak uninterrupted and providing subtle feedback to indicate understanding or acknowledgement though non-verbal means. The receiver can then follow up by asking a clarifying question, reflecting or summarising what has been said.

Effective questioning can be used to elicit information or feedback, to clarify or test understanding, or to determine the degree of agreement or disagreement. Questions may be open, closed or reflective.

Closed questions require a simple choice of responses – a yes/no answer is a typical example. In a restaurant setting, a closed question may be, 'Would you like tomato or barbecue sauce with your burger?'

Open questions have a greater scope for response because they require a more expansive answer. For example, a customer may be asked their opinion of the new décor, or to elaborate on what they enjoyed best about their meal.

Reflective questions can be used by the receiver to clarify information and are frequently used to close a sale. For example, 'So you would like the schnitzel with salad and a mineral water, is that correct? Can I offer you anything else from our menu?' Reflective questions can also be used to ask for further information.

Barriers to effective communication and ways to overcome them

Barriers to communication are any impediments to the message being received accurately. Such barriers can include:

- noise – a busy restaurant dining room may be noisy, making it difficult to hear the customer
- use of inappropriate language, such as jargon or colloquialisms. Simple, easily understood language should be used to avoid misunderstandings.
- bias and stereotyping – preconceived ideas held by the receiver can inhibit their ability to effectively actively listen
- cultural differences – a language barrier, misunderstanding of gestures and cultural sensitivity can cause messages to be misunderstood.

PRACTICAL APPLICATIONS

COMMUNICATION

AIM

To demonstrate the importance of accurate communication, and the impact of barriers to communication.

MATERIALS

Blank paper and a pen or pencil

METHOD

1. Choose a partner who has not been to your house and whose house you have not been to.
2. Sit back to back so you cannot see your partner's face. Decide who will be the scribe.
3. The scribe will draw a plan of the partner's bedroom and placement of furniture according to the instructions they provide. The scribe can ask questions for clarification, but no visual cues may be given.
4. When completed, swap roles.
5. The new scribe will draw a map to their partner's house from school, based on instructions provided by their partner. The scribe may ask questions for clarification, but no visual cues may be given.

RESPOND

1. Show your partner the results. Comment on the accuracy of the drawing.
2. Reflect on the activity – what was the most challenging aspect? Which was the harder role – instructor or scribe?
3. Discuss the learning you have gained from this activity that could be applied to a hospitality job role.

Table 3.7 Communication methods/equipment used in the hospitality industry

COMMUNICATION METHOD/EQUIPMENT	FEATURES	BENEFITS	SELECTION	USE
Telephone	May be cordless or mobile network	Verbal communication Can send text message	When instant, verbal conversation is sufficient	Make a restaurant booking, speak to an employee, call a supplier
Email	Provides written information Can link to external websites	Instant send/receive	When written information is required	Make a booking, when confirmation in writing is required, submit supply orders
Letter sent by post	Formal physical correspondence on establishment stationery	Formal	When formal communication is required, but not urgently (can take up to a week or more to be received)	Thank you letters, employment warnings
Text message	Instant, brief messages sent to receiver's mobile phone	Instant	Good for providing brief informal information only, or to request a response by text	Confirming customer bookings, informal messages between staff
Social media	Accessed via the internet or a smart phone app	Broad audience	When information needs to reach a large audience at once	Promotional information, photographs
Signage	Can be language-free, use easily recognisable symbols	Easily understood, quickly read	For areas needing to be identified	Exits, bathrooms, emergency meeting points

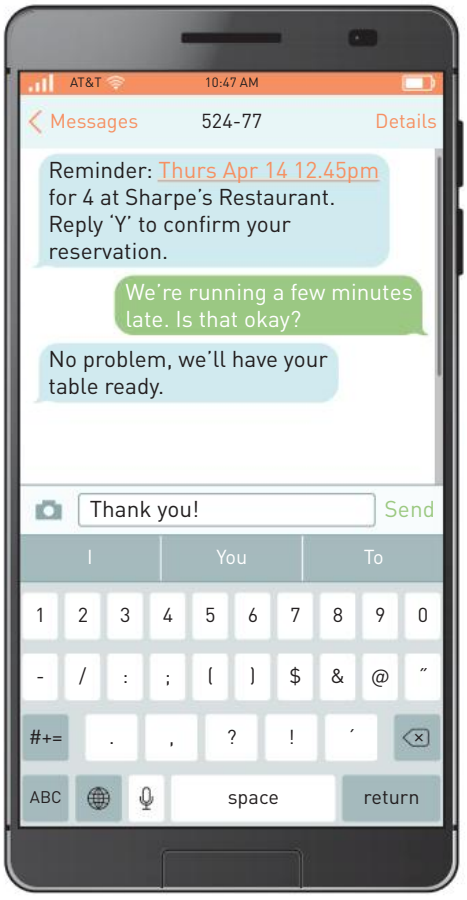


Figure 3.29 Text messages commonly used to send restaurant booking confirmations and reminders.

Workplace protocols in working with others

Protocols are the correct ways of behaving in certain circumstances. They clarify the roles and boundaries of worker responsibilities. Clear workplace protocols prevent misunderstandings when it comes to decisions such as who to refer a disgruntled customer to, or who should deal with an inaccurate delivery docket.

Simple workplace protocols should be clearly stated in workplace procedures. For example, it may be the establishment's protocol to refer to all customers as Mr and Mrs/Ms, even when the customer's first name is known.

Importance of teamwork in hospitality

Definitions of team and teamwork

A team is a group of people working together to achieve a common goal. Teamwork refers to the cooperation required between team members to achieve the desired outcome.

Characteristics of effective teamwork

Teamwork is characterised by the following features:

- a shared goal that all team members are striving for
- an understanding that the team is more important than individuals
- team members working together to plan and prioritise
- team members with differing strengths and talents
- the ability to make decisions
- great communication.

Benefits of teamwork to a hospitality workplace

The main benefit of teamwork is that a group of people working together can achieve more than an individual working alone. Teamwork is an efficient way of operating when there is a diversity of talent and skills and a large project to complete.

Teamwork usually produces results more quickly and more efficiently, and the communication and interaction results in a more creative and thoughtful end result.

Effective teamwork gives an establishment a great sense of camaraderie and collegiality, boosting morale. It also means that when a team successfully reaches a goal, all can share in the accolades.

Table 3.8 Examples of teams in hospitality

TEAM	RESPONSIBILITY
Housekeeping	Supervisor and housekeepers may be responsible for attending to all the guest rooms and on a particular floor of a large hotel.
Food production	The head chef and kitchen brigade devise the menu, prepare, cook and present the meal, and clean up.
WHS committee	Comprised of representatives from different work groups Discuss and consider work health and safety concerns
Project teams	May be tasked with planning a large project, such as a conference function

Supporting others to achieve team goals

For a team to operate effectively, the team goal needs to be explicitly articulated. When all team members understand their role in achieving the goal, they are able to provide support to others. For example when

waitstaff have completed clearing tables at the end of a function, they may assist in the dishwashing to clear a backlog and help everyone get home earlier.

Delivering quality work through teamwork

When a team operates effectively, establishments have a harmonious workforce. Staff who enjoy working together and enjoy their work will naturally complete their tasks above and beyond what is expected. This has positive outcomes for both the establishment and for customers. Customers will get a 'feel' for the venue from the staff, and great teamwork will deliver increased customer satisfaction through efficient service.

FOCUS QUESTIONS

WORKING WITH OTHERS

1 Explain the impact of a collegial working relationship on staff and customers.

2 Provide an example of when each of the following methods of communication would be used:
   - **a** text message
   - **b** formal letter sent by post
   - **c** email
   - **d** poster on the noticeboard

3 Discuss how the following barriers to effective communication may be overcome:
   - **a** a customer who does not speak English cannot understand what you are saying
   - **b** a supervisor is ignoring your question because the noise in the kitchen is so loud they can't hear you

4 Using an example, explain why the phrase 'TEAM: Together Everyone Achieves More' is relevant to the hospitality industry.

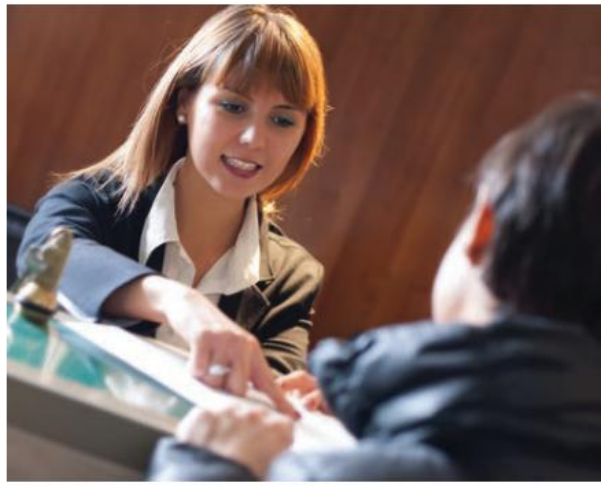
5 Outline the actions that may be performed by an entry level worker to support others to achieve a group or team goal.

Cultural diversity

Cultural diversity, cultural awareness and inclusiveness

Cultural diversity refers to the variety of cultural or ethnic groups that make up society. Cultural awareness is sensitivity to the similarities and differences that exist between cultures, and using this sensitivity to communicate effectively with all cultural groups. Inclusiveness involves creating an environment where all people feel welcome.

In an industry such as hospitality, where people from all cultures may be encountered, having effective communication skills and being sensitive to cultural differences is vital.



iStock.com/SeanShot

Figure 3.30 Effective communication skills are required when there is a language barrier. This should not be seen as a problem, but a challenge to be overcome with a smile and a resourceful approach.

Workplace diversity

A diverse workplace is made up of employees with a wide range of characteristics and experiences. The key elements of workplace diversity can include:

- age
- gender
- religion
- cultural heritage
- ability/disability
- sexual orientation.

Benefits

There are many benefits of having a diverse workplace. The range of employee diversity may be reflected in the diversity of customers that visit the establishment. Customers feel comfortable when they see people like themselves in an establishment.

Culturally diverse teams can find better, more creative solutions to problems, and culturally diverse workplaces tend to be more inclusive. Cultural diversity can lift morale, improve productivity and present a more culturally sensitive approach to all areas of the establishment.

Need for tolerance

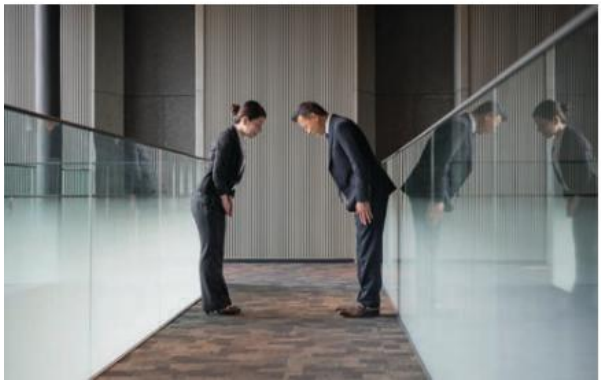
Diversity by its nature celebrates difference. Tolerance means having a fair, objective attitude to those whose beliefs, values and practices may be different from your own. An employee can demonstrate tolerance by having an open mind and not being quick to judge. Differences should be respected and celebrated.

Differences can be on the basis of race, ethnicity, religion, gender, sexual orientation, values, ability, age, or marital status. These can result in differing family obligations, work ethics, political views, dress, level of education, language, class, customs and celebrations.

Importance of respect and sensitivity

Respect and sensitivity are crucial in order to create and maintain a harmonious, culturally diverse workforce. Sensitivity and respect can be demonstrated by taking advantage of staff expertise and making greater efforts to educate staff about cultural practices, in order to ensure misunderstandings are minimised. Some examples include:

- Understanding cultural approaches to communication, body language, eye contact and touch. For example, it is not appropriate in some cultures to shake hands or maintain prolonged eye contact.
- Body language and gestures can be easily misunderstood. Gestures do not have universal meaning, and Australian slang can be difficult for some non-English speaking visitors to understand.
- Being respectful to the elderly or those with a disability by asking them about their preferences, rather than making assumptions based on stereotypes.



iStock.com/JohnnyGreig

Figure 3.31 Some Japanese people prefer a bow to a handshake. The depth of the bow is a sign of respect.

Strategies for promoting workplace diversity

Strategies for promoting diversity come from the staff themselves. When a staff member presents as inclusive and welcoming, staff members from diverse backgrounds will feel included and valued.

Educating staff will enhance their skills in interacting with colleagues from diverse backgrounds. Establishments' policies should be in line with efforts to encourage a diverse workforce, such as equal employment opportunity.

Diversity can be celebrated through the acknowledgement of culturally significant events, learning key phrases in another language, and using staff talent and knowledge to educate the rest of the staff. For example, an Islamic staff member could provide some information at a staff meeting about the religion of Islam to promote greater understanding.

equal employment opportunity the principles of equal employment opportunity (EEO) are employment based on merit

Culturally appropriate work practices

Culturally appropriate workplaces are filled with employees from diverse backgrounds and promote inclusiveness in many different ways. Some culturally appropriate work practices may include:

- flexible rostering (for example, to ensure a Seventh Day Adventist does not have to work on Saturdays, so they can celebrate the Sabbath)
- expansion of the uniform requirements to include a headscarf or hijab for female Muslim employees
- provision of a quiet prayer room for staff
- providing key staff documents in a number of languages to support those for whom English is not their first language.

iStock.com/FS-Stock

Figure 3.32 Some airlines and hotels are adding the hijab to their corporate uniform for Muslim women who would like to wear it.

Effective cross-cultural communication skills

Effective cross-cultural communication is not dependent on each person speaking the same language. Rather, it relies on each party being willing to make an effort to understand the other.

A smile is a universally understood gesture that helps break down barriers and indicates friendliness. Overcoming a language barrier often requires resourcefulness. Proficiency in other languages can be a valuable staff resource to call on in many cases. Failing this, utilising communication methods such as drawing diagrams or using pictures and maps to gain understanding can be useful cross-cultural skills.

FOCUS QUESTIONS

CULTURAL DIVERSITY

1 Explain how a worker in hospitality may demonstrate cultural awareness.
2 Outline the benefits to an establishment of having a culturally diverse workforce.
3 Describe some practices carried out by hospitality businesses to promote cultural diversity in the workforce.

Misunderstandings and conflict

Communication (or lack of it) lies at the core of misunderstandings and conflict in an overwhelming number of cases. The manner in which staff communicate is crucial to the success of the interaction and the customer experience.

Difference between passive, aggressive and assertive

Passive individuals avoid confrontation and can be difficult to engage in offering an opinion. They tend to be submissive, and are happy to bend to the wishes of others in order to please.

Aggressive individuals are the opposite. They thrive on confrontation and can be extremely forthright. They pursue their own point of view forcefully and will be unconcerned if they cause hurt or harm in prosecuting their argument. Aggression can be either verbal or physical.

Assertive people know their own mind and have a confident approach to their interactions with others. They can listen and stand up for themselves without denying others their point of view.

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Figure 3.33 Conflict in the hospitality workplace should never escalate to the point that someone else needs to step in.

Causes of misunderstandings and conflict

Workplaces can be complex environments with a diverse range of individuals coming from different backgrounds and bringing different expectations.

Some causes of misunderstandings and conflict include:

- personality clashes – some employees simply do not like each other, or may have experienced a personal disagreement, resulting in a failure to communicate effectively
- lack of clarity in workplace policy or procedures – anything that may be ambiguous or open to interpretation has the potential to cause conflict
- changes to the work environment, perhaps as a result of a downturn in business, upgrade in technology or promotion of employees, can cause stress, leading to conflict
- performance and teamwork issues – if a team member is perceived as not 'pulling their weight' this can be a source of conflict
- bullying and harassment in the workplace, or a perceived power imbalance in a working relationship will result in stress and conflict.

Conflict can be positive or negative

Conflict can be uncomfortable, both for those involved and for those on the fringe. It is not something that can be ignored, as it will affect the productivity of the individuals involved and the wider team eventually. In the short term, the experience of conflict can be seen as a negative for those involved. Conflict that is not addressed can affect morale, which in turn can lead to staff absenteeism.

But while conflict can be unpleasant, it can have some positive outcomes. Dealing with the issue can 'clear the air' and open up discussion on the issue causing the conflict. This can provide the opportunity to make changes to workplace policy or procedure.

Conflict management

Resolving conflict relies on the use of excellent communication techniques. This involves:

1. Listening to all sides of the story without interruption. Each party needs to feel they have had an opportunity to have their say and be heard.
2. Acknowledging the problem and clarifying the root cause/source of the conflict. Reflective questioning can be useful here.
3. Responding by developing a plan of action to resolve the problem. This may involve supervisor or manager input to ensure the response is appropriate and that it has their backing.
4. Taking action by initiating the resolution – putting the mechanisms into place that were agreed upon to resolve the issues.
5. Following up – checking in after a time to ensure the resolution has satisfactorily solved the problem. Documentation about the incident, parties involved and the resolution may also be required.

Conflict resolution techniques

Conflict resolution techniques can involve the following approaches:

- Compromising – where middle ground is sought and both parties collaborate, concede and make sacrifices to reach a satisfactory outcome. This is referred to as a win-win outcome.
- Competition – where there is a winner and a loser. This may only resolve the conflict in the short term. This approach is best used in an emergency, where there is no time for negotiation and immediate action needs to be taken.
- Avoidance – failing to deal with the root cause of the conflict or arriving at an unsatisfactory outcome. This can be described as a lose-lose outcome. Avoidance rarely solves the conflict in the long term.
- Accommodating – similar to a passive approach, the accommodating party backs down and surrenders their own point of view to the other party. This may cause the conflict to recur, as it has not been resolved to the satisfaction of all parties.

Approaches to conflict management

A problem-solving approach is a proactive method of resolving conflict that involves tackling the issues in a methodical way. The problem-solving approach uses conflict management techniques grounded in good communication to identify the root cause of the problem.

Negotiation is a give and take process of resolving a disagreement. Both parties need to work together to come up with a satisfactory resolution, ideally one that is a win-win solution.

Mediation involves the intervention of a third party to help settle a dispute. This is required if the parties are unable to settle the dispute themselves. In many cases, managers and senior supervisors can mediate issues between staff, but longer-term disputes, those involving management or those involving a larger number of people should involve the use of external mediators.

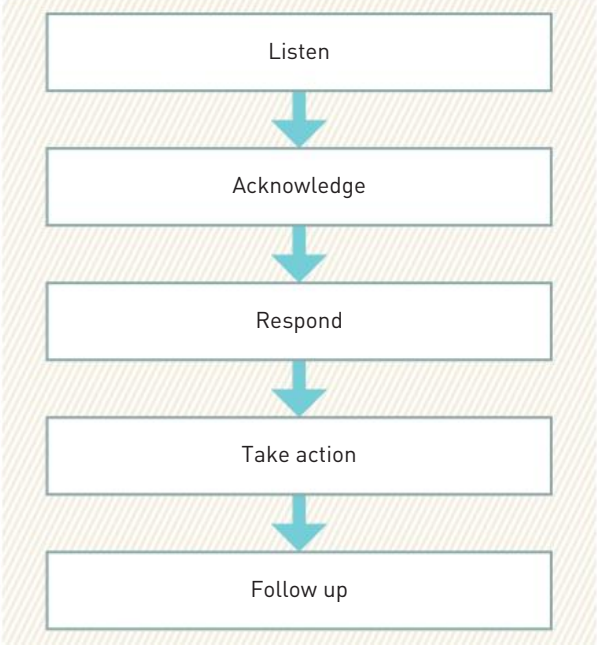

Figure 3.34 When conflict needs to be resolved, communication skills such as active listening are crucial. As an industry providing a service, the customer should feel that they have been heard.

iStock.com/Drazen_

Figure 3.35 If conflict cannot be resolved by the two parties, a third may be invited to mediate. This person's role is to stay neutral, but to help each party air their views and come to a resolution.

Workplace policy and procedures for conflict management

Establishments should have procedures to deal with conflict written into their workplace policies. These policies should be readily available to employees so they know the resources available to them in such a situation. In the case of conflict involving staff, a grievance officer may provide support.

Conflicts involving customers can be more difficult to resolve. Lots of establishments follow the motto 'the customer is always right'. But sometimes they are wrong, and staff need to be equipped to deal with conflict that is initiated by a guest. Most cases of conflict involving customers that cannot be resolved easily and in a straightforward fashion should be referred to a supervisor. Staff should always act within their level of authority.

In the case of a customer complaint, the establishment policy for dealing with complaints should be followed.

When to seek assistance

If a conflict appears to be getting out of hand, or if a customer is becoming abusive or threatening violence, assistance from other staff members must be sought. Any conflict that creates a scene or makes customers feel uncomfortable needs to be contained. The customer should be escorted to a quiet area of the premises with the aim of talking about the issue calmly in order to reach a resolution. Records of any incidents or customer complaints should be kept, so the approach to the problem can be reviewed at a later date to determine whether processes need revising.

FOCUS QUESTIONS

APPROACHES TO CONFLICT AND MISUNDERSTANDINGS

1 Reflect on your own personality. Are you naturally assertive, aggressive or passive? Consider a situation where you might take an alternative approach. Why might a customer react to a misunderstanding in an aggressive manner?

2 Read the following scenario, then answer the questions below.

Karen has organised a birthday cake for her son's fifteenth birthday. After collecting it from the cake shop, she delivers it to the venue for dinner. When the guests arrive, the waitstaff hurriedly add another table to accommodate all the guests. The cake is kept in the delivery box until after the service of the main meal, then it is delivered to the table on a plate with no candles. Karen's son's name is obviously misspelled on the cake. When the bill is presented, Karen finds she has been charged a fee for cutting and serving the cake. She asks to speak to the manager, and is clearly angry.

a Outline the incidents that Karen is unhappy with.

b Suggest the communication failures that have led to this conflict.

c What steps could have been taken by Karen and the venue to ensure the evening ran smoothly?

d Write a script outlining how you, as manager, would have resolved the situation, following appropriate conflict resolution process.

3 Suggest some positive outcomes that can be drawn from conflict.

3.2 Focus area review

MULTIPLE CHOICE

1 Which of the following actions is unethical?
- A Placing tips received in cash in the tip jar on the counter
- B Recommending a local taxi service to a customer, telling them the restaurant has an agreement with the taxi company
- C Thanking a customer for their gift and informing the supervisor of the gift.
- D Taking a booking for two more customers than the cafe can accommodate, hoping that someone will cancel

2 The role of human resources includes:
- A placing job advertisements on websites and in newspapers.
- B training food and beverage staff in making coffee.
- C ensuring wages are paid correctly.
- D devising promotions to encourage more customers to visit the establishment.

3 Which of the following sets of personal attributes are required in hospitality?
- A passive, good communicator, well presented, good posture
- B aggressive, active listening, hygiene, honesty
- C active listening, well presented, integrity, punctuality
- D good posture, aggressive, honesty, active listening

4 Which of the following are examples of bullying?
- A legitimate negative feedback
- B shouting to the apprentice to be heard over the noise in the kitchen
- C ignoring a worker and repeatedly excluding them from conversations
- D giving an employee a warning for not wearing a name tag, as required by uniform policy

5 Resolving a conflict with a customer involves:
- A listening, acknowledging the issue, responding with a solution, taking action, following up.
- B writing down the issue, resolving it, recording the incident, telling a supervisor.
- C listening, arguing about who is at fault, providing a free service to please the customer, hoping the customer never returns.
- D listening, explaining the reason for the problem, providing a complimentary meal, farewelling the customer.

SHORT ANSWER

6 Explain the benefits of providing good customer service in a hospitality establishment. (2 MARKS)

7 Why are the character traits of empathy and respect valuable when working in a culturally diverse work environment? (3 MARKS)

8 Discuss the importance of maintaining industry currency for an individual working in hospitality. (4 MARKS)

9 Explain the role of industry accreditation schemes in setting and maintaining standards in hospitality. In your answer, refer to one particular accreditation scheme. (6 MARKS)

EXTENDED RESPONSE

10 Evaluate the contribution of teamwork to the smooth running of a hospitality business. (5 MARKS)

11 Analyse the impact of anti-discrimination and equal employment opportunity legislation on the activities of a hospitality establishment. (10 MARKS)

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STREAM FOCUS AREAS

TOTAL INDICATIVE HSC HOURS: 85

PART 4
Food and beverage

PART 5
Kitchen operations and cookery

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STREAM
FOCUS AREAS

PART 4

Focus area: Food and beverage

OUTCOMES

You will understand the fundamentals of dealing with customers and responding to inquiries, dissatisfaction, problems and complaints. You will gain knowledge of workplace policy, procedures and industry standards so you can apply them to deliver quality customer service. Aspects of food and beverage service, including preparation, provision and closing down activities, are discussed in detail, as is the preparation and service of non-alcoholic beverages and espresso coffee more specifically, so you will also be able to demonstrate knowledge in these key areas.

ASSOCIATED UNITS OF COMPETENCY

Interact with customers

INDICATIVE HSC HOURS: 15

Serve food and beverages

INDICATIVE HSC HOURS: 40

Prepare and serve non-alcoholic beverages

INDICATIVE HSC HOURS: 15

Prepare and serve espresso coffee

INDICATIVE HSC HOURS: 15

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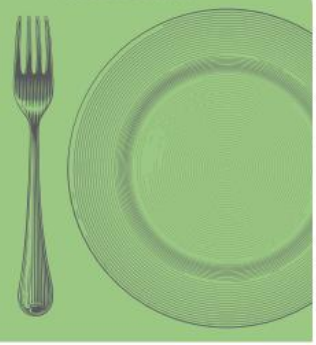
4.1 INTERACTING WITH CUSTOMERS



In the hospitality industry, quality customer service is crucial. Front-of-house staff represent the face of the establishment and set the tone for the customer's experience. Providing high-quality customer service will ensure that customers walk away feeling good about their experience. This is vital for any hospitality business – customers are the reason for their existence. In today's society, the customer's personal experience with the hospitality business can be easily broadcast on a variety of 'rating' websites, as well as via social media or other apps. This can be either beneficial or detrimental to the establishment, depending on the customer's experience.

customer also known as 'guests', customers are all the people hospitality staff communicate with. Customers can be either internal or external.

Customers

Customers are the most important part of any hospitality establishment. Without customers, no hospitality establishment could continue to operate, and without sufficient customers, they will not operate with a profit. A customer-focused approach is the starting point of all successful hospitality businesses. Successful and long-running cafes and restaurants see customers as their most important resource, and will do everything in their power to ensure customers are not just satisfied, but also impressed.

Customer types

It is important to distinguish between different customer types. Every interaction that occurs in a hospitality establishment is essentially dealing with a different type of 'customer'. Therefore, all interactions are important, and could potentially affect a guest's experience. Customers in the hospitality industry come from diverse backgrounds and can be local, interstate or international. They all have differing expectations. It is the hospitality worker's job to distinguish between different customers to ensure that all needs are met.

The difference between good hospitality establishments and great hospitality establishments is not only meeting customer's needs, but exceeding their expectations.

Internal customers

Internal customers are those people who work within the organisation. This includes colleagues you are in direct contact with on a daily basis, colleagues from other departments, supervisors or managers and people working in other venues or sites that are part of the same organisation or franchise.

colleagues the people you work with

External customers

External customers are all the people we interact with outside of the organisation. This includes:

- guests and tourists
- visitors to the business, for example, produce suppliers or equipment suppliers
- government agencies, for example, health inspectors or Work Health and Safety inspectors
- service providers, such as electricity company representatives and maintenance providers
- other businesses, such as banks, retail outlets, tour companies
- attraction and transport companies, such as bus services or event ticketing agencies
- local residents close to your business
- media and advertising outlets.

guest a person in the hospitality industry who pays for a product or service

New customers

New customers are customers who are engaging with the establishment for the first time. They may have read about it and decided to visit (for example, a popular and trendy cafe or hotel) or they may have stumbled upon the establishment while in the area. First impressions last, and turning new customers into repeat customers could be the difference between running a successful and profitable establishment or an unsuccessful one.

Repeat or regular customers

Repeat or regular customers are those who engage with the establishment more than once. For small establishments such as cafes, regular customers form a large part of the customer base. By frequenting the establishment regularly, these customers offer confirmation that the business is meeting their expectations. Not all hospitality establishments have many repeat or regular customers. For example, a large hotel specialising in international guests may not have the same guests engaging with the business regularly. However, if the guests have a good experience and give positive reviews, the tour operator that uses the hotel will become a repeat customer, engaging the hotel on a regular basis for its international tourists.

Customers with special needs

Some customers have additional needs that must be met in order for the customer to have a positive experience. These needs often arise from a type of disability. All customers must be treated with dignity and respect, and the support they receive should be based on their individual needs, not their disability. It is important not to assume that all guests with a disability want special attention, or that all disabilities require the same kinds of support. If in doubt, ask the customer before making adjustments or providing additional help.

Customers with different service requirements

- **Families** – parents with young children or babies will require additional space at the table for a pram or a high chair. They may ask for bottles or baby food to be heated up. A children's menu should be supplied, and if the establishment has children's activities or toys (for example, colouring pages or books) these can be offered. Parents may also want quick service.
- **Elderly** – the elderly may require easy access to tables, menu adjustments such as a smaller serving or softer food, or an explanation of items they may not be familiar with.
- **Wheelchairs** – people in wheelchairs will require clear access to the table and access to facilities such as toilets. A chair should be removed from the table if requested, or the wheelchair stored somewhere it won't pose a hazard.
- **Assistance animals** – customers with assistance animals such as guide dogs will need to be catered for. A harnessed guide dog is legally allowed to enter all public places, including restaurants and cafes. Refusing to allow a harnessed guide dog entry can result in legal action. See Figure 4.1 for practical tips for hospitality staff when serving a customer with a guide dog.

© Guide Dogs NSW/ACT

Figure 4.1 Practical tips for hospitality staff when assisting vision-impaired customers

- **Dietary requirements** – customers may have a range of dietary requirements. These might reflect a preference or choice (e.g. a customer who does not eat meat), a religious requirement (e.g. a Muslim requiring halal meat) or a medical requirement (e.g. diabetic, coeliac or other food allergies and intolerances). A good establishment will try to accommodate any reasonable request for a dietary change to the advertised menu. However, sometimes even reasonable requests cannot be accommodated, such as if the menu item was pre-made and therefore cannot be altered.
- **Time** – some customers will only be able to stay at the restaurant or cafe for a limited amount of time. For example, a customer attending a show after dinner will need to have completed their meal by a certain time. Another example may be business lunches, where the customers are required back at work by a certain time. Weekend breakfast or lunch customers may have more time to sit and enjoy the atmosphere, and may eat and drink at a more leisurely pace. Similarly, guests at a romantic dinner or special celebration would generally spend more time at the establishment.

Customer needs, preferences and expectations

Customer needs, preferences and expectations are influenced or shaped by a number of different factors. These include the customers':

- level of education, occupation, financial status
- demographic, such as gender, age, geographic location
- cultural and social background, such as ethnicity, perceived social status and religious affiliation
- access to media, including rating sites, apps, or other forms of social media that can shape expectations
- family and friends
- personal standards and ethical convictions.

Customer needs

Customer needs can be classified into two categories:

1 **tangible or rational needs:** these include food, transportation, accommodation, safety
2 **emotional needs:** for example, how valued and respected the customer feels.

Tangible needs are easier to identify, and staff can fulfil these needs fairly easily. For example, the customer may ask for some water for the table. Emotional needs are much more complex, and this is where some establishments may run into trouble.

Emotional needs that must be met in the service of food and beverages include friendliness, empathy and understanding, provision of information and a feeling of being treated fairly.

empathy the ability to understand the thoughts, emotions or feelings of others to better appreciate their point of view

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Figure 4.2 Good wait staff understand both tangible and emotional needs of customers.

Good businesses will take into consideration both the rational and emotional needs of customers, and will provide staff with good training, policies and procedures to help them meet these needs.

Customer preferences

Customer preferences refer to the type of product or service a customer may prefer to receive. In general, the majority of menu items offered must appeal to at least some of the customer base in order for a cafe or restaurant to be successful. Unpopular items will be removed or changed, depending on customer preferences. Trends in food items are common, so what is popular one year may not be popular the following year.

In addition, customers may also have preferences regarding individual menu items. For example, a customer may order a long black with a splash of milk, or an extra-hot weak latte. Customer preferences such as these should be accommodated wherever possible, as the establishment has nothing to gain from refusing the customer, and everything to gain from fulfilling customer preferences.

Customer expectations

People expect a good quality product or service, based on the price they are willing to pay for it. Customer expectations are formed through personal experience, the experiences of others, advertising and social media. Customer value and loyalty can only be established by consistently exceeding these expectations.

EXPECTED LEVEL OF SERVICE (BY CUSTOMER)	PROVIDED LEVEL OF SERVICE (BY ESTABLISHMENT)	OUTCOME
★★★★☆	★★☆☆☆	**Dissatisfaction** Service was below the customer's level of expectation
★★★☆☆	★★★☆☆	**Satisfied** Service level was equal to the customer's expectation
★★★☆☆	★★★★★	**Impressed** Service exceeded the customer's expectations

Figure 4.3 Exceeding customer expectations leads to great service and repeat customers.

If the service provided to the customer falls below their expectations, the customer will be dissatisfied. If the service is extremely bad, they may even be enraged. If the service provided is average and meets customer expectations, the customer will be satisfied, and neither outraged nor delighted. But if the service is above and beyond what the customer expects, then the result will be delight, joy or happiness. Customers will more often be vocal about negative experiences than about satisfactory or positive experiences they may have. This can lead to negative publicity, meaning the establishment has to work even harder to impress customers and improve their poor reputation.

Some common customer expectations include:

- fast, efficient and accurate service
- high-quality products or services at a competitive and reasonable price
- friendly, helpful service staff who are happy to provide information and answer questions
- prompt responses to their enquiries, whether online, by phone or in person
- trained staff who can handle their questions without referring them on
- a clean establishment that is hygienic and safe.

Customers experience dissatisfaction if they believe they have been treated unfairly or differently, or if there is a lack of respect. Customers will generally forgive accidents or mistakes, provided the staff respond in a conciliatory manner and rectify the situation. They will not be as forgiving if staff are rude, dismissive, inattentive or show favour to other customers. This demonstrates the importance of understanding the emotional needs of the customer and treating all customers equally.

INDUSTRY LINKS

HOSPITALITY INDUSTRY RATED BEST FOR CUSTOMER SERVICE

A survey conducted by TrueLocal has asked Australians about customer service across 10 different industries. More than one in four respondents rated restaurants as offering the best level of customer service.

Australians associate good customer service with service that makes us feel good. Dining out is a pleasant experience that is often shared with friends and family, adding to the service appeal of the hospitality industry. Highlighted in the survey were the hospitality industry's efforts to engage customers and satisfy more than their appetite.

Poor customer service experiences were also asked about. The majority of those surveyed selected rudeness as the main reason they would tell friends or family about the bad experience, or to post it online. The second reason was hidden costs or additional charges and the third was being ignored.

So what can businesses do to boost their customer service profile? Businesses must be willing to go above and beyond, moving beyond just the transactional aspect of customer service to actively engaging customers in other ways, outside of the transaction that is taking place. It is also important to notice and take action when a customer is not satisfied or has a complaint, and to be open to receiving feedback from customers.

RESPOND

1 Identify ways a hospitality establishment could satisfy more than just the customer's appetite.
2 Suggest ways a hospitality establishment could engage customers above and beyond the usual contact required for a transaction to take place.
3 How can being open to feedback from customers enhance customer service?
4 Visit a ratings website or app such as TripAdvisor, Foursquare, Zomato, Yelp, TrueLocal, Beanhunter, OpenTable. Find some cafes or restaurants in your local area and read through the reviews. Make a list of:
   a the most common positive aspects that customers mention in their reviews
   b the most common causes of dissatisfaction or complaint.

Establishing customer needs, expectations and preferences

Customer needs, expectations and preferences can be determined through active listening, questioning techniques and observation. Perceptive hospitality staff will be able to establish customer needs and expectations and attend to them.

Active listening

Active listening is an effective tool for establishing customer needs or responding to conflict. Many people believe that hearing what is being said is the same as listening, but in reality the two things are very different. Imagine that a customer interrupts you as you are putting through a credit card transaction. If you proceed with the transaction while only half listening to the customer, you may miss the request they are making. Have you ever experienced this? Perhaps you were typing or using a device and someone answered a question you had asked them. A minute later, you realise you have no idea what they said, because you weren't actively listening. This can be common in busy cafes and restaurants. Front-of-house staff must actively listen to customers in order to provide good service and make the customer feel valued and respected.

The key elements of active listening are:

1 Pay attention:
   - face the speaker
   - give them your undivided attention
   - don't look at your watch, phone, other people or other activities.
2 Show that you are listening:
   - pay attention to your body language – crossed arms, tapping your foot or turning away from the speaker can make you appear closed or negative
   - pay attention to your posture – appear open and inviting
   - use facial expressions to encourage the speaker, such as nodding and smiling
   - encourage the speaker to continue by making brief verbal comments such as 'yes' or 'I can understand that'.
3 Provide feedback:
   - ask relevant questions to seek clarification if needed
   - reflect on what was said by paraphrasing or summarising back to the speaker to demonstrate your understanding.
4 Respond appropriately:
   - assert your opinion respectfully, respond openly and honestly
   - avoid interrupting the speaker unnecessarily
   - avoid appearing defensive or attacking the speaker
   - treat the other person the same way you would want to be treated.
5 Defer judgement:
   - be empathetic and non-judgemental
   - listen to the entire message before coming to a conclusion
   - avoid making assumptions about what the speaker is about to say or do.

Active listening can help establish customer needs and expectations and also help avoid jumping to conclusions or making assumptions about what the customer is actually requesting.

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Figure 4.4 Active listening helps aid staff in establishing customer needs and expectations.

Questioning techniques

OPEN QUESTIONS

Open questions are used to obtain more information. They usually begin with 'how', 'why', 'when', 'what', 'who' or 'where'. These questions can be used to determine problems, understand a request or establish customer needs. For example: How was your meal? What else can I bring you? What made you feel dissatisfied with the service?

CLOSED QUESTIONS

Closed questions usually have a yes or no answer, and do not encourage elaboration. Examples include: Did you enjoy the meal? Is there anything else I can get you? Were you satisfied with the service? These questions are useful for obtaining accurate information and can be used to direct the conversation, but do not necessarily encourage the customer to elaborate, as they all can be answered with a simple 'yes' or 'no'.

REFLECTIVE QUESTIONS

Reflective questions show that you have been actively listening, and can help you determine the exact needs of your customer. For example, 'You mentioned earlier that you wanted to have dessert, shall I bring you the dessert menu?' This question shows that you were listening earlier in the conversation and reflected that now may be the time the customer wants dessert. If this question was not asked and the bill brought directly to the table, the customers may pay and leave without ordering dessert.

Observation

Non-verbal cues can add meaning to what the customer is saying or how they are feeling. Observation of these additional cues can help you provide better customer service. For example, a waitperson may have forgotten to process a customer's order, causing a delay. The customer may say it is fine, but their body language and tone expresses dissatisfaction. At this point, you could just take their comment as truth and move on. However, a perceptive staff member would take more action to rectify the situation, such as apologising again for the delay and perhaps providing complimentary coffee while they wait. This shows the customer that the staff member can sense their annoyance at the inconvenience and genuinely cares.

complimentary given or supplied free of charge, 'with compliments'

Effective communication

Effective communication with customers is key to exceeding expectations. See chapter 3 for more information on effective communication methods and techniques.

Verbal, written and non-verbal communication

Effective verbal, written and non-verbal communication is key to exceeding customer expectations. In a front-of-house role, it is important to speak clearly, concisely and at an appropriate volume with both customers and colleagues. Avoid jargon, colloquialisms or abbreviations, unless you are communicating with colleagues who understand such terms. Always use appropriate and polite language with guests, avoiding personal conversations in front of customers. In a front-of-house role, you will need to communicate when greeting customers, taking orders, explaining menu items, answering questions and farewelling customers. You will also need to communicate with colleagues to convey customer orders, preferences or complaints and when working as part of a team.

Written communication is common and will include telephone messages or reservations, emails, food and beverage orders and varied customer requests. Written communication must be legible, concise, accurate and phrased with the appropriate level of formality.

non-verbal communication communication without words. This includes facial expressions, eye contact, tone of voice and physical touch, as well as dress, posture and personal space.

Face-to-face, telephone and electronic communication

Face-to-face communication occurs every day in a cafe or restaurant with customers and colleagues. Responding to customers in a polite, courteous and respectful manner is vital to ensure that their emotional needs are being met. Ensure body language is open and positive, and that personal appearance is of a high standard. Communicating over the telephone can be more difficult, particularly if the customer does not speak English well, has a strong accent or there is noise or interference. Follow the business policy for answering the telephone. This will usually include:

1. Salutation, e.g. 'Good morning / afternoon / evening'
2. Identifying the business, e.g. 'You have reached The Summit Cafe'
3. Identifying yourself, e.g. 'This is Kate speaking'
4. Offering assistance, e.g. 'How can I help you today?'

Some other important points to remember when communicating on the telephone include:

- have a pen and paper nearby to take details or reservations
- ask before putting the person on hold
- use appropriate language, avoid slang or jargon
- end the call with an appropriate farewell, e.g. 'Thanks for calling The Summit Cafe, we look forward to your visit'
- avoid other distractions while talking on the phone.

Electronic communication is fast becoming the preferred method of contact for many customers. Take care when composing electronic communication, and always check your email or message before sending it. Make sure the message is clear, concise and accurate, and ensure that you use correct grammar and punctuation. Remember, you are representing the business every time you communicate electronically, so all communication must be professional in nature.

Clear, accurate, concise and courteous communication

It is extremely important that all communication with customers is clear, accurate, concise and courteous. You are representing the business at all times. Ensuring effective communication will make customers feel respected and that their tangible and emotional needs are being met. This in turn will help foster an environment that customers want to come back to. If customers feel frustrated because they have received incorrect information, communication is unclear or they do not feel respected, they are unlikely to return to the establishment, and will probably tell friends and family about their poor experience.

FOCUS QUESTIONS

CUSTOMER NEEDS AND COMMUNICATION

1 Define the following:
   - **a** open questions
   - **b** closed questions
   - **c** reflective questions
   - **d** non-verbal communication

2 Identify the main types of customers in a food and beverage establishment.

3 Describe two different service requirements for each of the following situations:
   - **a** a family with a toddler and a baby
   - **b** a couple having a romantic dinner
   - **c** four people having a business lunch
   - **d** three friends having a breakfast brunch, two of whom are vegetarians
   - **e** a person with a guide dog

4 What is the difference between tangible and emotional customer needs? Why is it important to satisfy both sets of needs?

5 Explain how exceeding customer expectations can lead to repeat customers. Use examples to support your answer.

6 Provide examples of an open, a closed and a reflective question that a food and beverage attendant may ask a customer.

7 Describe active listening and the benefits to the organisation of staff utilising active listening.

8 Using the four suggested points for answering the telephone, write a script for answering the telephone at the Green Frog Cafe.

9 Describe the message each of the following non-verbal means of communication may send to a customer:
   - **a** touching a customer on the shoulder
   - **b** yawning and slouching over the workspace
   - **c** poor presentation of the corporate uniform
   - **d** lots of overt hand gestures.

Providing quality service

Providing quality service to guests or customers starts from the initial reservation or contact a customer may make with the business, and also includes greeting, seating, taking orders, serving food and beverages, clearing plates, presenting the bill, settling the account and farewelling the customer. Cafes and restaurants will develop systems and procedures to help ensure that quality service is provided throughout all interactions with the customer. Providing quality customer service and exceeding customer expectations will set one establishment apart from another, and ultimately can determine how successful a cafe or restaurant will be.

quality service service that satisfies customer needs and expectations

Industry approaches to service delivery

Standards of customer service

The owner and manager of a food and beverage outlet must set minimum standards for all staff to adhere to. These standards should be designed to ensure that the customer's experience is a positive one that will foster a positive rapport and, in turn, a great reputation for the establishment. However, policies and procedures merely represent the intent of the business owner. Great customer service standards can only be achieved if staff 'buy into' the standards that have been set.

Organisation of work

Front-of-house work should have clearly defined organisation and scheduling. This should be determined by the manager or owner, and should represent clear and logical processes. If all staff follow the organisation of work, and the organisation is logical and clear, then all work should be completed in a timely fashion. For example, the staff on the breakfast shift may be required to re-set the restaurant for the lunch period. This will save time and promote teamwork and efficiency. If work is organised logically then customer expectations will be met, as all work will be complete and the customer will be able to enjoy timely and efficient service.

Timing and response times

In a front-of-house role, timing and response times to customer requests require tenacity and multi-tasking. Customers do not want to be kept waiting before being shown to their table, having water offered or being given a menu. Great customer service means being able to tend to the needs of all the customers in your area of the cafe or restaurant, as well as responding to requests as they arise. Customers expect to have their order taken and processed in an efficient manner, and for food and beverages to be served within an acceptable timeframe. Generally, drinks should be served before food. If there is a delay in service, customers will be more forgiving if they are advised of this and an apology is given. Customers who are left waiting for long periods of time for can get frustrated or angry at the perceived lack of service.

Business success and quality service

Business success in any cafe or restaurant will be the result of a combination of many factors, including good food and drinks, reasonable pricing, satisfying atmosphere and quality service. Arguably one of the most important factors will be quality service. Even if a customer is served the world's best food and drinks, and the cafe or restaurant has fantastic views, if the service is poor, the customer probably won't feel great about the experience. Poor customer service can leave customers feeling frustrated or annoyed, which can tarnish everything else the business has offered. Ultimately, great quality service will leave customers wanting to return, provided the other factors mentioned are also to an acceptable standard.

Customer-focused workplaces

A customer-focused workplace means all staff are focused on the end product – ensuring customers have a great experience. If all staff, from waiters to chefs to management, are focused on this, the experience will be positive, leaving customers feeling good. Staff in all roles play a part in ensuring the workplace is customer focused, even if they are not in direct contact with the customers.

Characteristics and benefits of quality service

Characteristics of quality service include:

- produce knowledge: staff who have good knowledge about their establishment, the products and services offered
- friendliness: a feeling of friendliness when customers visit the establishment
- sincerity: customers feel like staff are genuine and the establishment is offering good value for money
- enthusiasm and helpfulness: staff are enthusiastic and helpful to all customers
- attentiveness: the customer feels like their needs are being met, and the level of attentiveness from staff is satisfying.

Providing quality service to all customers will help ensure the business maintains a positive reputation, encourages repeat customers or new business, promotes good teamwork and positive interactions among staff and increases productivity in the workplace.

Communication and quality service

Communication is key to providing quality service. Communication with the customer does not only involve the words we speak, but also how we say them, our body language and our general presentation. Tone of voice, posture, personal appearance and grooming, facial expressions and gestures all contribute to the message we send to our customers. In providing quality service, we need to ensure our communication is clear, concise, relevant and appropriate.

Establishing quality customer service

All staff must contribute to establishing quality customer service. Quality service is defined from the customer's point of view, and is centred around the customer's perception. It does not matter if staff or management feel that they have provided good quality service. If the customers do not feel this way, then quality service has not been achieved. Good service should leave an impression.

Product and service knowledge

Good knowledge of the products and services offered by the business is essential. Staff with good product knowledge can answer customer questions, make suggestions and provide alternatives if required. Customers expect staff to be able to answer their questions promptly without needing to check with anyone else. If you do need to refer to another staff member, it is important to explain this to the customer and seek the answer promptly.

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Figure 4.5 Great service staff need to be able to answer customer's questions and provide suggestions.

Matching customer needs to products or services

MEETING CUSTOMERS' EXPECTATIONS

All hospitality businesses should aim to meet customer expectations. Great businesses not only meet expectations but exceed them. Meeting expectations will mean the customer has a satisfying experience, and they will leave with a good feeling. Failure to meet expectations can result in the customer making complaints, leaving frustrated or angry, advising family or friends of their poor experience and leaving poor ratings or comments on social media and ratings websites.

SEEKING ASSISTANCE OR REFERRING CUSTOMERS

Sometimes you may be required to seek assistance to help a customer if you do not have the experience, skills or authority to deal with a particular situation. If this is the case, always explain to the customer that you need to refer them to another staff member. You should explain to your colleague or manager what the situation is so the customer does not need to reiterate their request. Introduce the customer to your colleague, then thank the customer and farewell them.

An additional level of service

When staff seek opportunities to deliver an additional level of service, customer expectations can be exceeded. To help anticipate customer needs, consider the following questions:

- Have I considered all the customers' needs?
- What will the customer want next?
- How can I provide better service?
- Does the customer require something that they may not have identified?
- Can I offer something that the customer has not asked for?

Collegial working relationships

Collegial working relationships mean a shared responsibility among all colleagues. Having a collegial workplace means that staff share the responsibility for delivering quality customer service, regardless of who is actually serving the customer. Understanding that all jobs in a food and beverage establishment contribute to quality customer service can help promote collegiality and respect among colleagues. For example, if the kitchen hand does their job efficiently and correctly, the chef will have clean utensils and equipment to use. This in turn means the wait staff will be able to serve food and beverages in a timely fashion.

Teamwork approach

Teamwork means working towards achieving a common goal. In a food and beverage establishment, the common goal is customer satisfaction and business success. If all staff work towards this goal, then customer needs, preferences and expectations are more likely to be met. A teamwork approach means tasks can be completed in a more efficient manner, all staff are aware of any changes to the menu or specials for the day, and staff help each other – even if the task is not in their job role.

Dealing with issues or delays

When dealing with issues or delays, it is important to let the customer know, and to explain the reason for the delay. Apologise on behalf of the business, and if possible, offer the customer an alternative. For example, if their table is not ready, offer to seat them at the bar area and provide a complimentary drink. Customers will usually forgive small delays or issues if they are told about them upfront, an apology is made and an acceptable alternative or solution is provided. Customers will be less forgiving if they are ignored or left waiting without being told why.

Feedback

Feedback is an essential component of any service business. It provides the business with a good gauge on how customers perceive their business. Feedback should always be welcomed, and customers or staff providing feedback should be thanked for their time and effort. Customer feedback can come in many different forms. Feedback can be formal, such as a survey or feedback form, an official complaint, or a review on a rating website or app. Feedback can also be informal, such as a comment to a staff member, a comment on social media or a large tip. Smart businesses value all forms of feedback, and use this information to improve their service delivery and meet customer expectations.

Staff can also provide invaluable feedback. Feedback can be between two staff members, from staff to management or from management to staff. Being able to accept feedback from colleagues or management and make improvements within your own work practices is a sign of a mature and conscientious worker. Again, feedback among staff can be formal, such as performance appraisals and professional development plans, or informal, such as discussing an error or making a suggestion about how you could improve a work practice. By valuing all forms of feedback and taking steps to improve, staff will improve their own practices, and both the customer and the business will benefit.

FOCUS QUESTIONS

PROVIDING QUALITY SERVICE

1 You are the owner of a newly opened small local cafe. You want your staff to provide quality service to encourage regular and repeat customers. To prepare and encourage your staff:
- **a** write a definition of quality service for your small cafe
- **b** list the characteristics of quality service that you would like staff to exhibit
- **c** identify three benefits of staff providing quality service
- **d** explain the concept of a 'customer focused' workplace and how all jobs can contribute to quality customer service, even if they do not involve direct customer contact
- **e** provide an example of how each of the following staff can contribute to quality service:
  - **i** kitchen hand
  - **ii** apprentice chef
  - **iii** barista
  - **iv** after-hours cleaner

2 As a food and beverage attendant, identify what you would do in each of the following situations:
- **a** a group has booked a table for 8 pm, but the table will not be ready until 8.30 pm
- **b** the chef prepared the wrong meal
- **c** the customer has ordered a dessert that will take at least 30 minutes to prepare

3 Define the following:
- **a** teamwork
- **b** collegial working relationship
- **c** feedback

4 What is the difference between formal and informal feedback? Provide two examples of each.

Policy and procedures for customer service

Management or the owner of an establishment will develop **policies** and **procedures** regarding customer interactions and the level of customer service to be provided. It is important for staff to be familiar with these requirements. Policies and procedures can cover a range of aspects, such as personal appearance, dealing with complaints, dress code or uniform, and standard interactions with customers, such as greetings, farewells and answering the phone.

policies the position an organisation takes on particular issues; policies communicate the organisation's values and expectations regarding employee behaviour and performance

procedures step-by-step written workplace instructions for completing a task or responding to an event

Establishing contact with customers

A customer's first impression of a business affects the way the customer will perceive all subsequent interactions, products and services. It is much harder to try and get a customer back on side if their initial interaction with the business is negative or mediocre, than it is to make a positive impression in the first place.

Techniques for approaching customers

For many restaurants, the first point of contact for a customer will be when they make the reservation. This may be over the phone or via a website or booking app. It is essential that staff have good telephone etiquette and manners. If customers are booking via a website, it is important that the site is easy to understand and that bookings can be easily made.

If the customer's first contact is when they walk into the cafe or restaurant, they will make a snap judgement based on the atmosphere, appearance of staff, cleanliness and wait time.

Customers should always be acknowledged with a smile and open body language. If you are unable to seat the customer straight away, acknowledge them and advise them that you will be with them shortly.

Once you are ready to serve the customer, a verbal greeting or welcome should be given, for example, 'Good morning, welcome to the Oak Cafe, my name is Shahil.'

Developing rapport

Rapport is established throughout the customer's visit. It is easier to develop rapport if staff are friendly, welcoming and make the customer feel important and valued. As service progresses and rapport builds, the customer is more likely to enjoy their experience. With experience and practice, developing rapport with customers becomes easier for service staff.

Dealing with different situations

All customers have individual needs, requests or questions. It is important to treat all customers with the same level of respect and courtesy, regardless of their needs or requirements. Customers who feel respected will be more likely to return.

Customer diversity

Australia is a diverse nation and a popular tourist destination. Hospitality staff are required to serve people from a range of countries, who have different languages, beliefs, family structures and roles, and values, and express themselves through art, dress and social interactions. Understanding different cultures can help you show respect and courtesy, and can help you cater to customers' varying needs. Food and beverage staff will encounter cultural aspects and issues on a regular basis. It is vital for staff to be familiar with the eating and drinking customs of people from different cultural backgrounds. However, it is always important to remember that all customers are individuals, and should be treated as such. Having cultural awareness can help provide better service to customers. Recognising cultural differences and celebrating diversity can help build a tolerant and accepting workplace.

Customers with special needs

Examples of customers' special needs include:

- physical impairment, such as requiring a wheelchair
- visual impairment
- hearing impairment
- intellectual disability
- speech or language difficulties.

When communicating with customers with special needs, ensure that your speech is not degrading, demeaning or negative. Serving a customer with a disability should be no different to serving any other customer: greet them and make them feel welcome, identify their needs, provide the product or service, ensure their needs have been met, thank them and invite them back, then farewell the customer.

INDUSTRY LINKS

VISITORS TO AUSTRALIA

Statistics on the number of visitors to Australia are published each month and year on Tourism Australia's website. They can be found in the research section. At the time of writing, total international visitor arrivals to Australia were up 10 per cent, and visitor spend was up 14 per cent from 2015 to 2016. The top five countries of origin of arrivals were New Zealand, China, United Kingdom, United States of America and Singapore.

Visit the website to find the latest monthly and yearly statistics on international visitor arrivals to Australia, then respond to the questions below.

Tourism Australia

RESPOND

1. What are the highlights of the latest monthly snapshot of international arrivals to Australia? Are international arrivals increasing or decreasing?
2. Look at the 'full visitors by market chart'. What are the top five countries of origin of arrivals that have visited Australia over the last year?
3. How much money did international visitors to Australia inject into our economy over the last year?
4. Choose one of the top five countries of origin and prepare a short presentation, outlining the service requirements and expectations for the country you have identified. You may choose to use Google slides, Powerpoint, Prezi, Wideo, PowToon or another graphic presentation form. Share your presentation with other members of the class to learn more about different tourist groups.

Blind or vision-impaired customers may rely on you to approach them to offer assistance. Your tone of voice and listening skills will be important. Ensure you greet them in a friendly and enthusiastic manner. Give them your name and ask how you can assist them. Once seated, the customer may require additional help with the menu and once food and beverages are delivered, you may need to explain where items on the table are located. They may also require assistance navigating through the restaurant or cafe.

Deaf or hearing-impaired customers will need you to face them directly and maintain eye contact. Hearing-impaired customers usually have some level of hearing or can read lips. It is important that you speak clearly and naturally – there is no need to yell or exaggerate your speech. Be patient and use additional tools such as a notepad and pen if this aids communication. If the person has a companion helping them, ensure that you are still communicating with all customers, not only the companions.

Intellectually disabled customers should be treated with respect – avoid sounding childish or demeaning. They may require more time, or may need menu items explained. Use good communication skills to clarify their needs and offer suggestions. Remain patient and keep a friendly smile to show the customer that they are valued.

Customers with speech difficulties will require patience. Do not pretend to understand if you do not – ask them to repeat the request, and always clarify that you have understood what they are asking. There is no need for you to speak slowly or childishly to them.

As noted, all customers with special needs should be treated equally and individually. Never refer to the customer by their special need, they are a person and an individual above all else.

HOG'S STEAKHOUSE BRAILLE MENU

Hog's Steakhouse has teamed up with Vision Australia to introduce a new braille menu. Braille, where small raised dots are imprinted on the page, is a key communication tool for the vision-impaired community. Vision-impaired people use their finger to read the braille on the page.

With the introduction of a braille menu, Hog's is aiming to create a more inclusive social experience for customers who are vision impaired, allowing them to independently participate in social activities instead of relying on friends, family or staff to read the menu.

© Hog's Steakhouse

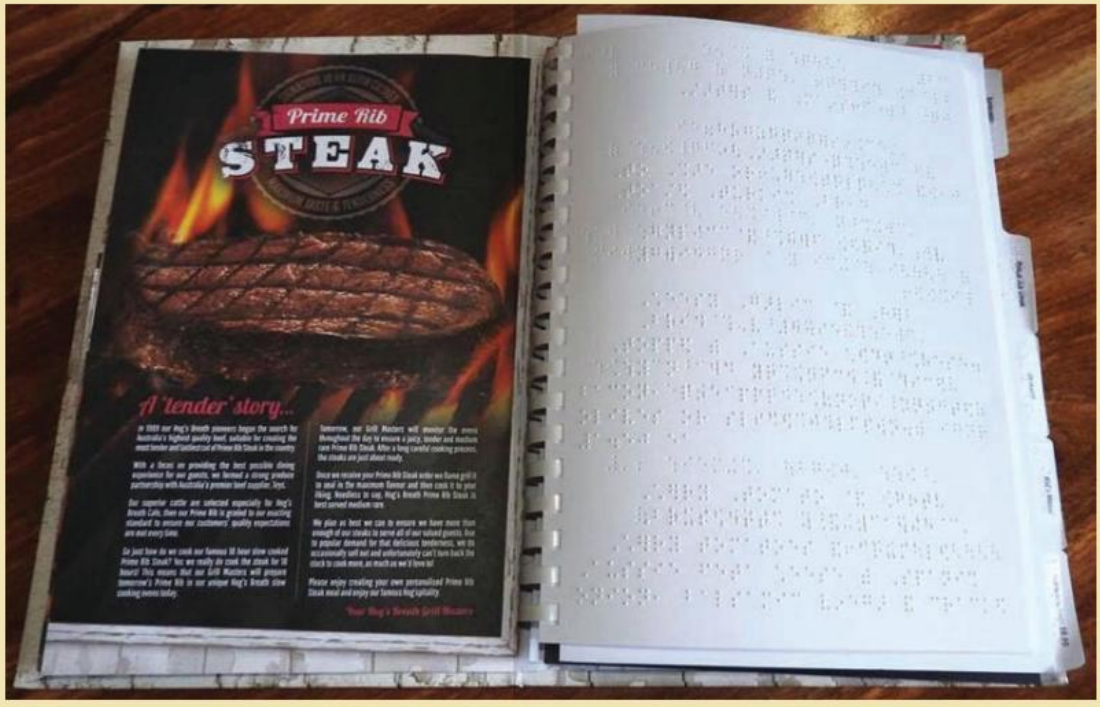

Figure 4.6 Hog's braille menu

RESPOND

1. What is braille? How is it used by vision-impaired customers?
2. Explain how the introduction of Hog's braille menu has promoted inclusivity for vision-impaired customers.
3. Consider another special need. Propose a different initiative that a restaurant or cafe could undertake to promote inclusivity for people with this special need.

Difficult or abusive customers

It is important to approach difficult customers professionally, using good communication skills. Try not to take the customer's anger personally – they are usually responding to the problem or issue that has occurred. When dealing with an angry customer, try to stay calm and show the customer you are listening. Show empathy, apologise on behalf of the business and try to control your own feelings. Ask questions to ensure that you have all the facts before deciding what course of action to take, then advise the customer of your chosen course of action. Never let an abusive, arrogant or rude customer force you into making quick decisions.

Remember to always follow workplace policy for dealing with complaints. Refer the customer to a manager or more experienced colleague if you feel you cannot deal with the complaint, or if it is beyond your level of authority or responsibility.

Workplace policies to refer customers

Workplaces will have set policies and procedures for dealing with customer complaints and any issues that arise. Some workplace policies will direct staff to refer all customer complaints to the manager on duty. Other policies will involve the staff member first attempting to solve the problem themselves before referring to a manager or supervisor. Ensure that you know what the policy of your workplace is.

FOCUS QUESTIONS

CUSTOMER INTERACTIONS

1. Why is it important to ensure customers form a positive first impression of the establishment?
2. List three ways a customer might come into contact with a business.
3. Identify two considerations for each of the following customers with special needs:
   - **a** blind/vision-impaired customers
   - **b** intellectually impaired customers
   - **c** deaf or hearing-impaired customers
4. Write a step-by-step process for dealing with an angry customer.
5. Research the main beliefs/customs of the following religions:
   - **a** Judaism
   - **b** Christianity
   - **c** Islam
   - **d** Hinduism

Customer inquiries

Responding to customer inquiries is part of any front-line position. If the customer is satisfied with the response and feels like their needs have been met, they are more likely to return to the business. On the other hand, if staff cannot respond to customer inquiries in a satisfactory manner, customers may lose confidence in the business and choose not to return.

Different customer inquiries

Customers may inquire about a range of issues. They may call to find out about opening hours, menu items, dietary requirements, bookings or reservations, parking or transport. When in the cafe or restaurant, customers may inquire about menu items, substitutions, dietary requirements, location of toilets, local attractions, transport, location of ATMs, payment methods, or the history of the cafe or restaurant. Customers will expect staff to have a good knowledge of the business, its products and services as well as being able to provide advice or recommendations.

Establishing the nature of the inquiry

Questioning

If the nature of the customer's inquiry is not clear, using questioning techniques can help establish what information or advice the customer is actually seeking. For example, the customer may ask if any products contain nuts. It may be helpful to ask which specific types of nuts they are asking about in order to ensure you can answer their question accurately.

Summarising and clarifying

Repeating a summary of the customer's question back to them can demonstrate your understanding and help clarify that you have understood the nature of the inquiry. This also helps to ensure the accuracy of the information provided.

Recording customer inquiries

Customer inquiries should be recorded for future reference or for planning purposes. Some businesses will use a paper-based system, whereby inquiries are recorded on paper and then filed or forwarded to the appropriate person to be followed up. Inquiries can also be recorded electronically. It is useful to keep track of the different inquiries that are made to inform planning and decision making for the future of the business, and to ensure that those requiring action are addressed.

Sources of information

Different sources of information can be used to respond to customer inquiries. It is important that you have a good general knowledge of the establishment, including opening hours, location and menu items. If you need additional information, you may need to consult internal sources of information, such as the standard operating procedures, policies, internal staff lists and extensions. Sometimes you may need to refer to a manager, colleague or another department.

Timeframes to respond to inquiries

Responding to customer inquiries in a timely fashion is imperative. If you can provide the customer with an accurate answer straight away, the customer will have confidence in the business and feel satisfied with the exchange. If you need to find out the answer or refer the customer to a colleague or different department, always let the customer know what course of action you will take and how you will respond to the inquiry. This may be via telephone call or email, if appropriate, within an acceptable timeframe (usually that day or the following day). Once you have committed to a timeframe, make sure you keep to that schedule. If you are unable to respond in the timeframe specified, let the customer know you have not forgotten their inquiry, explain why it is taking longer to respond and provide an updated timeframe.

FOCUS QUESTIONS

CUSTOMER INQUIRIES

1 Identify other general sources of information that can be used when answering customer inquiries.

2 You work in a fine dining contemporary Australian restaurant. One Thursday night, several different groups of customers come in. Suggest three questions that each of the following groups might ask:
   - **a** a group of Chinese tourists who are unfamiliar with Australian cuisine
   - **b** a couple who will be attending a show after their dinner
   - **c** a group with a member who is diabetic
   - **d** three siblings who are trying the restaurant to decide if they will book a family function there later in the year

3 What would an acceptable timeframe be to respond to each of the following inquiries?
   - **a** 'What time does the restaurant close tonight?'
   - **b** 'I'm planning a 50th birthday party, what are my options for private dining and set menus?'
   - **c** 'I need to get to the airport after lunch. What are my transport options?'

Complaints, dissatisfaction and feedback

In any industry, complaints and dissatisfaction can occur if customers are not happy with the service or product provided. Although all businesses aim to minimise complaints, they can be treated as an opportunity to improve. If approached in this way, a complaint can be seen as a method to improve products and services.

Causes of complaints or dissatisfaction

Common causes of complaint in food and beverage establishments include:

- Long waits, e.g. waiting over an hour for lunch to be served; having a reservation for 7 pm but not being seated until 7.45 pm
- Being ignored, e.g. waiting at the front of the cafe to be seated; taking a seat at a cafe and not having staff attend to you; staff having personal conversations or using mobile phones while customers are waiting
- Poor service, or staff who make customers feel they are a burden, e.g. staff who are directly rude to customers or use body language and tone that makes the customer feel like a burden
- Incorrect billing, e.g. the customer has been charged for items that they did not order; incorrect amounts on bill; payment processed incorrectly and customer overcharged
- Issues with the product, e.g. the customer asked for a substitution that was not made; hair or fly in the product; meal not cooked properly
- Cleanliness of the cafe/restaurant, e.g. lipstick marks on rim of glass; dirty cutlery; dusty fittings; dirty floor.

Policy and procedures for handling complaints

Whatever the complaint, all staff should follow the procedure set out by the business for dealing with customer complaints. This will ensure that no steps are missed and that a customer focused approach is used. As a good rule of thumb, the strategy outlined in Figure 4.7 can be used for handling complaints:

Figure 4.7 Six steps to handling a complaint

Skills to handle complaints

Handling complaints requires good communication, knowledge of business policies and procedures, negotiating skills and decision-making ability.

Problem solving

Good problem solving means being able to clarify the problem, identify the main issue and determine the best course of action to resolve the situation. Problem solving sometimes requires staff to think of a solution that satisfies both the customer and the business. This ability to balance the needs of the customer and the needs of the business comes with experience and practice.

Conflict resolution

When handling complaints and dealing with conflict, staff should always aim for a 'win-win' outcome. This means that both parties have worked towards a satisfactory outcome. However, not every customer will

walk away from the business satisfied with the outcome of their complaint. The business must balance satisfying the customer with its own business objectives. For example, imagine a group of four people have entrees, dinner, dessert and drinks at your restaurant and complain afterwards that the dessert took too long to arrive. They want the cost of their entire meal to be waived. In this situation, the business does not win if they oblige the customer. They may provide the desserts for free, but would still expect payment for all other menu items.

Negotiating

Negotiating with customers is essential. This is a skill that hospitality professionals develop through experience and practice. Negotiation often takes place when resolving a complaint and deciding on what action should be taken. In the above example, the customers may not have wanted to pay the bill. The staff member would need to negotiate an appropriate compensation for their inconvenience.

Decision making

The ability to make decisions develops with experience. As you come across more situations in the cafe or restaurant you work in, you will be able to make decisions more easily. Initially, you may need to consult your manager or a colleague for the best course of action when handling a complaint. As you come across more situations, these decisions will become easier.

Effective responses to complaints or dissatisfaction

Effectively responding to complaints or dissatisfaction can help ensure that the customer walks away from the business satisfied, despite the complaint occurring.

Offer a viable solution

A viable solution is one that can be carried out. Never offer a customer something that is beyond your level of authority, such as offering a free meal for their next visit when you are not authorised to offer complimentary products. The solution that is offered must also reasonably address the original complaint. For example, if the customer has made a complaint about a hair in their food, staff should offer to replace the meal, not simply remove the hair. Viable solutions must also be solutions that the customer is able to utilise. For example, if international visitors are leaving the country the next day, offering them a free meal at another time is not a viable solution.

Agree on a solution

The customer should be part of this process. The customer has to also accept the solution and be satisfied with the outcome, or a win-win scenario will not be achieved. Let the customer know what the proposed solution is, and check that they are satisfied with this.

Implement the solution within an acceptable timeframe

Solutions should be implemented within an acceptable timeframe, as promised to the customer. If possible, the complaint should be resolved immediately. For example, if you need to replace a meal for a customer, ensure that it is completed as quickly as possible and that the chef is aware of the urgency. If the customer is receiving part of the meal for free or the solution is to provide complimentary drinks, ensure that this is recorded on the customer's bill immediately, so they are not accidentally charged when leaving.

Level of authority

Always act within your level of authority. Never promise a customer a solution that is beyond your level of authority, or make decisions that you are not authorised to make. Check with your manager or refer the customer to the appropriate person if necessary.

Referring the customer or seeking assistance

When customers are referred to colleagues or a manager they may sometimes become frustrated, particularly if they feel they are getting the 'run around' and their problem is not being solved. When referring a customer to a colleague:

- do everything you can to avoid the customer having to repeat their story
- make sure the colleague or supervisor is made aware of the emotional state of the customer
- before referring, make sure that you understand the customer's situation and what they want
- tell the customer who you will be referring them to and why
- try to reduce the time the customer has to wait, and advise them how long the wait will be
- stay calm and apologise. A customer will often feel relieved if they know they are being referred to the supervisor.

You may also need to seek assistance when handling a complaint. In this case, always tell the customer what you are doing. Let them know that you need to seek assistance, and tell them how long they can expect to wait. If you still do not have an answer, make sure you tell them you are still seeking the information. It may be appropriate to offer to take the customer's details and then get back to them later. In this case, always ensure that you follow up with the customer as you promised. It will only frustrate the customer further if they have made a complaint and then have to contact you to find out why you have not been in touch.

Recording customer complaints

Businesses should have a centralised system for recording complaints. Good record keeping will tell a business what, where and when something was done and why a particular decision was made. They should also tell you who made the decision and under what authority. Records can help a business:

- work more efficiently
- demonstrate the cost and impact to the business of complaints
- establish consistency and improve quality
- review products and services offered.

Formal and informal methods

Most businesses, whether large or small, will require staff to record incidents, dissatisfaction or complaints. This will usually involve writing what happened, the people involved and the outcome. Colleagues may also discuss an incident informally, or you may discuss incidents with your manager.

Different methods of collecting feedback are emerging. The use of social media and ratings websites can be an important consideration for hospitality establishments. Establishments can get informal feedback by checking social media sites and looking at reviews and feedback posted online.

Verbal or written methods

Complaints, issues or dissatisfaction can be verbally reported to your manager, to other colleagues or during a staff meeting or debriefing. More serious complaints and dissatisfaction should be recorded in writing, according to business policy, within the given timeframes.

Value of feedback

Feedback, including complaints, provides invaluable insight for any business. Complaints and feedback provide the business with:

- details of any deficiencies in service or product
- an opportunity to improve the products and services offered
- an opportunity to show the customer their feedback is valued and important
- an opportunity to retain a customer and persuade the customer to return
- information regarding deficiencies in staff or areas for training.

Without feedback and complaints, a business may be unable to determine why it is not successful. This is why feedback should be welcomed, and viewed as an opportunity for the business to improve their products and services, and in turn their reputation and profits.

FOCUS QUESTIONS

CUSTOMER COMPLAINTS

1 List some common causes of customer complaints.

2 Identify the key points to remember if you need to refer a customer to a colleague or your supervisor.

3 Why is it important to record customer complaints?

4 Some businesses view feedback as negative, while others will see it in a positive way. Explain how food and beverage businesses can utilise feedback, and what benefits this may provide.

5 A table of three customers complain that they have been waiting for 45 minutes for their breakfast, and that they still have not received the coffees they ordered when they first arrived. Using the six steps to handle a complaint, explain how you would deal with this situation.

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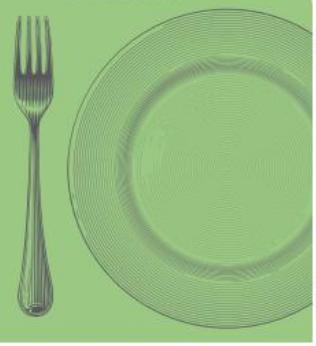
4.2 SERVING FOOD AND BEVERAGES



Providing food and beverages and a high standard of service is the main aim of any restaurant, cafe, pub, club, cafeteria or catering operation. Good hospitality staff understand why mise en place of the service area is imperative to providing great quality service. Staff also need to have good knowledge of the establishment, facilities and the surrounding area in order to provide quality service that exceeds customer expectations. During the service period, hospitality staff must be able to see to the needs of their customers, be efficient, courteous and respectful as well as multi-task. Staff perform well in a front-line position if they possess excellent interpersonal skills such as personal presentation and effective communication, and are organised and logical.

Casual dining

Casual dining offers a relaxed atmosphere with casual ambience. Casual dining establishments fill the market between fast-food outlets and fine-dining restaurants. Casual dining can include a range of different establishments such as cafes, clubs, restaurants, pubs and other catering operations.

Casual dining key terms

The following key terms are commonly used when discussing casual dining.

- **Cover** – the arrangement of a place setting for one person
- **Service period** – a service period refers to meal periods or service times. For example, a cafe may have two main service periods, breakfast and lunch, whereas a hotel dining area may have four service periods, breakfast, lunch, afternoon tea and dinner. Each service period usually has different set-up requirements.
- **Style of service** – refers to the type of service that the establishment offers, for example, counter service, table service, buffet service. The type of service will determine how the establishment is set out, the number of staff required and their level of expertise, the equipment available and the main aim of the establishment. For example, if an establishment is aiming for a casual and relaxed atmosphere with lower priced food and beverages, they may offer counter service to save money on staffing costs.

Cafes

There are many different types of cafes. They are usually informal, and more casual in nature than restaurants. The majority of cafes are open for breakfast and lunch, with fewer open for dinner. Cafes may have a large selection of seating options, or be very limited in their seating capacity. Many cafes will also have a theme or general feel that they are attempting to create. Cafes have seen incredible growth in the last decade. This has been driven by the increasing demand for somewhere offering good coffee and simple meals, where friends and family can meet on weekends or holidays.

Cafeterias

A cafeteria generally has little or no table service, and items are often pre-made. Cafeterias generally exist in large office buildings, factories or large business sites, hospitals or educational institutions. They may be self-service, or food may be ordered from a food attendant and paid for at the time of ordering.

Catering operations

A catering establishment is usually one that will travel to a venue to provide food and beverages for guests or customers. Catering can be provided in a variety of locations, from a small backyard party to a large festival, concert or event. Catering operations can vary greatly in size, from very small one-person operations to very large operations that cater for thousands of people.

Clubs

Clubs are usually large venues where people can gather to socialise, attend events, watch shows and sports or gamble. Clubs vary in size, entertainment, and the range of food and beverages on offer. Large clubs may have a variety of food and beverage outlets within them, varying in size, price and style of service. The aim of this is to cater to a large range of people within the one venue.

Coffee shops

Coffee shops offer quick service, often takeaway, in an informal environment. Most coffee shops also offer a range of pastries, cakes, savoury items or other speciality items, although some will only serve coffee!

Hotels or pubs

Pubs usually have a full bar and will serve a range of non-alcoholic and alcoholic beverages. Dining may range from simple bar snacks to reasonably priced full menus.

Hotels can vary both in size and in food and beverage offerings. Larger hotels may incorporate different dining options, from fine dining to casual coffee shop-style offerings. They usually offer breakfast.

Restaurants

Restaurants can vary in the style of service, theme and size, however most will offer a fuller service style than a cafe or pub. Restaurants may include fine dining, ethnic or themed restaurants or buffet restaurants.

Styles of service

Food and beverage establishments can offer a range of service styles. Service style will depend on the target market, the main aim of the establishment, the price customers are being charged and the experience the establishment is offering to customers. Table 4.1 lists the main characteristics of each service style.

Table 4.1 Characteristics of different service styles

STYLE	CHARACTERISTICS
Bar	• Customers order at the bar • Low-cost, simple meals or snacks • Can be eaten at the bar or in another area of the establishment
Bistro	• Less formal than fine dining • Offers a more extensive menu than a cafe • May include a variety of ethnic items on the menu, not necessarily specialising in just one style of cuisine • Orders are often placed at a counter and collected by the customer
Cafeteria	• Customers collect pre-made items • Customers pay for items immediately • Food and beverage attendants may help plate hot items
Counter	• Customers order and pre-pay at a designated counter • Customers usually receive a buzzer or a number for their order, which they then collect. Alternatively, they are given a table number and an attendant delivers their food. • Customers may also collect cutlery, condiments and napkins from a set station, or these may be already available on the tables
Family	• Food may be served on platters, and family members help themselves • Are usually alcohol free • Will offer a specific children's menu, or items that are appealing to children
Plate	• Most restaurants and cafes offer plated service • Items are plated and garnished in the kitchen • Plated items are delivered to customers by food and beverage staff
Smorgasbord/ buffet	• Food is displayed on tables or in specially designed equipment such as bain-maries or chafing dishes • All items must be kept at the correct temperature • Food is placed in a central position • Plates are provided in stacks • Customers serve themselves, or wait staff or chefs behind the buffet serve them • Often used for breakfast periods in large hotels or at functions/conferences
Table	• Food and beverage staff take the customer's order at their table • Staff deliver food and beverages to the customer's table • The bill is totalled and the customer pays at the end of their meal • The majority of restaurants will offer table service, and food and beverages are often charged at a higher price to account for the cost of hiring additional staff members to provide this service

chafing dish a container, usually metal, with a mechanism to keep food warm, usually by heating water to create steam. Often used at buffets to keep food out of the temperature danger zone.

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Figure 4.8 Chafing dishes are used to keep food warm at a function or buffet.

Different service periods

Different kinds of establishments cater for different service periods. Table 4.2 details the different service periods. Although the times and requirements listed may vary between establishments, these are the general parameters of each service period.

Menu types

Most establishments will have one main menu type, although some may offer two or three different types. For example, a fine-dining restaurant may offer both an à la carte menu and a tasting menu.

Table 4.2 Service periods and requirements

SERVICE PERIOD	SERVICE REQUIREMENTS
Breakfast 6.00 a.m.–10.00 a.m.	**Full breakfast:** items include eggs, bacon, sausages, fresh fruit, cereal, yoghurt, and bakery products such as bread, croissants, pastries and muffins. Large hotels may offer different hot items or items catering to specific ethnic tastes. **Continental breakfast:** usually a lighter meal. Items include bakery items, fruit, cereals and toast. **English breakfast:** usually a cooked meal of bacon, eggs, sausage, tomato and mushrooms, along with cereal, toast and fruit. **American breakfast:** items could include pancakes, waffles, sausages, eggs, hash browns, bagels, muffins, French toast. Beverages served at breakfast usually consist of water, fruit juices, tea and coffee. Many cafes offer an à la carte breakfast menu that will usually consist of combinations of bacon, eggs, toast, avocado, pancakes, waffles, French toast, baked beans, croissants or toasties. Some cafes offer 'all day breakfast', which means breakfast items can be ordered all day. Other cafes will offer the breakfast menu during a set time.
Morning tea 9.30 a.m.–11.00 a.m.	Assorted sandwiches, small baked goods such as muffins or pastries, scones. Beverages may include water, cordial, juice, tea and coffee.
Lunch 11.30 a.m.–2.00 p.m.	Usually a lighter meal than dinner, and one that can be cooked and served efficiently, as customers may need to get back to work. Lunch is usually a short but hectic service period, as most people take their lunch around the same time. Beverages offered may include a variety of waters, juice or soft drinks.
Afternoon tea 2.30 p.m.–4.30 p.m.	Assorted light sandwiches, sweet items such as more elaborate cakes and tortes, easy to eat savoury or hot items such as mini quiches. Beverages may include waters, juices, soft drinks, mocktails, frappes or smoothies.
Dinner 6.00 p.m.–10.00 p.m.	Could be any style of service. Usually more elaborate than lunch and will consist of a wider range of menu options. Set-up of tables will depend on the service style and menu on offer. Most establishments serve between two and four courses. A full range of non-alcoholic beverage options may be provided, and if the establishment is licensed, a range of alcoholic beverages will also be offered. Some establishments may be licensed for **BYO** and may charge a **corkage** fee.

BYO stands for 'Bring Your Own', referring to alcohol. In Australia, establishments must apply for a BYO permit. This permit does not allow the establishment to sell or supply alcohol.

corkage an additional charge to the customer for serving wine that has been brought in by the customer

Table 4.3 Features of different menu types

MENU TYPE	FEATURES
à la carte	• Means 'according to the menu' • Individually priced items are ordered off the menu • Can consist of a number of courses • Food is usually freshly prepared and plated • Most restaurants, cafes and clubs offer this type of menu
Blackboard or carte du jour	• Meaning 'card of the day' • Menu listing dishes available on that particular day • The menu is often listed on a blackboard as it will regularly change, depending on seasonal produce or produce purchased at a discounted rate
Cyclic	• Meaning 'occurring in cycles, regularly repeated' • Cyclic menus are rotated weekly, fortnightly or monthly • Used in hospitals, retirement homes, prisons, cruises and airlines • Used so that customers do not get bored with the same menu, and also for ease of planning and ordering ingredients
Set/Function	• Set menu that may offer 'alternate' service, where menu items are delivered to tables in an alternate fashion, with two different dishes for each course. The customer does not get to choose which dish they have. Courses are normally designed so that the same cutlery can be used for either course. This eliminates the needs to adjust cutlery. • Set menu may also mean a large group of people are offered a smaller version of the full à la carte menu, and can pick from three options per course • Set menus are easier to price and plan for
Table d'hôte	• Meaning 'the host's table' • Multi-course meal, with little to no choice • Fixed price • Often used for large bookings so that the business can be assured it will have enough stock on hand to cater for everyone • Table setting can be pre-determined • The menu might be negotiated with the host when booking the reservation
Degustation or tasting menu	• Growing in popularity in fine-dining restaurants • Some establishments will offer both degustation and à la carte menus • A degustation menu can consist of up to 11 courses (small portions), which are selected by the chef • The aim of degustation is to showcase the chef's abilities and allow customers to try various foods. • Set menu price per person, or 'prix fixe' • Wines may be paired with each course at an additional set cost • Customers pay a premium price

Roles of food and beverage personnel

The range of food and beverage personnel an establishment will hire depends on the size of the establishment, the food and beverages offered and the service style. Common roles and responsibilities of food and beverage personnel include:

- **Food and beverage manager** – responsible for overseeing all food and beverage outlets in the establishment
- **Restaurant or shift manager** – responsible for the smooth running of the service period, including dealing with any issues or incidents that may arise, complaints and follow-up. Oversee the waitstaff, delegate tasks and assist in service.

- **Host, hostess or maître d'** – the head waiter, responsible for taking reservations, checking reservations, greeting and seating customers, delivering the menu and advising customers of the specials for the day
- **Waiter or food and beverage attendant** – responsible for a specific area or tables within the establishment, to ensure all customer needs are met. Waiters usually prepare tables, take orders, deliver food and beverages to the customer, check on the customer throughout the meal to ensure they are satisfied, present the bill, farewell the customer and clear tables. Waiters need a high service ethic, as they are usually the 'face' of the establishment. Different establishments require different levels of service. Some waiters may provide professional silver service at black-tie events, while others may need to be friendlier and more outgoing at relaxed cafes.
- **Bar attendant** – prepares and serves drinks to customers in licensed premises
- **Barista** – the person who prepares and serves espresso coffee drinks
- **Bar useful or busser** – responsible for clearing tables, re-stocking stations and providing general help to waiters
- **Glassies** – responsible for collecting, cleaning and sanitising and restocking dirty glassware
- **In-room dining attendant** (or room service waiter) – responsible for serving food and beverages to guests in their hotel room
- **Cashier** – prepares the bill, responds to phone inquiries, processes payments
- **Sommelier** – wine waiter, responsible for suggesting wines and matching preferences. Must have an excellent knowledge of wine.

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Figure 4.9 Formal silver service style

silver service a formal service style where the server uses a silver spoon and fork (in one hand) to serve the food, item by item, onto the guest's plate

FOCUS QUESTIONS

TYPES OF ESTABLISHMENTS AND STYLES OF SERVICE

1 Define the following terms:
   - **a** cover
   - **b** service period
   - **c** sommelier
   - **d** corkage

2 Identify three characteristics of each of the following types of casual dining:
   - **a** cafes
   - **b** cafeteria
   - **c** catering operation
   - **d** club
   - **e** hotel or pub
   - **f** restaurant

3 What is table service? Why do many restaurants and cafes offer this service?

4 What times are generally associated with each of the following service periods?
   - **a** breakfast
   - **b** morning tea
   - **c** lunch
   - **d** afternoon tea
   - **e** dinner

5 Outline the main differences between lunch and dinner periods.

6 Define each of the following terms:
   - **a** à la carte
   - **b** carte du jour
   - **c** table d'hôte
   - **d** degustation
   - **e** prix fixe.

7 Which menu type is associated with most cafes and restaurants?

8 What is the reason behind using a cyclic menu? Suggest three establishments in your local area that may use a cyclic menu.

9 Describe three job opportunities that exist for food and beverage personnel.

PRACTICAL APPLICATIONS

COMMERCIAL FOOD AND BEVERAGE MENUS AND SERVICE STYLES

AIM

To investigate the types of service in establishments in your local area.

MATERIALS

- computer with internet access
- printer (optional)

METHOD

1 Find a local example of an establishment offering each of the following types of service:
   - **a** smorgasboard/buffet
   - **b** counter
   - **c** table
   - **d** bar/bistro
2 Print out or save a sample menu for each establishment.
3 Search for three different breakfast menus provided by cafes in your local area, then print or save each one.

RESPOND

1 Label each of the menus for task 1 above with the type of service on offer. When might you visit each establishment?
2 Highlight the times breakfast is available and the beverages offered on each breakfast menu you collected. Do any of the menus offer all-day breakfast? What are the most common items on breakfast menus?

Policies and procedures for food and beverage service

Each establishment will have procedures and standards that need to be met. These vary across different food and beverage outlets, as levels of formality differ along with menu and service types.

Preparing for food and beverage service

Mise en place is a term used to describe all the preparation needed prior to a service period. Mise en place in the food and beverage service areas means preparing the entire area for the service period.

There are a number of tasks that need to be completed. Some of these tasks may be completed by staff after the previous service period. For example, the staff on the breakfast period may re-set the tables at the end of the service period, ready for lunch. Staff should still check that all necessary preparations are in place before the service period begins. Many establishments will prepare a checklist for staff to serve as a reminder of the tasks that need to be completed.

In order to prepare for service, staff may be required to:

- request beverage stock from general stores area (for very large establishments)
- request food and consumable products from stores (for very large establishments)
- restock bar area and beverage stations with requisition (requested) items
- polish crockery and stack in the appropriate storage area, e.g. waiter's station or sideboard
- polish cutlery and store in the appropriate storage area, e.g. waiter's station or sideboard
- check and polish glassware and store in appropriate area
- check menu covers and wipe if necessary

- fill cruets (salt and pepper shakers) and store in waiter's station or sideboard
- prepare butter portions
- switch on coffee machine, dishwasher, glass dishwasher and other appliances as needed
- check post-mix systems, replace syrup or gas if needed
- restock linen supplies
- check display cabinets, fridges and counter displays; replenish food items if needed, ensure displays are clean
- vacuum, dust or mop service areas
- set up and check furniture according to the service period requirements, checking reservations
- stabilise furniture if required, wipe down tables and chairs
- set tables according to the menu requirements, including additional table settings (table number, light/candles, decoration)
- check cleanliness of toilets and restock items if required
- check the availability of menu items with the kitchen, including the specials for the day, and how many portions will be available
- write on the specials board
- mise en place for coffee station (see chapter 4.3)
- mise en place for bar workstation/counter areas (see chapter 4.3)
- switch lights and background music to correct settings
- adjust room temperature or switch on fans, misting system or heaters
- final check of dining area, bar, coffee workstation, service counter, waiter's station, toilets and any other public areas
- attend pre-service briefing
- unlock doors at the correct time.

This list is not exhaustive. Some establishments will have additional requirements, whereas others will have a much shorter list. Always learn the procedures for your establishment.

Providing service

Providing quality service is core business for any front-line staff member. Service standards can be the difference between successful hospitality businesses and unsuccessful or mediocre ones. See page 138 for more detail on providing service to customers.

Closing down after service

Each establishment will have procedures for closing down at the end of service. A different procedure may exist for the end of shift duties, such as at the end of the day, when different tasks will need to be undertaken. See page 148 for more detail about closing down after service.

PRACTICAL APPLICATIONS

PREPARING FOR SERVICE

AIM

To create a checklist of tasks that must be completed prior to service for the service area you work in.

METHOD

1 Observe the service and beverage area, where you are required to prepare beverages and espresso coffee, and serve customers. It is best if you are physically in the space so you can see the area.

2 Write down each task that would need to be completed before you commenced serving customers. Think of everything, from refilling salt and pepper to preparing the espresso coffee machine to positioning tables.

3 Group the tasks. The grouping will depend on what service you are undertaking and what beverages you have to prepare for service. The tasks might be grouped by:
   - coffee station mise en place
   - beverage station mise en place
   - service area mise en place
   - waiter's station
   - final checks

4 Once you have grouped the tasks, number them within each group in order of how you perform them.

5 Type up your checklist.

RESPOND

1 How can a checklist like this be utilised in a restaurant?

2 What are the advantages of having a set procedure for setting up?

3 How can having a checklist for staff help to minimise complaints and poor customer service?

4 Explain how a checklist for a fine dining restaurant may differ from one for a cafe.

End of service period duties

At the end of a service period, staff may be required to re-set tables with a different setting, change menus, restock the waiter's station, clean crockery, cutlery and glassware, and restock other products. Cleaning of tables, the service area, toilets and counters may also occur.

End of shift duties

End of shift duties would include cleaning the premises, replenishing supplies and setting up for the following day, turning off appliances, packing away beverage stations and locking up.

Preparing for service of food and beverage

Reservations

Various methods can be used to make reservations, including over the phone, by email or walk in. Reservations can also often be made directly though the establishment's website or through a booking website such as Dimmi or OpenTable.

Reservations need to be checked to confirm the expected number of guests, and tables must be set to accommodate the reservations. Any specific additional requirements should be noted, such as dietary requests or disabled access.

Furniture and fittings

The dining area should be configured to seat as many customers as possible without overcrowding or limiting the ability to move between tables. Some establishments will have fixed or semi-fixed furniture, which does not allow for much flexibility. Many larger restaurants will have more flexible floor plans and tables to allow for different configurations. Tables should be configured after consulting the reservations for the service period to ensure that the requirements can be met.

Some establishments will also have the floor plan as part of the electronic ordering system to allow for easy input of orders via a floor plan map.

Cleanliness and condition

When setting up the dining area, tables and chairs should be wiped down. Check the chairs and tables for stability and for any damage. Damaged chairs or tables should be removed from the dining area and replaced.

Placement

Key points to consider when preparing the layout are:

- ensure sufficient space between tables for customers and staff to move around
- ensure tables are stable, particularly if they are outside on an uneven surface. You may need to stabilise the table.
- position tables and chairs to face the best aspects of the restaurant; avoid having guests facing the toilets
- maintain sufficient space between guest tables to offer privacy
- avoid placing tables near noisy or busy parts of the restaurant
- ensure that guests have enough space to comfortably access their seat
- think about versatility – if you have a combination of round and rectangular tables, place the rectangular tables close to each other, as they can be combined for larger groups
- for a function, centring the tables around the focal point of the function.

Set up dining area, tables and waiter's station

Once the tables and chairs have been positioned, the tables can be set according to the establishment's menu and service type. Some cafes have a very simple set-up, with the following items placed on the table:

- container of cutlery
- disposable napkins
- salt and pepper
- table number (if table service is provided)
- decoration, e.g. small vase of fresh flowers or herbs
- menus

À la carte setting

An à la carte setting is a generic table setting or cover that may need to be adjusted once the customer has placed their order. Once the tables have been positioned, the à la carte setting can be laid. After taking the customer's order, additional cutlery can be brought to the table if needed. When carrying cutlery, use a service plate and only ever touch the handle of the cutlery. A standard à la carte setting is laid as follows:

1 Place one napkin in the centre of the setting or a guide plate, directly in front of each chair. This will provide a guide for the setting.

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Figure 4.10 Casual table settings need to be set and stock checked prior to the service period.

2 Place the **main knife** 3 cm to the right of the napkin or plate, 1 cm away from the edge of the table. The cutting side of the knife should face the napkin (to the left).
3 Place the **main fork** 3 cm to the left of the napkin or plate, 1 cm from the edge of the table.
4 Place the **side plate** 3 cm away from the main fork, on the left of the setting.
5 Place the **side knife** on the side plate, to the right-hand side. The cutting side of the knife should face left.
6 Place a polished **white wine glass** 2 cm above the main knife.
7 Place a polished **water glass** above the main knife, to the right (almost under the wine glass).
8 Fold the napkin to the desired shape or remove the guide plate.
9 Finish the table with additional table settings such as salt and pepper, vase, table number.

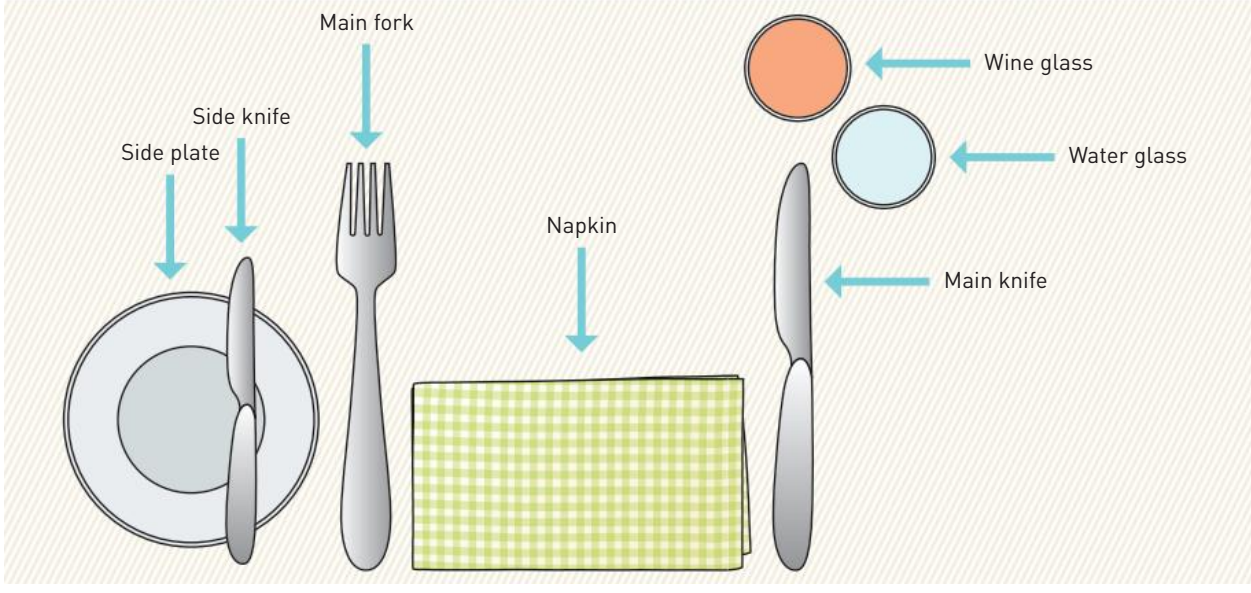

Figure 4.11 Sample à la carte table setting

INDUSTRY LINKS

OPENTABLE

Restaurant booking service OpenTable has launched in Australia with an engaging marketing campaign. A series of humorous original drawings by an award-winning illustrator are presented to encourage Australians to use the service to get the 'right' table when they make a restaurant booking, and not to leave securing a restaurant table to chance. You can view the campaign by following the weblink.

The service, which is already in use in many countries overseas, and which initially launched in Melbourne and Sydney, allows prospective diners to browse and book a table at hundreds of restaurants in their own cities, or even overseas. Diners can view and search photos, menus and reviews of restaurants on the mobile app or desktop site, in any language. Customer reviews rate restaurants on the basis of their food, ambience, service and value, helping prospective customers to select and book their ideal dining experience.

Alamy Stock Photo/M4OS Photos

Reuters/Chris Helgren

OpenTable's advertising campaign promoted the ease and convenience of booking through its app or website.

RESPOND

1 What do you think appeals to diners about this type of service or other booking sites?
2 How do you think this increasingly popular style of booking and rating app will affect the cafe and restaurant industry?
3 The OpenTable marketing campaign clearly indicates that atmosphere and 'the experience' are some of the most important aspects of dining out. Do you agree? Discuss how front-of-house staff can contribute to the atmosphere and experience of dining out.

Table d'hôte setting

A table d'hôte setting uses pre-determined cutlery, because the menu is a set menu. The table d'hôte setting will be determined based on the menu that has been set. An example of a table d'hote setting is outlined below.

1 Place one napkin in the centre of the setting or a guide plate, directly in front of each chair. This will provide a guide for the setting.
2 Place the **main knife** 3 cm to the right of the napkin or plate, 1 cm away from the edge of the table. The cutting side of the knife should face the napkin (to the left).
3 Place the **main fork** 3 cm to the left of the napkin or plate, 1 cm from the edge of the table.
4 Place the **entree knife** to the right of the main knife, 1 cm away from the edge of the table. The cutting side of the knife should also face the napkin (to the left) and the bottom of the knife should line up with the main knife.
5 Place the **entree fork** to the left of the main fork, 1 cm from the edge of the table. The bottom of the fork should line up with the main fork.
6 Place the **soup spoon** to the right of the entree knife, lining up the bottom of the cutlery.
7 Place the **side plate** 2 cm away from the entree fork, on the left of the setting.
8 Place the **side knife** on the side plate, to the right-hand side. The cutting side of the knife should face left.
9 Place the **dessert spoon** horizontally above the setting, directly in front of the chair, with the handle facing to the right.
10 Place the **dessert fork** horizontally directly underneath the dessert spoon, with the handle facing to the left.
11 Place the polished glassware directly above the entree knife, in a diagonal manner according to the order of use. The water glass is usually closest to the customer.
12 Finish the table with additional table settings such as salt and pepper, vase, table number.

As the customer progresses through each menu item, the cutlery for that course is removed along with the plate, even if the customer has not used the cutlery. Once the dessert course is reached, the waiter will adjust the dessert cutlery down to either side of the customer, with the spoon on the right and the fork on the left.

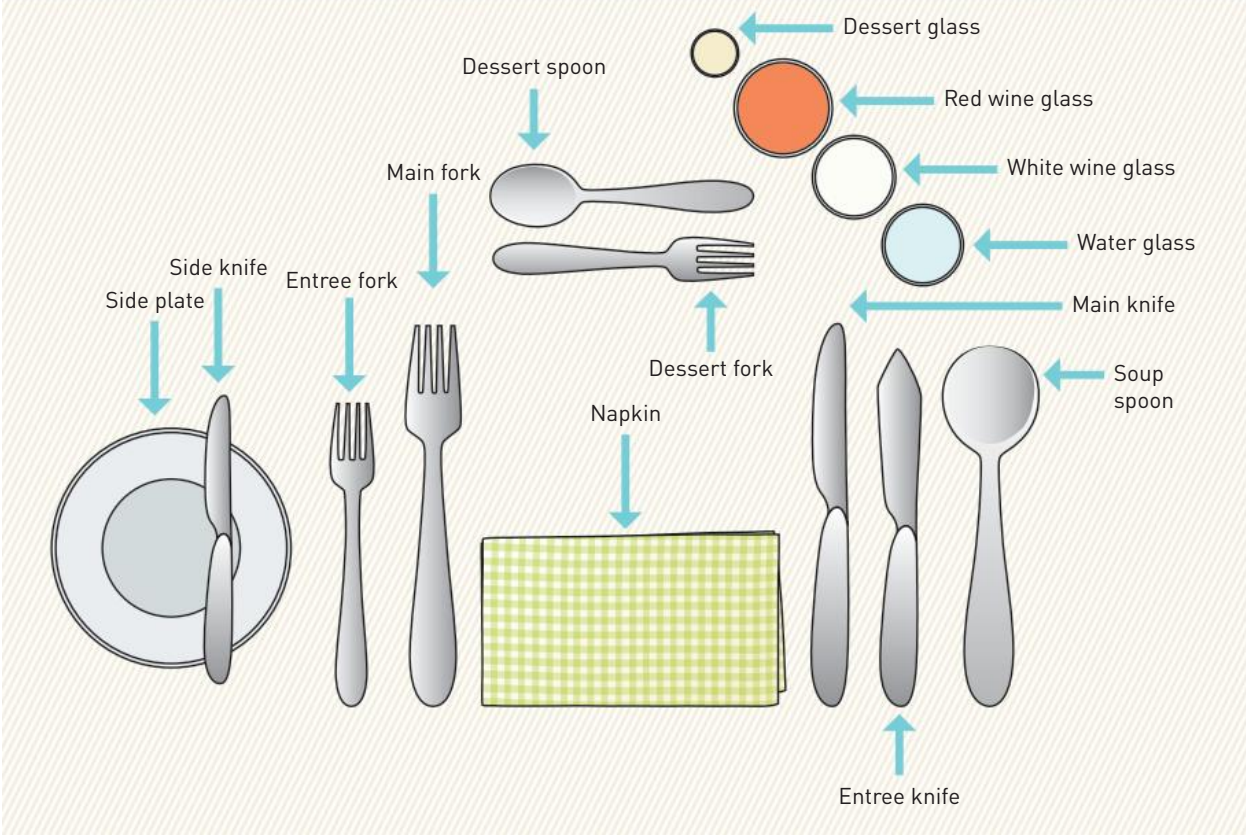

Figure 4.12 Sample table d'hôte table setting

Items in the waiter's station

The waiter's station is also known as a sideboard or dummy waiter. The sideboard can be a place for waiters to set down and pick up items, and also holds extra supplies that may be needed during the service period. All items should be stored in the same location within the sideboard, so that different staff can always find what they need. The sideboard usually holds the following:

- clean cutlery
- service plates for adjusting cutlery and re-setting tables
- filled cruets (salt and pepper shakers)
- additional condiments
- extra linen for re-setting tables
- docket books/stationery
- candles or other table settings
- tea and coffee equipment, including sugar
- polished glassware
- menus
- waiter's friend and wine buckets
- toothpicks, mints.

Some sideboards may also contain a point of sale (POS) terminal or tablet for sending orders directly to the kitchen and/or bar area. These are usually fixed to the sideboard for safety and security.

The sideboard should not contain waiters' personal items, as this presents a security risk and may look unprofessional. The sideboard should always be neat and orderly, with items stored in a systematic way that looks professional. The sideboard should always be checked and restocked prior to service.

Prepare equipment

Crockery

Crockery includes plates, cups, saucers and other items made from porcelain or other materials. High-quality items are made from bone china, but these are very expensive and easily broken. Prices of crockery items can vary greatly, and the choice of crockery can add to the overall image or feel of the establishment.

Kitchen staff are responsible for crockery used for food service. Food and beverage staff are responsible for crockery used for beverages and service of condiments, and for side plates. Crockery needs to be checked for cleanliness prior to service. Coffee and tea cups should be free of stains, chips and cracks.

Cutlery

Cutlery is used for eating food. The type of cutlery offered will depend on what food the establishment serves, and the level of formality. Smaller cafes may have very simple cutlery, such as knives, forks and spoons for use with all dishes. Fine-dining restaurants may have a large range of cutlery including entree knives and forks, soup spoons, main knives and forks, dessert spoons and forks, fish knives and forks and teaspoons. Some establishments may have specialty cutlery such as oyster or lobster forks, or cutlery specific to particular cuisines, such as chopsticks.

Most cutlery is made from stainless steel, and can vary in price. Expensive cutlery is made from silver or electroplated nickel; silver cutlery requires regular polishing to maintain its appearance. Cutlery should be polished prior to setting the table and checked for cleanliness. The aim of polishing cutlery is for the cutlery to shine, to polish off any dried water marks and to remove any finger marks. Automated cutlery polishers also can be purchased at a substantial cost. At the end of service, cutlery should be washed and stacked away in the correct storage place, according to type.

Glassware

Glassware varies considerably in price, and the glassware used will reflect the service standard of the establishment. Most casual dining establishments will opt for durable glassware over hand blown or crystal glasses. Fine-dining restaurants will need to purchase higher quality glassware that complements the dining experience.

Regardless of the price paid, glassware should be checked for cracks or chips, and be sparkling clean prior to service. Glasses should only be washed in a glass-washing machine or by hand. They should never be washed with cutlery or crockery, as the food particles will stick to the glassware and affect the drinks. Newer glass-washing machines will produce clean and sparkling glasses that do not require polishing. If the glass-washing machine does not do this, then glasses should be polished prior to service.

When polishing glasses, a specific lint-free glass cloth should be used. Never use the polishing cloth used for cutlery, to avoid any cross of fat particles or grime. Glasses can be kept on sideboards or special glass racks. If they are stored out in the open, they should be stored upside-down to prevent dust gathering inside.

Linen

Linen may be used, depending on the establishment and the level of formality. Linen can be an expensive purchase and expensive to launder, so many casual dining restaurants and cafes will opt for bare tables and disposable napkins instead. If linen is used, it may include the following:

- tablecloths – ensure that there are enough on hand for the service period.
- overlays – these are used to protect cloths from spillages, and can allow for one tablecloth to be used for multiple service periods, reducing the cost of laundering
- napkins – these are often white in colour, and can be linen or paper. A new napkin must be laid for each customer and needs to be folded according to the enterprise standard. Check that linen napkins are not stained.

Service utensils and serviceware

Service trays and serviceware are used to carry food or beverages from the kitchen to the sideboard or waiter's station. Serviceware plates or trays may also be used to carry clean cutlery to and from the table. The plate or tray should be lined with a napkin. The serviceware should not be used to clear away dirty cutlery or dishes, to avoid cross contamination. Serviceware and utensils should be stored in a central location, usually as part of the waiter's station.

Table items

Table items will depend on the setup determined by the establishment. Table items could include:

- table number
- promotional material
- drinks menu
- cruets (salt and pepper shakers)
- lamps or candle holders
- decorative items such as vase and fresh flowers.

Tableware

Tableware refers to the items that are used to set the table or for one 'cover'. Tableware includes cutlery, glassware and serving dishes. The tableware required will be determined by the service and menu type. As it is laid, tableware should be checked for chips, cracks and cleanliness.

Creating ambience and customer comfort

Creating **ambience** means setting the right mood for each service period. The mood or atmosphere needs to be appropriate for the time of day, location and main aim of the establishment. Several different factors can be manipulated to change the atmosphere, including lighting, background noise, décor, room temperature and privacy.

ambience the character, atmosphere, mood or feeling of an environment or place

Background noise

Consider all background noise that the customer might be able to hear, such as kitchen staff or appliances. Consider how to minimise obtrusive or inappropriate background noise.

Décor

Décor refers to the furnishing and decoration of the space. Décor plays an important part in setting the atmosphere and mood that the establishment is aiming to create. Colour, textures, style, paint, furnishings and decorative features should all be considered to create an overall 'feel' for the customers. This helps add to the customer experience.

Lighting

As a general rule, lighting should be bright during the day and subdued (soft) during the evening. Candles or other decorative lighting may be used during the evening to achieve this effect. During the day, sunlight may need to be controlled via shutters or curtains to ensure customer comfort.

Music

Background music should be consistent with the theme of the establishment and be played at a volume that still allows customers to socialise.

Privacy

More casual establishments will tend to offer open and friendly environments, sometimes with communal tables where different customer groups may sit.
More formal dining environments are usually quieter, and privacy should be considered when planning the layout of tables and chairs. Space between groups of customers should be maximised, although space restraints may mean this is not always possible.

PRACTICAL APPLICATIONS

POLISHING CUTLERY, GLASSWARE AND TABLE SETTINGS

AIM

To practise polishing cutlery and glassware and demonstrate correct table setting for à la carte and table d'hôte covers.

MATERIALS

- boiling water
- jug or large bowl
- white vinegar/slices of lemon
- clean cutlery
- service cloths
- lined service tray
- lint-free glass polishing cloth
- clean glassware
- additional table settings (e.g. table numbers, napkins, decoration)

METHOD

Polish cutlery

1 **Wash hands:** ensure your hands have been properly washed
2 **Clean surface:** clean the counter that you will be working on using your regular sanitising spray
3 **Fetch equipment:** gather the required equipment
4 **Add vinegar:** place the boiling water in the jug or large bowl, then add a teaspoon or capful of white vinegar or slices of lemon.
5 **Check damage:** check that each piece of cutlery is clean and undamaged. Remove any dirty cutlery or damaged items.
6 **Dip:** place the cutlery into the water solution, taking care not to burn yourself.
7 **Polish:** polish the cutlery using a service cloth, taking care to not handle the cutlery directly.
8 **Place:** place the polished cutlery onto the lined service tray, taking care to not let your fingers touch the cutlery directly
9 **Store:** store the polished cutlery in the appropriate place

Polish glassware

1 **Wash hands:** ensure your hands have been properly washed
2 **Clean surface:** clean the counter that you will be working on using your regular sanitising spray
3 **Fetch equipment:** gather the required equipment
4 **Add vinegar or slice of lemon:** place the boiling water in the jug or large bowl, then add a teaspoon or capful or white vinegar or slices of lemon
5 **Check damage:** check each piece of glassware is clean and undamaged. Remove any dirty glassware.
6 **Hold:** hold the glass upside-down over the steaming water, allowing the glass to fill with steam (do not place into the water)
7 **Polish:** using a lint-free glass polishing cloth, polish the glassware. For wine and champagne glasses, take care not to twist the base and bowl in opposite directions, and be careful not to force too much of the cloth into the glass. Check the glass for fingerprints or watermarks.
8 **Place:** place polished glassware on a lined service tray, taking care to only handle the stem or base of the glass
9 **Store:** store the polished glassware in the appropriate place

RESPOND

1 Using the polished cutlery and glassware, practise setting a table of at least four for an à la carte table setting and a table d'hôte setting. Refer to the examples on pages 129–131.
2 Research different methods of folding napkins and choose a suitable fold for your table setting. Take a photo of each table setting for later reference, or to add to your hospitality portfolio.

Room temperature

Where room temperature is adjustable, a consistent temperature of approximately 22 °C will ensure customer comfort. Some smaller cafes or restaurants may not have central air conditioning, or may offer outside dining, in which case other provisions may be sought. For example, fans or a misting system might be used to keep customers cool in summer, and outdoor heaters and even blankets may be used to keep customers warm in winter. If customers feel uncomfortable they will leave sooner, potentially causing the business to lose profit.

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Figure 4.13 Creating the 'right' ambience can attract customers.

Pre-service briefings

Prior to the service period, it is necessary for staff to meet with the shift supervisor to discuss task allocations. It may also be necessary to discuss any menu changes, the specials for the day and any other changes to normal routine for the service period. Pre-service briefing helps ensure that all staff know what their allocated areas and duties are for the service period. A good briefing can help achieve customer satisfaction, as staff will be aware of any menu changes and the specials of the day.

FOCUS QUESTIONS

PREPARING FOR SERVICE

1 Describe three ways that reservations can be made for restaurant bookings.

2 Outline the key points to remember when positioning and checking furniture in a busy restaurant.

3 What would be included on the table in a casual cafe setting? Why is a cover not used for a casual cafe?

4 Describe an à la carte table setting. Draw a labelled diagram of a sample à la carte setting.

5 Describe a table d'hôte setting. Draw a sample table d'hôte setting for the following menu:
1st course: Spiced pumpkin soup
2nd course: Asparagus with goat's cheese, zucchini and walnuts with balsamic reduction
3rd course: Smoked duck breast, steamed seasonal greens and black lentils
Dessert course: Rose, pistachio and lychee ice cream, with Turkish delight and pistachio fairy floss

6 Explain the purpose of a waiter's station, and suggest three items that would be stored in the waiter's station.

7 Write a simple checklist of things to check when cleaning and storing the following items:
a crockery
b cutlery
c glassware
d linen
e service utensils

8 What are some common table items that might be placed in the centre of the table?

9 Assess the importance of creating the right ambience for a cafe or restaurant. In your answer, refer to how creating the right atmosphere can positively impact on the establishment.

10 What is the purpose of a pre-service briefing?

Customers

Customer interaction can be one of the determining factors between a successful hospitality establishment and a failure. People are strongly influenced by first impressions, and a first impression can set the tone for the customer's visit. If a customer is greeted

by uninterested, arrogant or rude staff, then their entire visit is likely to be tainted by that negative first impression.

Greeting and seating

Customers need to be greeted, or at least acknowledged, in a timely fashion. If you see a customer waiting but are in the middle of serving another customer or undertaking a vital task, smile and acknowledge the customer, and if possible let them know you will be with them shortly. This will help make the customer feel comfortable. Customers will form an opinion about the establishment based on the atmosphere, the appearance of the staff and how long they are left waiting.

In fine dining, the supervisor or maître d' will often be the person to greet customers. Depending on the type of establishment, it may be necessary to find out if the customer has a reservation. If they do, check the details of the reservation and show the customers to their table as soon as possible. If there is a delay, or the customer is early, invite the customers to wait at the bar area or another vacant table while their table is prepared.

Some fine dining establishments will have cloaking facilities. In this case, offer to take the customers' coats, hats, umbrellas or other items and secure them in the appropriate closet or room. Customers may be given a cloaking number, or their belongings can be linked with their table number or reservation so the items can be returned at the end of the meal.

If customers arrive without a booking, check if the establishment can accommodate the number of customers at the specified time. If customers need to wait for a table to be prepared or become vacant, show them to the bar area for pre-dinner drinks.

When seating customers, ask the customers to follow you and lead them to their table. Pull the chair out from the table for them, and invite customers to be seated. As the customer sits down, hold the back of the chair and move it forward until it touches the back of their knees. Place a linen napkin in the lap of each customer, using your right hand and working from the right-hand side of the customer. If a customer places their napkin in their lap before you get a chance, move on to the next customer.

In a more casual dining setting, waitstaff may be responsible for greeting customers. This may involve greeting the customer, showing them to a seat and presenting the menu. If the establishment does not offer table service, explain to the customer that they will need to order at the counter.

Serving

Once the customers are seated, present the menu. Take the opportunity to explain any variations to the menu and the specials for the day. You may also point out the location of the restrooms. Ask the customers if they would like a drink to start, and take the drinks order. Give the customers time to consider the menu while you process the drinks order.

In smaller cafes or casual dining, customers may have made their own way to the table. In this case, you approaching the table will be the first greeting. Greet the customers and hand out menus, explaining any specials. Answer any inquiries that the customers may have about the menu. Finally, take a drinks order to begin and then allow customers time to consider the menu.

Return with the customers' drinks and then ask if they are ready to order. You should be prepared to answer any questions customers may have regarding the menu. When taking the order, stand to the right of the customer at position number 1 and address the customer individually. Continue in a clockwise manner, addressing each customer individually and collecting their menu after they order. If you follow this system, speaking to each customer individually, you will avoid having the whole table call out their order without you catching who ordered each dish. Some electronic ordering systems have the capacity to record which position each dish should go to. If you are manually taking the order, follow the procedure of the establishment to record this information. Position numbers can be pre-determined if tables are fixed. Otherwise, a standard system should be used for identifying the position numbers on each table so

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Figure 4.14 Using a position number system means waitstaff can deliver food and beverages without interrupting customers to ask 'who ordered the ...?'

PRACTICAL APPLICATIONS

ROLE PLAY: GREETING, SEATING AND TAKING ORDERS

AIM

To practise greeting and seating customers, including showing them to their table, presenting the menu, and taking an order using the position number system.

MATERIALS

- access to service area
- sample menus (choose a simple menu with a few options, or use the sample provided)
- manual docket pads (either the sample provided or a purchased docket pad)

METHOD

1 Divide into groups of four or five. Pick one person in each group to be the server. The other members of the group will be the customers.

2 As a class, determine what the accepted abbreviations for each menu item will be.

3 As a class, determine the position number system you will use. Position number 1 is often the closest seat to the restaurant entrance, but this can be determined by the restaurant. Draw up a floor plan and write each position number on the floor plan.

4 Have the 'customers' wait outside the food and beverage service area.

5 The server needs to practise:

- greeting the customers at the door
- asking if customers have a reservation, and how many diners there will be
- showing customers to their table
- presenting the menu to each customer, from their right-hand side
- asking if they can take a drinks order to start
- allowing the customers some time to read the menu
- taking an order for the table, using the position number system.

6 The teacher or another class member checks the position numbers of each order.

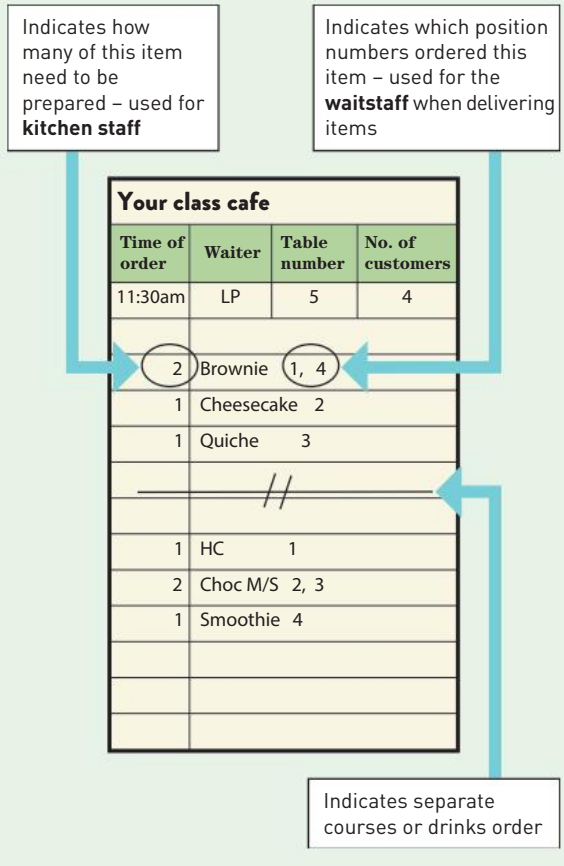
7 Swap roles so each member of the group has a turn at greeting, seating and taking orders.

RESPOND

1 As a group, discuss how easy or hard this activity was.

2 Identify areas that need to be improved on.

3 Practise greeting, seating and taking orders again.



Worksheet

that any staff member can deliver food items to the correct customers.

After taking the order, confirm that you have recorded all selections correctly by reading the order back to the customer. Deliver the order to the kitchen or enter it into the electronic system.

If the establishment provides counter service only, the customers will approach the counter when they are ready to order and pay. Explain to the customer how their meal will be delivered. For example, the customer may receive a buzzer and need to collect their meal from the designated area, or they may receive a table number so the items can be delivered to them.

Farewelling

Farewelling the customer and ending their experience on a positive note will also leave a good impression. Assist the customers with their chairs and gather any coats, hats or umbrellas that may have been stored. Thank the customer for their patronage, and open the door for the customers as they leave. If you are unable to farewell the customers because you are attending to other guests, smile and acknowledge them as they leave.

Establishing customer needs through questioning

As mentioned in chapter 4.1, establishing and tending to customer needs through questioning and active listening is a vital skill for all front-line staff. Great hospitality staff actively listen to customers and offer suggestions to meet their needs. For example, if a customer would like a particular meal, but has a gluten intolerance, the wait person could offer to substitute gluten free bread in the meal being ordered, or point out alternative dishes that are gluten free. This additional guidance will help create rapport with the customer, as well as meeting their needs.

Handling multiple customer requests during service periods

Front-line staff will be required to handle multiple customer requests as well as completing many other tasks during the service period. Waitstaff need to be able to:

- greet and seat customers
- take orders from various tables and send them to the kitchen or bar area
- regularly check when items are ready and deliver them to customers
- remove dirty glassware, cutlery and plates as guests finish each course
- process accounts, deliver the bill to the table, process payments
- farewell guests
- strip tables, re-set tables
- restock items such as sugar, salt and pepper
- retrieve clean cutlery and glassware from the kitchen and re-stock the waiter's station/ sideboard.

In between carrying out all the usual duties of a waitstaff member, you may also have to:

- answer inquiries and questions, such as inquiries about menu items, where the restrooms are, how a bill can be paid
- deal with guests' requests – for example, refill water, process another drinks order, fix dirty cutlery, fix issues with a drink or meal, compile the bill, find out why their meal is taking so long, deal with a complaint.

The list goes on and on! The ability to multi-task and prioritise tasks is essential to any front-line staff member.

FOCUS QUESTIONS

CUSTOMERS

1. Write a procedure for greeting, seating, serving and farewelling customers for the service area you work in.
2. What is cloaking? Why would an establishment provide this facility?
3. Why do waitstaff need to be able to multi-task? In your answer, list some of the tasks that waitstaff need to be able to handle.
4. How can customer service contribute to the success of a hospitality establishment? Use examples to support your answer.

Providing service to customers

Providing great service to customers requires all members of the establishment to work together as a cohesive team. Workflow is important, and waitstaff must work with the kitchen and bar areas to ensure smooth service.

Safety and hygiene

Safety requirements must be adhered to by front-line staff to ensure the safety of all customers, other staff members and guests to the establishment. The *Work Health and Safety Act 2011* and *Work Health and Safety Regulation 2011* set out the legal obligations for safety in the workplace.

An understanding of good hygiene practices is also important for front-line staff to ensure contamination of food and beverages does not occur. The *Food Act 2003* (NSW), *Food Regulation 2015* and Australia New Zealand Food Standards Code set out the hygiene and safety requirements for preparation and service of food and beverages for human consumption. It is important for waitstaff to remember to:

- practise good personal hygiene, including regular handwashing, showering, wearing a neat and clean uniform, and keeping hair clean and tied back
- avoid strong smelling perfumes or aftershave
- follow correct cleaning and sanitising procedures
- follow procedures for storage of food and beverages, at the correct temperatures and in appropriate containers to ensure safe consumption of items
- follow FIFO principles when receiving, storing and using consumables
- follow safe handling of food, adhering to the procedures set by the establishment to ensure food safety. Procedures should be in line with the *Food Regulation*, *Food Act* and Food Standards Code.

Food and beverage service

Food and beverage service will depend on the establishment menu and service type. A standard procedure should be in place for the steps that a waitstaff member should follow when providing food and beverage service. An example is provided below.

1. Greet customers: check reservations, seat customers
2. Present the menu: once seated, present the menu and the drinks menu
3. Take a drinks order: ask if you can get the customers a drink to start while they look over the menu. Serve water.
4. Serve initial drinks order: ask if customers are ready to order
5. Take the order: deliver order to kitchen/bar areas as per establishment procedure
6. Adjust cutlery: adjust cutlery if required, depending on menu choices
7. Deliver food in order of course, ensuring that all menu items for that course are delivered at the same time
8. Remove dishes and cutlery for each course.

Timing

Timing is important in any food and beverage establishment. Customers expect efficient service, and for their food and beverages to be served at the correct temperature. Timing is also important to the chef and barista or bar attendant, as their effort and hard work can be diminished if the items are spoiled or the presentation diminished because they were not served promptly. This can negatively affect the customer's perception of both the establishment and the food and beverages. First impressions when the item is delivered to the table can affect the customer's experience, so waitstaff need to be vigilant in serving food and beverages promptly.

Teamwork

Teamwork between waitstaff, kitchen staff and bar staff or the barista is essential in order to meet customer expectations. Effective teams will work together towards a common goal – customer satisfaction. Having effective procedures that promote good teamwork between front-of-house and back-of-house staff is essential. For example, a procedure should be established to notify waitstaff that food or beverages are ready for service. This may be a bell that is rung in the kitchen, or a call of 'order up' or 'coffee up'. Some larger establishments may have an electronic system to notify waitstaff that orders are ready for service.

Effective communication between staff is also important to ensure that food and beverages are prepared correctly the first time. This eliminates any delays resulting from orders being processed incorrectly.

During busy periods, the service team should help each other out with tasks such as delivery of food and beverages, clearing plates and settling accounts. Good teamwork will help ensure that the customer leaves the establishment satisfied with the service they have received.

Workflow

Food and beverage service

When determining how workflow should operate for food and beverage service, a list of all the tasks and responsibilities for each job should be written down. Once all the tasks are known, they can be prioritised. Staff in a front-line role need to know which tasks are most important. For example, if a waitstaff person is polishing cutlery, and food or beverages are ready to be delivered to a table, the delivery of food should take priority over polishing the cutlery.

Kitchen and front-of-house areas

Workflow between kitchen and front-of-house areas need to be clear and logical. Orders should be passed to kitchen staff in a uniform manner across all staff, and food and beverages should be delivered to a central location for service. Waitstaff will need to communicate any additional requirements clearly, and if in doubt, speak with kitchen staff rather than leaving ambiguous or unclear instructions. At times, the kitchen area can be very busy and loud. As waitstaff are exiting the kitchen area, they should remember to have a smile on their face and not reflect the frantic and busy nature of the kitchen when serving customers. Waitstaff should stay calm and composed in the dining area at all times, maintaining a professional manner.

Providing information

Providing information is an important aspect of any front-line position in hospitality. Customers need to be able to ask staff questions, particularly about the establishment, food and beverages, confident that they will get an answer. If staff are unable to answer questions, customers may lose confidence in the business.

Menu options

Providing information about menu items is essential. Waitstaff should know how menu items are prepared (what basic methods of cookery are used) and the ingredients that are used to prepare them. Waitstaff should have a basic idea of what substitutions can be made to menu items, although they should consult the chef if unsure about a particular substitution. For example, asking for no garlic in a slow-cooked meal may not be possible, as the meal has already been prepared.

Waitstaff should be able to explain the specials for the day and must be aware of the availability of all menu items. If there are additional options that go with a meal, waitstaff need to have good knowledge of these options so they can accurately take the order. For example, the steak may be offered with a choice of three different sauces, plus two different sides. Waitstaff need to know which menu items require additional choices so they can advise customers of this. Waitstaff should also have enough menu knowledge to be able to provide recommendations to customers.

Key features of items

Waitstaff require a level of knowledge regarding the key features of each menu item that goes beyond just reading the menu. If you are new to a position, talk to both colleagues and kitchen staff to gain a better understanding of each menu item. Observing how items are prepared in the kitchen can also help develop your knowledge of the dishes.

Knowledge of preparation techniques and ingredients is essential. Some customers will want a more detailed explanation of a menu item, either to make a more informed decision or when trying to decide between two items. They may also ask for a recommendation, or want to know what the most popular menu items are. Some customers may seek advice about how many dishes to order for the number of people at the table. Being able to offer advice and answer questions gives customers confidence in the establishment, making them more likely to return or to recommend the establishment to friends and family.

This intimate knowledge of the menu will also help waitstaff recommend complementary items. For example, they could suggest a side salad that may complement the main selections, or suggest a dessert to share if a couple is not inclined to order a dessert each.

Location of facilities

Customers will often need to know the location of the bathrooms. They may also want to know if the establishment has cloaking facilities or can store their personal effects while they dine. In larger establishments such as clubs or pubs, customers may also want to know the location of an ATM, gambling facilities or other entertainment.

Local knowledge

Waitstaff may be asked a range of questions about the local area. Questions like these often come from tourists who are unsure of the local area or are seeking recommendations for areas to visit.

Customers may also have questions about local facilities, such as the location of a shopping area, local transport options, travel to the airport or where to find a specific building or location. While waitstaff certainly can't be expected to be able to answer every question, a good knowledge of the local area and local transport options is helpful in providing exceptional customer service. If you do not know the answer but are able to find out, customers will appreciate you taking the time to assist.

Accuracy in order taking

Accuracy in order taking is key to providing high-quality service. This means recording what the customer has ordered correctly, and ensuring that it is legible. If the waitstaff member presents the kitchen with an order that is difficult to read, the order may be prepared incorrectly. Accuracy also means ensuring the table number is right, so that items are delivered and charged to the correct table.

Consequences of incorrect order taking

When orders are taken incorrectly, a number of consequences can result. When items are incorrectly prepared by kitchen staff and need to be returned to the kitchen, this wastes both food and time, costing the business money and frustrating customers. Some guests at the table may have received their order but have to wait for their friend's order to be prepared again, which can frustrate them.

If the order is not taken correctly or not passed on to the kitchen, customers will have an additional wait for meals to be prepared. Customers expect capable waitstaff who are able to take the order correctly and then serve the food and beverages as ordered. Kitchen staff rely on waitstaff to correctly take the order so they can prepare meals efficiently and avoid time or food being wasted.

Incorrect order taking can also involve placing the order against the wrong table, which can lead to food being wrongly delivered and also added to the wrong bill. This affects both the customer who missed out on their order and the customers being given (and charged for) food or beverages they did not order.

Customers are less likely to return to an establishment if they have had a poor experience, causing loss of confidence in the establishment.

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Figure 4.15 Kitchen staff rely on accurate order taking to meet customer expectations.

Processing orders

Taking and processing of all orders should be done in a uniform manner. This ensures that all staff are aware of the procedure and avoids confusion. It also helps to ensure that food and beverage items are prepared in the order that the dockets arrive in the kitchen, and that all items are recorded on the bill.

Each establishment will have a set procedure for taking and processing orders. For example, you may be required to take the order manually and keep the duplicate dockets in a set place. The bill is then totalled when the customer departs. Alternatively, the establishment may have an electronic ordering system so items are added to the table's account as they are ordered. Following the procedures set by the establishment will ensure accuracy in processing orders.

Equipment and technology

Equipment and technology used to process orders can range from simple pen and paper to expensive point of sale systems designed specifically for the establishment. Equipment can vary, so it is important that staff know how to use the equipment. If staff are not trained properly in using the technology then mistakes, incorrect orders or missing orders are bound to occur.

Manual system

Manual systems for taking orders usually involve a docket book. Generic docket books can be purchased from a stationery store or hospitality supplier, or the business may purchase personalised ones. The docket book usually comes with a duplicate or triplicate system, where one or more copies of the front docket are duplicated behind. In the case of a triplicate system, one docket would go to the kitchen, one to the cashier or point of sale area, and the third would be kept by the waiter to check the order before delivering the food. When using a manual system, dockets must be clearly legible, and should be written using the standard abbreviations noted by the establishment. The waitstaff member who took the order should initial the docket so that if anything needs clarification, staff will know who to ask.

Electronic system

Electronic ordering systems are becoming more commonplace. Traditionally, point of sale systems have been tailored to the business and are very expensive to purchase, often out of reach for smaller hospitality establishments. However, the use of apps and electronic devices such as smart phones and tablets has drastically reduced the cost of an electronic ordering system. Large establishments will still spend money on tailored point of sale systems, but smaller establishments can purchase apps that can be used across a range of devices. As well as being used to take orders, these can also track spending, most and least popular items and be used for accounting purposes.

Electronic ordering systems are varied. You may tap on the floor plan and select the relevant table before inputting an order. Other systems are simpler, without a floor plan but still with the capacity to order dishes. In some establishments, the order may still be taken on paper and then transferred to the electronic system by the waitstaff. Electronic ordering usually means that orders are sent directly to the kitchen or bar area. These systems also have additional advantages, such as better tracking of trends, data, stock and even staff rostering and availability.

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Figure 4.16 Orders taken manually using a docket pad must be legible and use standard abbreviations so they can be understood by all staff.

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Figure 4.17 Electronic ordering is now more accessible to all cafes and restaurants.

Additional requests

Customers may sometimes make additional requests. If you are unsure if the request can be accommodated, make sure that you find out before agreeing. Ensure that any special requests are clearly marked on the order. Some reasons for additional requests might include:

- **allergies and intolerances:** these are becoming more common. Customers who have an allergy or intolerance may need information about menu items and ingredients, and might request substitutions or variations to the menu to accommodate the allergy or intolerance. In these situations, ensure that the information you provide

is accurate, and speak directly to the chef when conveying their request. Some allergies can cause significant harm or may be fatal, so it is vital that all information provided is accurate and correct.

- **religious or cultural beliefs:** religious or cultural requests may be made in relation to menu items, preparation of items or additional requirements. Customers may ask how meals have been prepared and what ingredients are used in their preparation. If you do not know the answer, you should find out from the relevant staff member. Customers may request halal meat, or that food is prepared in a kosher manner.
- **special occasions:** special occasions are often celebrated at hospitality establishments. These may involve additional requirements, such as storage or supply of cake, supply of plates, a knife and forks for the cake or a set menu to cater for a large group. The establishment may charge a fee for the use of utensils and crockery, such as cakeage. They may encounter a range of other requests, such as guests giving speeches or a surprise to be arranged. Always check with your manager if you are not sure if the establishment can accommodate a request.
- **individual preferences:** always check with the chef to determine if individual preferences can be accommodated before advising the customer. You will then need to ensure that kitchen staff understand the special request and prepare the order as per the customer's instructions.

Abbreviations

Abbreviations can help wait staff to quickly take orders and put them in for processing. However, this only works if all staff are aware of and use the abbreviations that the establishment has determined. Generally, the following are accepted abbreviations for how a customer would like their steak served:

B	Bleu
R	Rare
MR	Medium–rare
M	Medium
MW	Medium–well
W	Well done

When ordering coffee, the following are generally acceptable:

C or Cap	Cappuccino
FW or F	Flat white
L	Latte
LB	Long black
SB	Short black
E	Espresso
S	Soy milk
Sk or K	Skim/lite milk
HC	Hot chocolate
1, 2	Usually indicates the number of sugars

Each business will use different abbreviations, so check with the individual establishment when you commence working. When using abbreviations, care needs to be taken to avoid confusion. For example, if there is a regular steak dish on the menu and a steak that is also a special for the day, then just writing 'steak MR' will not distinguish between the two items.

Where a customer needs to make a choice between options, such as chips or salad on the side, this also needs to be clearly recorded on the order. If there is a complex special request or variation, write this on the order, but also make sure it is explained to the chef.

Adjust cover according to customer choices

If the table was pre-set prior to the customer ordering, you may need to adjust the cover, depending on the menu items ordered. You will also need to remove any items that the table will not be using. For example, if the table is set for four but there are only three people dining, remove the additional cover. Once the customers have placed their order and you have delivered the order to the kitchen, you will need to adjust the covers by:

- removing the wine glasses if no wine has been ordered
- providing any additional cutlery that will be required (always use a service plate for carrying cutlery)
- removing any cutlery that is not required
- adding glasses or changing glasses, depending on the beverages ordered.

For example, if the customer has ordered a steak for their main, you would remove the regular knife and replace with a steak knife. If the table is set for an entree and main, but the customers have only ordered mains, the entree cutlery would be removed.

The water glass remains on the table. Dessert cutlery is not added to the cover until all other food items have been served and removed.

Tailoring service to a range of customers

At times, service will need to be tailored to meet customer needs. For example, customers with special needs or additional requests may require service to be tailored to their individual needs. Tailoring service means modifying or adjusting the way you provide service to ensure that customer needs and expectations are met.

FOCUS QUESTIONS

FOOD AND BEVERAGE SERVICE

1. List six hygiene requirements that a waitstaff member must adhere to.
2. Create a flow chart demonstrating how food and beverage service should flow.
3. Why is it important for waitstaff to efficiently serve food and beverages?
4. Explain how teamwork between front-of-house and kitchen staff can help ensure customer satisfaction.
5. Waitstaff need to be knowledgeable about the menu. Make a list of questions customers could ask about menu items, and outline how waitstaff can learn about menu items.
6. What additional information may food and beverage staff be required to know?
7. Explain the consequences of incorrect order taking.
8. Compare manual order taking with electronic order taking. Provide the advantages and disadvantages of each.
9. What does it mean to 'adjust the cover'? What are the key points to remember when adjusting the cover?

Techniques for serving and clearing

Serving beverages

When serving beverages, the tray should be placed in the left hand (if the waitstaff is right-handed), with the centre of the palm beneath the centre of the tray. Spread your fingers out and balance the tray on the pads of your fingers. This will give you more control, allowing you to notice when items are removed from the tray. Always use a non-slip tray, or place a non-slip mat on the tray. Delivering beverages on a tray takes practice. If you are shaky to begin with, persevere – you will become more confident over time, and will adjust to the 'feel' of the beverages being removed.

When placing the beverage in front of the customer, serve them from the right-hand side and place the beverage just above the cutlery on the right-hand side – usually this will be above the knife. Try to handle the glass towards the bottom, and avoid touching the rim of the glass, where the customer will drink from.

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Figure 4.18 Practice makes serving beverages from a tray easier!

Collecting food and beverages from the kitchen or bar

The waitstaff and kitchen staff need to work together to ensure that meals are served at the right temperature, and to the correct table. Kitchen staff will work to ensure that all meals for a table are ready to be served at the same time, which is not always an easy task. Waitstaff then need to deliver the meals that have been prepared.

A procedure is usually established to inform staff that meals are ready to be served. This may involve calling 'order up', ringing a bell, or using an electronic form of communication. Waitstaff need to respond promptly to the notification.

Before delivering the meal to the customer, waitstaff should check the meal for accuracy and quality. If there is a problem with the meal, they should inform the kitchen and find out how long it will take to fix the problem.

Carrying and placing plates

Carrying the meals from the kitchen to the customer requires practice. Food needs to arrive at the table undisturbed, in the same condition as it was presented by the chef. Kitchen staff rely on waitstaff to ensure that the item is presented as it was intended.

Two or three plates can be carried at a time, but you should only carry the number of plates you feel confident you can deliver to the table well. When carrying plates, you should use a service cloth (usually white linen) to protect your fingers and forearm from hot plates.

TWO-PLATE TECHNIQUE

In the two-plate carrying technique, the first plate is placed between the thumb and index finger. You should only be holding the rim of the plate. Place the second plate under the edge of the first plate, into the crease of the palm. Use the other three fingers to support the second plate. Some people use their middle finger to support the first plate, while others use it to support the second plate. See what feels comfortable for you.

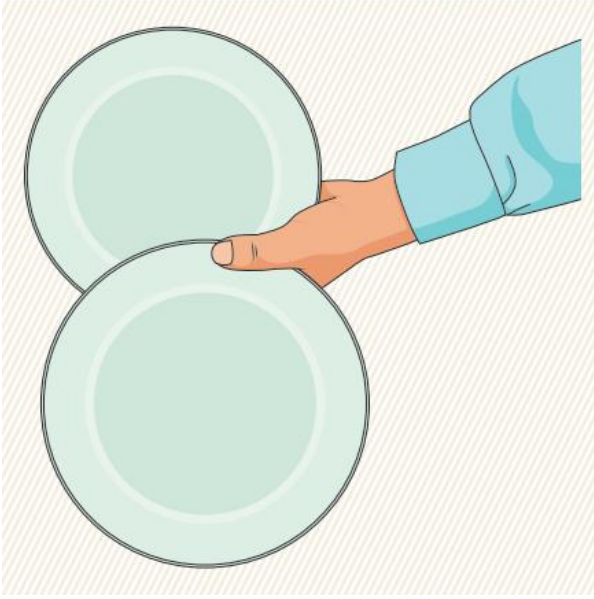


Figure 4.19 Two-plate technique

THREE-PLATE TECHNIQUE

To carry three plates, position the first two plates as per the two-plate technique. The third plate is placed on the forearm. It is supported by the rim of the second plate. This also allows you to carry a fourth plate in your free hand. Be sure to place the plates in the order that you will serve them. The plate in the free hand must be served first, then the third plate, second plate and first.

When serving the meals, always serve the customer from their right-hand side and ensure the meal is placed directly in front of them. Take care as you place the meal down to ensure that items on the plate do not slide around.

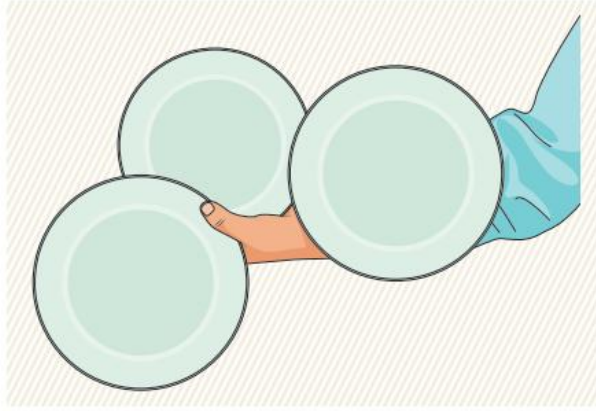


Figure 4.20 Three-plate technique

If you are delivering menu items that are served in different dishes, such as soup bowls or square plates, you may need to just carry one in each hand.

Clearing tables

Customers will generally exhibit signs that they have finished their meal. In a restaurant, it is customary to not clear plates until all guests have finished their meal. In a cafe or more casual setting, waitstaff may clear plates as customers finish. If you are not sure if a customer has finished, always ask before removing their plate. As with serving, clear the table from the customer's right-hand side. If the customer has not placed their cutlery on the plate, place the cutlery on their plate and then pick it up with your right hand and transfer it to your left hand. Hold the used plate between your thumb and index finger, securing the fork with your thumb. With the used knife, scrape the food towards the front of the plate. Then place the knife under the fork, at a right angle.

Figure 4.21 Secure fork under thumb, then place the knife under the fork.

Collect the next plate and balance it on your forearm. Place the fork alongside the fork on the first plate, under your thumb. Scrape any leftover food onto the first plate. Place the knife next to the first one. The next plate goes on top of the second plate, because the food scraps from it are now on the first plate. Continue to stack plates and cutlery until you have as many as you can manage.

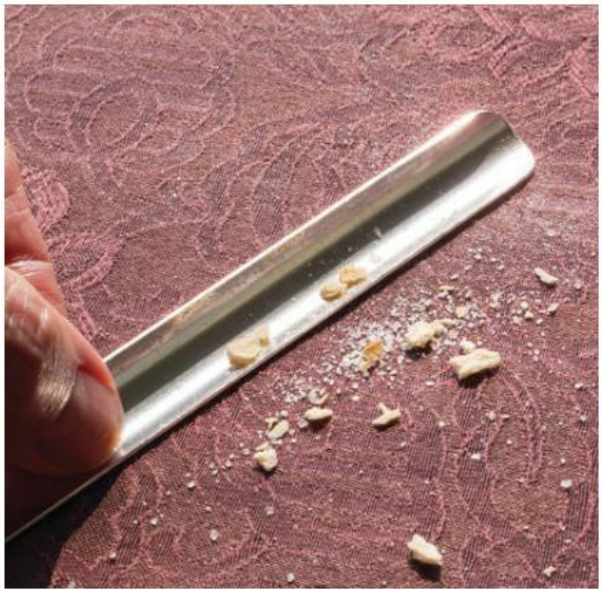
Figure 4.22 Scrape any food scraps onto the first plate.

When clearing other dishes, such as bowls or cups, you may need to remove them individually. In a fine-dining restaurant, once the main course has been cleared, all cruets (salt and pepper) would be removed, as well as any unused glassware. More casual cafes may leave the salt, pepper and sugar on the table.

Once the main course has been cleared, the table may be 'crumbed down'. This is more common in fine-dining restaurants. Crumbing down means to clear off breadcrumbs or other food scraps on the table. Sometimes a folded napkin is used to sweep the crumbs to the edge of the table. They are then scraped onto a plate (not the floor). Sometimes a particular tool is used to crumb down the table, or a specially designed brush and tray.

Once the table has been cleared, it should be re-set. A table may be used several times during one service period. Efficiency in resetting tables means customers can be seated sooner, increasing the number of customers that can be served during a service period.

The table needs to be re-set without disturbing surrounding customers. Traditionally in fine dining, the table would be reclothed without the bare table being exposed. In more casual cafes, resetting the table may mean wiping the table down and replacing cutlery and water glasses.



Alamy Stock Photo/Patti McConville

Figure 4.23 Specific tools exist for 'crumbing down' the table.

Multi-tasking and numerous tasks

During busy service periods, waitstaff will need to be able to multi-task and prioritise tasks. They will need the ability to remember several different things at once. For example, they might be on their way to the kitchen to deliver an order, but get stopped by a customer asking for more water, and then by another customer asking for some clean cutlery. They now have three tasks to remember and carry out. The ability to remember several tasks, prioritise and work in a busy, pressured environment is an vital skill that all waitstaff must possess.

Delays or deficiencies in service

At times there will be delays in service of food and beverage items. This could occur for many different reasons. There may be delays in seating customers because other customers were late to their reservation, too many reservations were made, customers without a reservation were given a table or staff have called in sick, leaving the restaurant understaffed.

PRACTICAL APPLICATIONS

CARRYING PLATES

AIM

To practise two- and three-plate techniques for carrying plates.

MATERIALS/INGREDIENTS

3 or 4 dinner plates per person

1 handful of M&Ms per plate

METHOD

1. Place a handful of M&Ms in the centre of each plate.
2. Practise lifting the plates from the table, then carrying them using the two-plate method described.
3. Walk around the room, then 'deliver' each plate to a table. As you are putting the plate on the table, check if your M&Ms move or if they remain in the centre of the plate. If they move to one side, then the food you were delivering would also have moved to one side. When placing the plate on the table, be careful not to tip it on the way down.
4. Continue to practise the two-plate technique until you can carry and deliver the plates without the M&Ms moving.
5. Practise the three-plate method. Walk around the room carrying the plates, then deliver the plates to three different places on a table.

RESPOND

1. Was this task easy? What was the most difficult part?
2. At what point did your M&Ms move?
   - **a** picking up plates from table
   - **b** positioning plates in hand
   - **c** walking around the room
   - **d** setting plates down for service
3. Do you need more practice with the two- or three-plate technique? Would you feel confident carrying plates full of food now?

Delays in the service of food and beverages can also occur for numerous reasons, such as orders not being submitted to the kitchen, orders being taken incorrectly, orders being delivered to the wrong table, orders being incorrectly interpreted or food being burnt or prepared incorrectly.

Whatever the reason for the delay, waitstaff should explain the reason for the delay, apologise to the customer and give an approximate timeframe for when they will be seated or will receive their meals. When explaining the reason for the delay, there is no need to go into detail. A short explanation should be given before shifting the focus to solving the problem. Never place blame on colleagues or the establishment.

When farewelling the customer, follow up to ensure they were satisfied. Complaints and delays in service are an opportunity to showcase your customer service and interpersonal skills, showing the customer that you care and will do everything in your power to ensure they are satisfied.

Environmentally friendly work practices

There are a number of benefits of hospitality establishments embracing environmentally friendly work practices. The sustainability of a business can be an excellent marketing or public relations (PR) tool. Sustainability can also save money on resources, electricity and water bills and cleaning materials. See page 178 (chapter 4.3) for more information on environmentally friendly work practices in the hospitality industry.

Settling customer accounts

Care must be taken when settling customer accounts. The way the bill or account is generated will depend on the systems that the establishment utilises for point of sale operations. Some common mistakes include items being added to the wrong table, incorrect calculations, specials or discounts not being applied or the bill being given to the wrong table.

Calculations

If the establishment uses an electronic method to place orders, the bill can usually be automatically generated, adding up the food and beverages that have been entered throughout the meal. This relies on waitstaff accurately recording each food or beverage item against the correct table.

If the establishment does not have an electronic system and uses a manual method to take orders, then generating the bill may also be done manually. This may mean using a calculator to total the bill, or entering each item into a cash register.

It is in the establishment's best interests to train staff well in how to tally the bill or enter orders into the electronic systems, as they will lose money and possibly customers if bills are incorrectly tallied. Mistakes can cost the establishment, upset customers and possibly damage the establishment's reputation.

Presenting the account

When presenting the bill, timing is important. You do not want to make the customers feel rushed and unwelcome. The bill should be generated when the customer asks for it or if the customers have confirmed they do not require anything else. The bill can be presented in different ways. Generally, it will be placed on a small plate or in a small folder. The bill is normally placed in front of the host (if the host is known), or in the centre of the table. Do not wait for immediate payment. Come back when the customers ask to pay the bill or if they start to leave the table. Some establishments may require customers to pay at the counter. If this is the case, let the customer know that they can come up when they are ready.

Processing payments

Processing payments is another important aspect, and care must be taken to ensure this is done accurately. The main methods of paying a bill will be EFTPOS/credit card or cash. Cheques are not accepted by most establishments. Some regular customers (usually business customers) may have an account, so payment may be made on a weekly or monthly basis. A customer staying at a hotel may also ask to charge the meal to their room account, to be paid for when they check out.

CASH

It is easy for mistakes to be made when handling money. Don't rush. Check what money the customer has paid and how much change is due. Mishandling of cash can lead to conflict, loss of customer confidence and losses to the business.

EFTPOS

EFTPOS stands for 'Electronic Funds Transfer at Point of Sale'. As people rarely carry cash, many establishments now use this method. EFTPOS machines are usually supplied by the bank, and can vary in how they operate. Ensure that you understand the correct method to operate the EFTPOS machine before completing any transactions.

Shutterstock.com/Phil Date

Figure 4.24 The bill is often presented in a folder.

Tap and Go, PayPass and PayWave are all newer methods of processing EFTPOS transactions. The transaction usually needs to be under $100 to use this method. If the transaction is over $100, then the customer will need to enter their PIN.

Credit cards are usually processed via the EFTPOS machine. Some establishments may not accept certain cards, such as American Express, or they may charge an additional fee for use of these cards.

A transaction may be declined for several reasons. The issuing bank will supply a list of what each declined code means. The most common reason for a transaction to be declined is due to insufficient funds. A card may also decline because it is past the expiry date, because the card has not been activated or because it has been reported as lost or stolen. If the lines are down, then the EFTPOS machine may request a signature from the customer as well.

If the card is declined, you will need to politely ask for another payment method.

Newer forms of payment are now emerging, including paying using a mobile phone and even a smart watch.

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Figure 4.25 Could cash and credit cards be phased out with the introduction of paying via mobile devices?

FOCUS QUESTIONS

EFFICIENT TABLE SERVICE

1. When serving beverages, what tips would you offer to a new staff member?
2. List different methods of informing waitstaff that there is an order ready for delivery.
3. Describe how to collect and scrape dishes as you clear them from the table.
4. What is 'crumbing down'? How would you perform this task?
5. Look at the following job advertisement:

> Waitstaff needed! Must have the following:
> - ability to work under pressure
> - be reliable, energetic and take initiative
> - excellent communication and customer service skills
> - attention to detail and ability to multi-task
> - good personal presentation.

   Explain why these criteria are needed for a waitstaff member.

6. Identify reasons why delays in service may occur.
7. What is the best method to deal with a delay in service?
8. Explain why accurate processing of customer accounts is essential. In your answer, describe possible errors that may occur when processing payments.
9. What are the most common methods of paying the bill?

Closing down

End of service and end of shift

The tasks that must be performed at the end of a service period differ to those required at the end of a shift. End of service period refers to the end of that particular service time, but not necessarily the end of the shift, which is when the working day finishes for the staff member. End of service period may mean the end of breakfast. Staff would then be required to set up for lunch and commence service for the lunch period. End of shift would occur once the lunch period is over and staff are closing the cafe down for the day.

As with any aspect of hospitality, teamwork plays a key role in the end of service tasks and procedures. If all staff members work as part of a team, tasks will be completed efficiently and effectively.

End of service tasks and procedures

At the end of the service period, it is important to:

- close the cash register, remove cash and complete paperwork to reflect the money taken for that service period
- remove all crockery, cutlery and glasses from tables for cleaning
- clear the waiter's station/sideboard of any rubbish, dirty dishes and dirty linen
- clean and sanitise all tables, waiter's station and counter
- replenish waiter's station of any items that need restocking
- remove rubbish to the rubbish area, remove recycling to the recycling bin.

Preparation for next service period

In preparation for the next service period, you need to:

- set tables according to the menu type and service style, checking cutlery and glassware for cleanliness and fingerprints
- check that there is a float in the cash register
- restock all cutlery and crockery in the waiter's station
- prepare next menu – check menus are clean
- check reservations, reposition tables if necessary
- prepare the beverage stations – see mise en place for non-alcoholic beverages and coffee service in chapter 4.3
- adjust the lighting, music and temperature according to the service requirements
- check with the kitchen for specials and any changes in menu items
- open the doors at the correct time.

float the cash that is placed into the register at the beginning of a shift so change can be given to customers

End of shift duties

The end of shift or closing down procedures usually include cleaning, replenishing supplies for the following day, setting up for the following day, dismantling beverage stations, closing and balancing the point of sale register and locking up the premises.

Cleaning: Cleaning may include vacuuming or mopping floors; dusting; cleaning windows, displays and counter tops; cleaning the bar or beverage areas; cleaning furniture such as tables, chairs, stools, high chairs; and cleaning toilets and other public areas. Tables must be cleared of any plates, utensils and glasses. Any additional serving plates, trays, dishes and chafing dishes would be removed for washing. Fresh flowers or decorations would be discarded if they cannot be used the next day. Large businesses may contract cleaning out to a cleaning company, but in smaller establishments, staff would complete these jobs.

Replenishing: Supplies or consumables that need to be replenished include linen, sugar, salt and pepper, condiments, cutlery, crockery and glassware.

Setting up: Some establishments will set up for the next day as part of end of shift, but this will depend on the establishment's procedure and service period times. For example, if a hotel restaurant is closing after the dinner period, then the restaurant will probably be re-set at closing for breakfast, as the breakfast period starts early.

Balancing the register: Balancing the register means matching the amount of cash and transactions with what the register has recorded. Each register is different, and these days many smaller businesses rely on a tablet and app to record all transactions. Whatever the method, the register will normally supply a printout or a summary of the transactions performed since the last reconciliation. If there is a discrepancy between what should be in the register and what is actually in the register, then this usually needs to be explained. Simple errors such as giving incorrect change or placing an EFTPOS transaction for $20 instead of $200 can mean financial loss for the business. Once the register has been emptied, the cash component needs to be stored in a secure location or banked straight away.

Locking up: The establishment should have a set procedure for locking up. Usually the person responsible for locking up will be a manager or supervisor. A lock-up procedure would include checking that: the cash register is cleared and turned off; equipment in the dining area is switched off; any candles have been extinguished; tables have been re-set properly for the following service period; locked areas such as the liquor store or office are secured; all lights are switched off; all staff have left the premises; the alarm system is switched on and all external entrances are secure. It is good practice to have at least two people to lock up, for safety and security purposes.

Service review

Debriefing

Debriefing involves discussing the service period and reflecting on its quality. Staff should discuss the quality of service provided and any issues or concerns that came up during the service period. Through discussion and evaluation, service quality can be improved, and a reoccurrence of the same issues or concerns can be avoided. Debriefing may also involve discussing customer complaints, or gaps in staff performance.

Customer feedback

Customer feedback can be formal or informal. Customer feedback should be welcomed, as it allows the establishment to make improvements to current practice, to deliver quality customer service.

Handover

Handover is when staff change over but the establishment continues to operate. When staff are changing in the middle of a service period, information needs to be communicated to the new staff, including:

- relevant information about customers, outstanding bills or any issues or complaints that have occurred
- the level of restocking that is required
- any variation to normal procedures
- bookings/reservations
- any issues that staff may need to follow up on, e.g. a supplier who may be calling back, or an inquiry that needs to be answered.

Good communication is essential to ensure a smooth handover. Customers should not be impacted by staff changing over.

FOCUS QUESTIONS

END OF SERVICE AND END OF SHIFT

1 What is the difference between an end of service period and the end of a shift?

2 What is the float and what is its purpose?

3 Outline what is involved in end-of-shift duties.

4 How can debriefing at the end of service help to promote continuous improvement?

5 What is 'handover'? Why is communication and accuracy important when handing over?

9780170400268

4.3 PREPARING AND SERVING NON-ALCOHOLIC BEVERAGES AND ESPRESSO COFFEE

Non-alcoholic beverages and espresso coffee form an integral part of hospitality establishments. Although overall coffee consumption in Australia is decreasing, the consumption of espresso-based coffee is increasing. This chapter will examine a range of non-alcoholic beverages available in a wide variety of hospitality establishments. It will also cover the different styles of espresso-based coffee and the essential skills and knowledge needed to produce great espresso coffee beverages.

Preparing and serving non-alcoholic beverages and espresso-based drinks requires good mise en place and hygienic and safe work practices.

non-alcoholic beverage any beverage that does not contain alcohol

Non-alcoholic beverages

Hospitality establishments offer a range of non-alcoholic beverages, depending on the type of business and the main service period times. The trends in non-alcoholic beverage consumption in Australia are moving away from very sweet sugar-based soft drinks to more health-conscious choices such as sparkling waters, iced teas and fruit and vegetable-based beverages. Also on the rise is the consumption of energy drinks and other supplement-style beverages. Non-alcoholic beverages are sold in many hospitality establishments, such as cafes, restaurants, canteens, hotels/motels, fast-food outlets, clubs and pubs.

Range of beverages

Carbonated beverages

Carbonated beverages are often dispensed using a post-mix system, where soda water is combined with the appropriate syrup at the time of dispensing. Smaller establishments may serve carbonated beverages in traditional glass bottles, plastic bottles or cans. Examples include Coca-Cola, lemonade, orange squash, lemon squash, ginger beer, sparkling water, tonic water and lemon, lime and bitters.

Non-espresso coffee styles

COLD DRIP

This brewing method takes up to seven hours, and creates a rich, bold coffee that is likened to a coffee liqueur. Ground coffee is added to washed filter paper. A second filter paper is added on top of the ground coffee. Coffee is placed into the coffee chamber of the cold-drip maker, and the drip tap is secured in the off position before filling the chamber with water. The vessel to catch the coffee is put in place, then the drip tap is gently eased on to about 2–3 drips per second. After approximately 30 minutes and when the coffee is fully saturated, the drips are slowed to one per second. The total brewing time is approximately seven hours.

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Figure 4.26 Cold drip coffee has become very trendy, and sometimes looks more like a science experiment!

FILTER COFFEE

There are many different types of filter coffee production, such as the AeroPress, Chemex and V60 Pour Over. The methods vary, but they all include using medium–fine ground coffee and a filter paper to catch the ground coffee. Coffee prepared in this way is becoming more popular and more cafes are offering at least one type of filter coffee.

TURKISH

The Turkish method of producing coffee dates all the way back to the 16th century. It is prepared in an *ibrik*, which is a small coffee pot that has a wide bottom, a narrow neck and a long handle. Sugar is added during the process, so Turkish coffee does not need to be served with a spoon. One teaspoon (per cup) of fresh finely ground coffee beans are added to the *ibrik*, along with 30 mL of water per cup, and sugar to taste. The *ibrik* is placed on the stove and bought to the boil up to three or four times, according to taste. It is served very hot and frothy, with thick foam on the top (from the boiling of the beans). Milk is never added to the Turkish coffee and it is always served in demitasse cups or the traditional Turkish *fincan*, which is a small size of 50 mL. Turkish coffee is prepared in speciality ethnic restaurants.

iStock.com/TARIK KIZILKAYA

Figure 4.27 The traditional Turkish *ibrik* method dates back to the 16th century.

INSTANT

Instant coffee is also known as soluble coffee or coffee powder. To produce instant coffee, the coffee beans are roasted, ground and brewed. The coffee is then either freeze or spray dried, creating soluble coffee grounds. Instant coffee is not considered as fresh as other methods of preparing coffee, and the coffee beans used are usually from *coffea robusta* species. Consumption of instant coffee is declining in Australia, with more Australians opting for freshly brewed coffee methods. In the hospitality industry, instant coffee is sometimes utilised in single-serve sachets at conferences or meetings, although alternative methods such as plunger or pod coffee are becoming more commonly used.

FRENCH PRESS/PLUNGER

The French press/plunger method is an easy process that uses a coarsely ground coffee to produce a heavy-bodied coffee. Measure out the coffee and water. Pre-heat the plunger with hot water and then discard the water and add the ground coffee. Pour the measured water on top of the grounds, ensuring even coverage, and that all coffee is saturated. Wait 30 seconds and then knock down the bloom (the foam found on top of the coffee) by folding it with a spoon. Put the lid on the plunger to help retain the heat. Wait 4 minutes and then push the plunger down, collecting all the ground coffee at the bottom. Pour out all the coffee – do not allow the water to stay in contact with the coffee as it will produce a bitter taste. This style of coffee is often used at breakfast service in hotels.

iStock.com/eskaylim

Figure 4.28 French press coffee is an easy method to brew fresh coffee with a full-bodied flavour.

POD/CAPSULE COFFEE

Pod or capsule coffee has increased in popularity over the last five years. Coffee prepared in this way requires a specific machine for the coffee pods or capsules. Many hotels and conference facilities are using this style of coffee over traditional instant coffee to satisfy the growing demand for freshly made coffee. Guests use the self-serve capsule or pod machine to produce black or milk-based coffee.

POUR OVER

The pour-over technique is suitable for a slightly coarser grind than espresso. It involves pouring water at 96 °C over the ground coffee, through a filter paper that is sitting on a filter holder or pour-over dripper. The V60 Pour Over is an example of this method. Start with ground coffee that is around the size of coarse sugar. Next, place the filter paper in the dripper and fill two-thirds with ground coffee. A good ratio of coffee to water is 60–70 g of coffee per 1000 mL of water, or 1:16. Boil water to within 30 seconds of boiling point (approximately 96 °C). Add enough water to soak all of the coffee. Wait 30 seconds for the coffee to stop the initial swelling (this allows the carbon dioxide to escape), then continue pouring quickly, gently and evenly across the surface of the coffee. The dripper should continue to drip for 20–60 seconds once all the water has been added.

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Figure 4.29 Pour-over coffee is becoming increasingly popular.

Fruit-based

JUICES

A range of bottled juices is offered at most cafes, including orange, mango, apple, pineapple, tomato, wheatgrass and other vegetable combinations. Freshly made juice has also increased in popularity. The advantages of freshly squeezed juice include the taste, the lack of artificial colours or flavours, many different combinations and more nutritional value. However, the disadvantages are that additional equipment is required; the juice must be served immediately or it can discolour; additional time is required to prepare the drinks; and cleaning of various equipment and utensils is required.

FRAPPES

A frappe is an iced drink, usually served to a slushy consistency. A frappe is blended in a blender, with an ice base, and can include a range of fruit ingredients.

Milk-based

MILKSHAKES AND THICKSHAKES

A milkshake is a frothy beverage that includes milk, flavouring and ice-cream. A thickshake is a thicker form of a milkshake, made with more ice-cream than milk. They are prepared using a milkshake machine or a blender. Milkshakes and thickshakes are sold in many different flavours, and often garnished with cream, flavoured syrups and fruit. The milkshake or thickshake should be prepared according to the establishment's set standard recipe.

FLAVOURED MILK

Flavoured milk is produced by stirring the desired flavouring through the milk. Any flavoured syrup or powder can be used, such as chocolate powder, strawberry flavouring or vanilla flavouring.

HOT CHOCOLATE

Hot chocolate is prepared according to the establishment's standard recipe. It usually consists of drinking chocolate or chocolate syrup mixed with cold milk, which is then heated to produce frothy hot chocolate. Real chocolate can also be used, which creates a thicker, richer texture.

ICED COFFEE OR CHOCOLATE

Iced coffee or chocolate is prepared according to the establishment's standard recipe. Some businesses will use espresso coffee to prepare iced coffee, others will use coffee flavouring or instant coffee. The beverage is served with milk and ice, and sometimes garnished with cream or ice-cream, with chocolate powder or sprinkles on top.

SMOOTHIES

Smoothies are thick drinks, blended using fruit, vegetables, fruit juice, purees, milk, ice-cream or yoghurt. Smoothies can be sweetened with fruit juice or honey. Mango, strawberry or banana smoothies are popular in summer, and are prepared according to the establishment's standard recipe.

Mocktails

Mocktails are prepared in similar ways to cocktails. They can use a wide range of ingredients, including fruit, juice, syrups and flavourings. They are often

prepared to resemble cocktails, garnished and presented attractively. Mocktails can be prepared using a range of equipment including cocktail shakers, muddle sticks, blenders, juicers and milkshake makers.

mocktail a non-alcoholic cocktail

Teas

BLACK TEA

Tea leaves from the camellia sinensis shrub are completely fermented and then dried. This gives a dark colour and intense flavour. Tea is traditionally brewed with boiling water in a teapot and then passed through a tea strainer so no leaves enter the cup. However, tea bags, which hold a single serving of leaves and can be placed directly in the cup for the tea to brew, are now very popular.

camellia sinensis an evergreen shrub, the leaves and leaf buds of which are used to produce tea

OOLONG

Oolong is partially fermented tea. The process is stopped midway between green and black tea. Oolong teas can vary in flavour.

GREEN TEA

Green tea is prepared in the same way as black tea, but the fermentation process is not used. The tea is steamed after picking, and it maintains a lighter colour and flavour than oolong or black tea.

WHITE TEA

With white tea, no fermentation occurs before drying, producing a very light coloured beverage. This tea is usually produced using immature leaves or buds with little green colouring.

DECAFFEINATED

The best way to decaffeinate tea is when the leaves are fresh and green. The tea is then fermented in the same manner as the traditional black tea to produce black decaffeinated tea. The caffeine content should not exceed 0.4 per cent of the dry weight of the tea.

INSTANT

Instant tea is obtained by extracting the brew from the tea leaves. The extract is concentrated and then dried to a powder form by either freeze-drying, spray-drying or vacuum-drying.

ORGANIC

Organic tea is grown using no chemical fertilisers, pesticides or insecticides. Usually the tea bags are not bleached and are free of glue or staples.

FLAVOURED TEA

Many blends of tea are produced by adding other plants to black, oolong or green tea varieties. Fruit, spices or herbs can also be added to produce different flavours of tea. Examples include:

- Earl Grey – oil of bergamot is added to the black tea leaves
- vanilla tea – black tea with the addition of vanilla bean
- ginger tea – black tea with the addition of ginger oil or ginger root.

HERBAL TEA

Usually refers to teas that do not contain camellia sinensis leaves. Herbal teas are produced by infusing herbs, spices or other plant materials with hot water. They usually do not contain caffeine. They are often referred to as herbal infusions or tisane, as they do not actually contain any tea. Examples include peppermint, chamomile, rosehip, nettle and many hundreds of other concoctions.

Waters

TAP

Many cafes will offer self-service tap water, making bottles of chilled tap water and glasses available for customers to use. If self-service tap water is not available, the waiter should offer water to the customers, giving a choice of tap, bottled or sparkling water.

BOTTLED/SPRING

Bottled or spring water can be purchased by customers at their request. It should be served chilled and in a glass.

SPARKLING

Sparkling water is carbonated water. Some restaurants and cafes will serve bottled sparkling water, which should be served chilled and with a glass. Other businesses will have sparkling water on tap, and may charge the customer a flat fee for sparkling water with their meal.

Using standard recipes for non-alcoholic beverages

Using standard recipes for the preparation and service of non-alcoholic beverages will ensure the beverage is

prepared and served in the same manner each time. This helps with quality assurance, portion control, costing of beverages and accurate ordering of ingredients.

Industry standards for taste, temperature and appearance

Using the standard recipe will help ensure that the strength, taste, temperature and appearance of each beverage is controlled as much as possible to deliver a consistent product to customers. The strength, taste, serving temperature and appearance of beverages will depend on the beverage being prepared and the aim of the establishment. For example, a bar or restaurant may present more elaborately garnished beverages than a local cafe.

FOCUS QUESTIONS

NON-ALCOHOLIC BEVERAGES

1 List different hospitality establishments that may serve non-alcoholic beverages.
2 What is carbonation? Identify four different examples of carbonated drinks.
3 Coffee can be prepared in various ways. Outline three different methods of preparing coffee.
4 Milk-based beverages may form an integral part of a cafe or restaurant menu. Summarise the main milk-based beverages and provide an example of each.
5 List and describe five different types of tea.
6 In what ways can water be served?

Equipment used in non-alcoholic beverage making

For service to be efficient, hygienic and quality controlled, it is necessary to be prepared. Mise en place means 'everything in its place'. When preparing and serving non-alcoholic beverages, it is important to be organised and have everything in its place. This will allow for efficient service, as everything is in the correct place and ready to be used. Good mise en place means:

- ensuring equipment is clean, in the right place and in good working condition
- checking there are enough consumables on hand for the service period or day, e.g. coffee beans, sugar, milk, tea, fruit, juices
- ensuring there is enough clean glassware, crockery and cutlery
- preparing garnishes and having them ready to use
- placing regularly used items such as measuring equipment, chopping boards and knives within arm's reach.

Table 4.4 Small equipment used to make non-alcoholic beverages

EQUIPMENT	PURPOSE	SAFETY AND HYGIENE	CLEANING AND STORAGE
Chopping boards and knives	Cutting fruit and vegetables Preparing garnishes	Use correct board for cutting task Practise safe cutting methods: secure chopping board and use claw grip where possible	Put through dishwasher at end of service period
Cocktail shaker	Metal container with tight-fitting lid, used to mix mocktail ingredients with ice	Ensure lid is fitted and is held in place when shaking	Wash in between uses
Food containers	Used to store ingredients for later use, e.g. prepared garnishes, prepared fruit for smoothies	Must be made of food-safe material Should have a tight-fitting lid Ensure there is a first in, first out (FIFO) system for using ingredients Ingredients should be dated and labelled	Clean food containers with hot soapy water, rinse and dry before storage to avoid microbial growth

EQUIPMENT	PURPOSE	SAFETY AND HYGIENE	CLEANING AND STORAGE
Glassware	Serving beverages Many different types available, selection will depend on business image, durability of glass, drink being served Some businesses, such as outdoor venues, may use acrylic glassware	Never use chipped or cracked glassware Clean and sanitise after every use Follow correct procedure for disposal of broken glass	Clean and sanitise after every use Use a separate glass washing brush to scrub glasses if necessary Ensure glasses are clean (no lipstick marks or residue from beverages) and polished with a lint-free cloth prior to use
Ice bucket	Used for holding ice to chill open bottles Usually made of stainless steel	Use ice bucket stand and ensure bottle is secure inside If used on a table, place ice bucket on a plate with a napkin	Clean in dishwasher or hot soapy water at end of service period
Ice scoop and ice tongs	Used to scoop ice for mocktails or other beverages or to fill ice bucket Ice tongs used for small amounts of ice	Used to ensure ice is not contaminated To avoid cross contamination, do not use ice scoop/tongs for other tasks	Clean in dishwasher or hot soapy water at end of service period
Jigger/Shot glass	Used for measuring specific amounts Usually one side is 15 mL and the other is 30 mL	Take care when using glass Do not use if cracked Dispose of broken glass correctly	Clean in between uses Wash in hot soapy water or dishwasher at end of service period
Muddle stick	Bar tool that is used to mash up ingredients for mocktails Releases the flavour into the drink Can be made of wood, plastic or steel	Take care when muddling, particularly in a glass Muddle before adding the ice	Rinse in between uses Wash in hot soapy water or dishwasher at end of service period
Peeler	Used to remove skin from fruit or vegetables	Take care when peeling, particularly if item is slippery	Clean in between uses Wash in hot soapy water or dishwasher at end of service period
Pourer	Attached to a bottle for easy pouring (e.g. syrup or juice)	Correct use allows easy pouring and measuring of syrup or juice	Clean once bottle is finished, in hot soapy water Allow to dry before re-use
Serving tray	Used to carry multiple drinks	Only carry what you are comfortable with Take care when removing drinks so tray is not unbalanced	Wash/wipe at the end of the service period Remove non-slip mat and wash
Stirrers/swizzle sticks	Used to stir drinks	Carefully place in glass prior to serving Ensure they are clean and sanitised before use	Wash in hot soapy water or dishwasher at end of service period
Strainers	Used to strain beverages, usually mocktails, before serving	Ensure strainer is clean prior to use	Wash in warm soapy water and rinse thoroughly
Teapot	Used to brew tea	Take care when using boiling water and when transporting teapot to table	Rinse and clean after each use Soak in a baking powder/water solution to remove stains
Waiter's friend	Used to remove corks from bottles that do not have a screw lid	Follow safe use for individual style	Wash in hot soapy water after each use and dry to prevent rusting
Zester	Used to zest citrus fruit for garnish or to be added to the drink	Take care not to cut yourself when zesting, some zesters are very sharp	Wash in hot soapy water or dishwasher at end of service period

Table 4.5 Large equipment used to make non-alcoholic beverages

EQUIPMENT	FUNCTION	SAFETY AND HYGIENE	CLEANING AND STORAGE
Blender Shutterstock.com/Cheshmeh Studio	Used to mix, blend or puree ingredients. It has a base, jug, blades and a lid. The jug or container sits on top of the base, and has different speeds or pulse mode.	Read manufacturer's instructions first Ensure blender is working correctly Place base on a dry, level surface Place lid on container/jug before placing it onto the base – many blenders can blend even if the lid is not secure Place your hand on top of the lid to prevent it from coming off Check the blender is not cracked or chipped Remove the blender from the base before removing the lid Never place hand or utensil inside the blender when running	Unplug the blender before cleaning Wipe any spills off the base with a damp cloth Remove the blender top from the base, disassemble the parts and clean with warm soapy water Allow to dry before re-assembly Never leave blades soaking in sink Handle blade carefully Store dry to ensure no microbial growth
Refrigeration Shutterstock.com/Alhim	A stand-alone fridge or coolroom, maintained at 4 °C to store perishable items	Monitor the temperature of the unit Clean regularly to prevent contamination Practise good lifting techniques when loading or unloading food or goods from the refrigerator Make sure seals are in good condition	Follow the cleaning schedule to regularly clean Wipe up spills immediately Use bicarb soda and water to clean stains and mould
Glass dishwasher/sanitiser Alamy Stock Photo/Lukas Kroupa	Glass-washing machine sanitises glass for use in cafe or restaurant Minimum water temperature is 60 °C, and must have a rinse cycle of 82 °C for 10 seconds	Read instruction manual and follow directions from manufacturer Check doors and seals are in good condition, replace if necessary Never use for plates or food, as this may cause streaks or cross contamination Ensure the cycle is finished before opening the door Allow steam to escape before removing glasses Glasses will be very hot, do not handle immediately	Unplug when cleaning Clean regularly to ensure hygienic use Follow manufacturers instructions, as each machine is different

EQUIPMENT	FUNCTION	SAFETY AND HYGIENE	CLEANING AND STORAGE
Ice machine Shutterstock.com/Bill45	Produce ice for use in drinks Ice should be clear and very hard Consists of ice maker, motor and storage bin	Unplug before cleaning Practise good hygiene, do not allow customers access to the ice Check the seals are in good condition Always use an ice scoop, never glass, in case the glass breaks and the pieces cannot be seen in the ice Never store other items in the ice storage bin, as contamination may occur	Follow the cleaning schedule and clean regularly Do not use detergents, solvents or abrasives Make sure storage bin is empty when cleaning, discard any leftover ice Follow the manufacturer's instructions
Juicer Shutterstock.com/Lucy Liu	Used to extract juice from fruit and sometimes vegetables	Unplug before cleaning Use according to the manufacturer's instructions Check how fruit needs to be prepared before insertion Remove pulp from discard dispenser as needed	Juicers vary in complexity, from manual to electric. Consult the instruction manual before cleaning. Disassemble the juicer as instructed, wash parts in warm soapy water Some juicer components may be able to be put through the dishwasher – consult manufacturer
Kettle iStock.com/taratata	Used to boil water for tea	Unplug before cleaning Use carefully to avoid burns Do not touch the outside of the kettle other than the handle	Do not use soap, as the plastic or glass may retain the soap Clean kettle once a week with a vinegar solution Rinse well to remove vinegar taste
Milkshake maker Getty Images/Spathis and Miller	Used to prepare milkshakes Consists of motor, shaft, mixing head and container (usually metal)	Unplug the machine when cleaning Ensure cord is not tangled when in use Ensure container is correctly inserted before turning on Some machines may require you to keep a hand on the cup when in use	Follow manufacturer's instructions to clean Clean milkshake maker after each use and at the end of service period Disassemble machine, clean components with warm soapy water, then rinse and allow to dry before storing

EQUIPMENT	FUNCTION	SAFETY AND HYGIENE	CLEANING AND STORAGE
Post-mix systems: **a** post-mix gun iStock.com/4kodiak **b** countertop post-mix Alamy Stock Photo/LH Images	Post-mix is used for easy pouring of soft drinks. The carbonated water and syrup are mixed after they are dispensed. Post-mix gun has one nozzle with buttons to select the soft drink A countertop post-mix has a nozzle for each flavour	Be careful with gas cylinders, as they are pressurised Follow manufacturers instructions to change gas or syrup Use good lifting techniques for the cylinders or syrup containers Ensure lines are kept clean to avoid microbial growth	Clean drip tray and nozzles daily with warm soapy water and rinse Wipe the dispenser or gun over with a moist cloth Clean water filters regularly Clean the lines regularly – contact the manufacturer if you notice any spots or discolouration in the drinks
Urn Shutterstock.com/focal point	Used to heat water for bulk use	Unplug before cleaning Empty leftover boiling water or allow to cool Practise good lifting techniques if moving the urn Ensure water will not burn	Fill urn half full with water, then wash inside with dishwashing liquid Drain water, rinse Pour water through the spout to clean Clean the outside with a moist cloth once cool

Post-mix systems

Post-mix systems are installed in large businesses for efficient and cost-effective service of carbonated drinks. Post-mix systems are usually installed on the benchtop or, in most bars, as a post-mix gun. The post-mix systems should be cleaned according to the manufacturer's instructions, to ensure safe and hygienic preparation of beverages. Most businesses with post-mix installed go through the syrup containers fairly quickly, however a first in, first out (FIFO) system should still be used for post-mix syrups.

Dangers with post-mix systems

Australian Standard AS5034-2005 *Installation and use of inert gases for beverage dispensing* was reconfirmed in 2016 and is still valid for industry use. This standard sets out the requirements for use of gases and associated areas in hospitality venues. The objective of the standard is to ensure safety of owners, hirers and users when operating beverage systems that require inert gases. Compliance with this standard is recommended to ensure the safety of all people.

All gas systems operate under pressure and can therefore develop leaks, potentially causing a build-up of gas, particularly in cellars or low-lying areas. This can present significant danger to people working with them.

Carbon dioxide and nitrogen, which are commonly used to carbonate beer and soft drinks, are odourless, colourless and can cause asphyxiation (death by impairing normal breathing) in a matter of minutes. Staff have been killed by entering a cellar with a gas leak.

Safety for workers and customers

To ensure the safety of workers and customers, business should do the following:

- install a gas monitoring alarm system that is visible and audible
- install emergency and warning response signs at the cellar or coolroom entry points
- restrict cellar or coolroom access to trained staff only
- implement a weekly leak test of gas cylinders
- conduct six-monthly maintenance inspections of alarm system and gas-dispensing equipment
- keep gas stock to only the required amount
- keep gas cylinders upright and secure with a chain or something similar. Never roll gas cylinders or use them for any other purpose. Always use a trolley to move gas cylinders, and try not to knock cylinders, to prevent damage.
- train staff in the emergency procedures that should be followed when the gas alarm is sounding, including no entry to cellar/coolroom
- use correct personal protective equipment (PPE) when handling gas cylinders, including eye protection, safety shoes and gloves.

PRACTICAL APPLICATIONS

GLASSWARE

AIM

To investigate the different types of glassware that are used for service in cafes and restaurants

METHOD

1 Research each of the following glass types:
   - water goblet
   - champagne flute
   - cocktail glass
   - smoothie/milkshake glass
   - juice glass
   - white wine glass
   - red wine glass
   - margarita glass
   - tumbler
   - highball

2 Compile a table listing each glass type, a picture or sketch of the glass and the main uses and features of each.

WS Worksheet

FOCUS QUESTIONS

EQUIPMENT FOR MAKING NON-ALCOHOLIC BEVERAGES

1 Describe the mise en place for beverage preparation.

2 Compile a checklist of mise en place that would be required for non-alcoholic beverage preparation prior to service.

3 Identify two large pieces of equipment that you use in the preparation of non-alcoholic beverages. For each piece, identify the general features, safety considerations, hygienic use, cleaning and maintenance.

4 Identify the equipment needed to prepare the following beverages, including measuring equipment:
   - **a** tropical smoothie
   - **b** milkshake
   - **c** shaken mocktail
   - **d** pot of tea

5 What is a post-mix system?

6 Describe the dangers associated with the use of post-mix systems, and outline the safety precautions a business should take to minimise these risks.

Espresso coffee

Coffee terms

- **arabica**– the most widely grown species of coffee. Approximately 75 per cent of the world's coffee harvest is arabica beans.
- **barista** – the person who prepares and serves espresso coffee drinks
- **crema** – the layer of foam generated by carbon dioxide contained in the emulsified oils, which is forced out during espresso coffee preparation
- **demitasse** – a French word meaning 'half cup', usually used to serve an espresso or macchiato
- **espresso** – this can refer to three different things:
  - a method of producing coffee by packing ground coffee into a group head and forcing hot water through it
  - a type of coffee roast, which is typically dark to produce a rich and caramel sweetness
  - a drink that is served from the espresso coffee machine. Customers may order an espresso or a short black. Essentially, this is one shot of coffee, served in a demitasse.
- **extraction** – the process of removing the flavour from the ground coffee beans
- **portafilter basket** – the filter basket (basket with tiny holes) that holds the coffee grounds, which is placed into the group head
- **portafilter/group head** (used interchangeably) – where the portafilter basket is placed. The group head is then locked into the espresso machine so the water can be forced through the ground coffee
- **latte art** (sometimes referred to as coffee art) – decorative patterns that are presented on the surface of milk-based espresso coffee drinks
- **robusta** – a species of coffee that represents approximately 20 per cent of the world's coffee harvest, and contains four times as much caffeine as arabica
- **tamping** – the process of applying pressure to ground coffee in the group head, with the aim of achieving a level surface

Coffee beans, blends and roasts – from crop to cup

The process that coffee undergoes to make it to a local cafe or restaurant is a long journey. Many people are involved in the production of coffee, from plantation to the coffee cup.

Planting

Coffee seeds are planted in large beds in a shaded nursery. Once the seeds have sprouted they are planted in individual pots and watered frequently. The plants from these individual pots are then planted, usually in

Shutterstock.com/Atstock Productions

Figure 4.30 Coffee beans are often picked by hand.

the wet season, to allow the roots to gain a firm footing. Coffee is grown in regions of high altitude and mountainous landscape.

Harvesting

The plant takes 3–4 years to start bearing fruit. The fruit or 'cherry' is ready to be harvested when it is a bright, deep red colour. Most coffee crops are picked by hand and then transported to the processing plant.

Processing

Processing is started straight away to avoid wastage. Coffee is processed using either a wet or dry method.

WET PROCESS

The pulp is removed from the coffee cherries by passing them through a pulping machine. The pulp is separated from the bean and the pulp is washed away with water. The beans are then put into water-fermentation tanks to remove the gooey layer known as the 'mucilage'. The beans are rinsed and then placed on drying beds. A machine removes the outer crust from the coffee bean.

DRY OR NATURAL PROCESS

This method is the original way to process the coffee cherry. The cherries are spread out on concrete surfaces or drying beds and left to dry in the sun. Once enough moisture has evaporated, the dried cherries are stored.

Grading and sorting

The coffee is sorted by weight and size. Any imperfect beans are removed.

Exporting

At this stage, the beans are still 'green'. They are packed into containers or large bags and loaded into shipping containers for transport.

Roasting

The green beans are usually roasted in a roasting warehouse. The roasting process brings out the flavours and aromas of the coffee beans. The green beans are kept moving throughout the roasting process to avoid any burning and ensure even roasting.

Packaging

Roast coffee is then packaged and sent out to the cafe or restaurant.

Grinding

The cafe or restaurant will grind the coffee, usually on demand. The size or coarseness of the grind will determine how long the hot water is in contact with the coffee, affecting the overall taste and appearance of the beverage produced.

Coffee blends

Single-origin coffee is where all the beans in the roast are from a single country, sometimes from a single farm. Single-origin coffee is a great way to taste specific flavours in different coffee beans. Some cafes will use this as a marketing advantage or point of difference over blends that contain beans from different countries or regions. For example, 'Ethiopian single-origin filter coffee' may feature on a menu. Coffee blends are created to utilise the characteristics of coffee from different regions, to produce various flavours.

The two main species of coffee are arabica and robusta. Arabica is usually used for espresso coffee or fresh brewing methods, and has a better aroma and flavour. Robusta is used more in instant coffee. It has a harsher flavour and a higher caffeine content.

PRACTICAL APPLICATIONS

ARABICA AND ROBUSTA COFFEE BEANS

AIM

To research the differences between arabica and robusta coffee beans.

METHOD

1 Conduct your own online research to find out the differences between arabica and robusta coffee beans.

2 Record your findings. Use the table below as a guide.

	ARABICA	ROBUSTA
Taste		
Caffeine content		
Lipid and sugar content		
Pricing		
Farming and yield		

Styles of espresso coffee

Table 4.6 The most common espresso coffee styles in Australia

ESPRESSO COFFEE STYLE		PICTURE	DESCRIPTION
Non-milk (black) espresso beverages	Espresso (short black)	iStock.com/maribee	30 mL espresso
	Doppio	Shutterstock.com/zirconicusso	Meaning 'double' 2 × 30 mL espresso = 60 mL espresso
	Ristretto	Alamy Stock Photo/Dutourdumonde	Meaning 'restricted' Rich concentrated espresso 20 mL espresso, made with the same amount of coffee as a 30 mL espresso, but the water is restricted to only 20 mL
	Long black	Alamy Stock Photo/Anton Eine	Also known as 'Americano' Half cup hot water + 30 mL espresso on top

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ESPRESSO COFFEE STYLE		PICTURE	DESCRIPTION
Milk espresso coffee	Cafe latte	Shutterstock.com/POJ THEVEENUGUL	Latte meaning 'milk' 30 mL espresso + steamed milk with a thin cap of foam Ideally served in a glass, with latte art for decoration
	Cappuccino	Shutterstock.com/TalyaPhoto	30 mL espresso + steamed milk topped with foam Dust with cocoa powder Usually served in a mug, with a saucer
	Flat white	iStock.com/djgunner	30 mL espresso + steamed milk Not much foam Usually served in a mug, with a saucer
	Macchiato – short	Shutterstock.com/Guy Midkiff	Meaning 'stained' or 'spotted' 30 mL espresso, stained with enough steamed milk to change the colour of the coffee

ESPRESSO COFFEE STYLE		PICTURE	DESCRIPTION
Milk espresso coffee	Macchiato – long	Getty Images/Jason Loucas	2 × 30mL espresso (double shot) + steamed milk to change the colour of the coffee
	Mocha	Shutterstock.com/Matee Nuserm	30 mL espresso + drinking chocolate + steamed milk topped with foam Dust with cocoa powder
	Piccolo latte	iStock.com/wattanachon	Meaning 'small latte' 30 mL espresso + steamed milk topped with foam in a 90 mL glass
	Affogato	iStock.com/piyato	Meaning 'drowned' 30 mL espresso over a scoop of ice-cream or gelato

Milk types

Full cream milk

In Australia, full cream milk must contain at least 3.2 per cent fat. Most brands contain 3.4 per cent fat and 3.3 per cent protein. Full cream milk produces a thick textured milk for espresso-based beverages, and is preferred by baristas, as the fat content carries flavour.

Light (lite) milk

Light or low-fat milk contains no more than 1.5 per cent fat. It still produces a satisfactory textured milk, and is favoured by many health-conscious customers.

Skim milk

Sometimes called 'fat free', skim milk has a watery appearance, with about 0.1 per cent fat. Skim milk is not typically used in cafes, as foam in the textured milk dissipates easily.

Organic milk

Organic milk is produced without the use of pesticides, and with higher standards of animal welfare. It is more expensive than other milk because production costs are greater. Organic milk is growing in popularity and can be used by cafes as a point of difference.

Soy milk

Soy milk is made from soy beans. Most cafes will have soy milk available, particularly for customers who are lactose intolerant. However, soy milk can curdle when overheated, resulting in a lumpy appearance.

UHT milk

Ultra-high temperature processing enables this milk to remain stable on the shelf. UHT milk can be used for espresso beverages, although the taste of the milk is slightly different to fresh milk. Best results are achieved if the UHT milk is chilled prior to use. UHT milk must be refrigerated after opening.

Almond or rice milk

These speciality milks tend to overpower the coffee, and are thin when textured and heated.

Producing great steamed and textured milk

1. Start with cold milk and a cold jug.
2. Fill the correct-sized jug (depending on how many drinks you are preparing) to two thirds with milk.
3. Purge the steam wand over the drip tray.
4. Insert the steam wand into the jug, on a slight angle, then turn the steam on.
5. Lower the jug until the tip of the steam wand is just below the surface of the milk. The loud screeching sound should disappear and you should hear a soft hissing sound. Ensure that the milk is spinning in a whirlpool motion, adjust the jug if necessary.
6. Once the desired amount of fine-textured milk has been achieved, move the jug up to continue to heat the milk.
7. Turn off the steam once the milk reaches 60 °C, then remove the jug.
8. Wipe the steam wand and purge again.
9. Keep the milk rolling in the jug by circulating the jug in small circles. This will keep the steamed milk and fine-textured milk combined. The milk should have a shiny appearance.
10. Pour the milk into the coffee.

Tips:

- Start with cold milk and a cold jug.
- Do not leave milk for too long after texturing, pour immediately.
- Store milk in the refrigerator, not on the bench.
- Never re-heat steamed milk.
- Do not try to create fine-textured milk once the temperature of the milk passes 40 °C.

Characteristics of textured milk

Great textured milk should have the following characteristics:

- silken – smooth and rich
- reflective – shiny
- smooth – smooth, without large or uneven bubbles
- pliable – easy to manoeuvre and pour, not stiff and firm. Large bubbles and lots of foam make milk rigid, and make coffee art very difficult.

PRACTICAL APPLICATIONS

TEXTURING DIFFERENT MILKS

AIM

To investigate the way different types of milk texture using the espresso coffee machine

MATERIALS AND INGREDIENTS

- commercial espresso coffee machine
- milk jugs
- various types of milk, e.g. full cream, light, skim, soy, UHT, almond or rice milk
- jug
- thermometer

METHOD

1. Place all jugs and milk in the refrigerator until cold.
2. Record the texture and appearance of the milk before texturing.
3. Measure 300–400 mL of milk (depending on the size of the jug) into a cold milk jug.
4. Texture the milk using the method specified on page 166, using the thermometer.
5. Record the texture, appearance and mouthfeel of the milk, along with any other observations.
6. Repeat steps 2–5 for each type of milk.

Worksheet

RESPOND

1. Record the results of the experiment in a table similar to the one below.

MILK TYPE	OBSERVATION BEFORE TEXTURING	APPEARANCE AFTER TEXTURING	TEXTURE	MOUTHFEEL

2. What conclusions can you draw from this experiment? Which milk performs the best when texturing? Which milk performs the worst?

Evaluating coffee

In 1995, the Specialty Coffee Association of America (SCAA) published the Coffee Taster's Flavour Wheel. This has become an industry standard and was revised in 2016. The tasting wheel is used by sensory panellists, scientists, coffee buyers and roasting companies. Coffee is judged based on the aroma, body, flavour, crema and volume of espresso produced.

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Figure 4.31 Note the many different flavours that exist on the Coffee Taster's Flavour Wheel!

Aroma

Aroma refers to the smell of coffee, and can be detected nasally or retro-nasally (this refers to the way the aromatic compounds drift up to the nasal passage once the coffee is in the mouth, or has been swallowed). There are over 800 aromatic compounds found in coffee!

Body

Body refers to the weight of the coffee on the tongue. It can be sensed by allowing the coffee to rest on the tongue then rubbing the tongue against the roof of the mouth. The body of the coffee can be described as light, medium or heavy.

Table 4.7 The body of coffee

BODY	DESCRIPTIVE TERMS	
Light	• tea-like • silky • juicy	• slick • watery
Medium	• creamy • round • syrupy	• smooth • lite milk
Heavy	• coating • chewy • big	• velvety • full

Flavour – acidity, bitterness, sweetness

ACIDITY

The coffee acid content is dependent on the growing conditions, processing, roasting and coffee brewing method. Coffee acidity is usually a valued quality – it is the bright and dry taste that coffee drinkers seek. Coffee sourness is considered a defect.

BITTERNESS

Coffee bitterness is usually considered a negative aspect, although it will always be an aspect of coffee beverages. At low levels, bitterness can add another favourable dimension to the brew. If the bitterness is overpowering, however, the coffee flavour will suffer.

SWEETNESS

Espresso coffee should have a level of natural sweetness. Usually, the darker the roast, the less sweet it is.

Crema

The quality of the crema will determine much of the flavour and aroma of the coffee. The crema is generated by carbon dioxide contained in the oil in the coffee. It is forced out during preparation, resulting in the foamy crema. The crema should be golden in colour and cover the whole surface of the espresso. The crema should make up 10–30 per cent of the espresso.

If you make the same coffee on day three after roasting and day 14 after roasting, the amount of crema produced will be significantly different.

Volume of espresso

Traditionally, an espresso should be between 25 and 30 mL, but a good barista will determine the 'recipe' for the espresso on the day. This may mean a slightly higher or lower volume of espresso.

Making the perfect espresso

The perfect espresso must incorporate the correct dose, yield and extraction time. Great cafes will determine the 'recipe' for the day, locking in an exact dose, yield and time to produce each espresso shot. Many baristas and cafes will utilise scales, thermometers and refractometers in an effort to produce the best tasting espresso every time. Evenness of the ground coffee and tamp also adds to the overall strength and extraction of the espresso shot.

refractometer a tool used to measure the Total Dissolved Solids (TDS) of coffee, or coffee concentration

The grind

A fine grind size is ideal for producing the perfect espresso. A good barista will pay close attention to the grind and make adjustments accordingly. Traditionally a speed of 25–30 seconds is recommended for all espresso, but this can be adjusted according to the grind size, the roast of the coffee and the flavour profile to be achieved. In general, a finer grind will produce higher strength and extraction due to the increase in surface area for the water to come into contact with.

The dose

Dose refers to the weight of the dry ground coffee. The size of the portafilter will determine the maximum dose. Dose is the anchor of every espresso recipe, and it can be anywhere between 5–30 grams. Generally, the dose is somewhere between 18–21 grams for a double basket. The dose should be measured to ensure consistency. Many grinders will measure out a pre-set dose.

The tamp

The main aim of tamping is to produce an even, perfectly flat surface to allow even extraction of the coffee. There is no maximum tamping pressure – you can't overdo it. It does not take a lot of pressure to ensure maximum density is achieved. A simple rule is that when the tamper stops moving, that's when you stop pressing. If an uneven surface is produced, the espresso will pour unevenly.

The extraction

The extraction time will depend on the ground coffee and flavour profile that the barista is seeking. When extracting coffee, ensure that the ground coffee does not touch the shower screen (this can be tested by inserting the group into the machine and then removing it to see if the shower screen has touched the ground coffee).

Extraction time is usually the third variable that a barista will consider after dose and yield have been determined. The majority of coffee is extracted for between 22 and 40 seconds. Quicker espressos will have a lighter body and higher acidity. Slower espressos will tend to have a heavier body and more sweetness.

The main factors that affect how long an espresso takes to extract are grind size, pump pressure/flow rate and the type of basket being used.

If the extraction time is too short, the espresso may be thin, weak or acidic. If the time is too long, the resulting espresso may be harsh or bitter.

shower screen used to diffuse water before it touches the ground coffee, ensuring it spreads evenly over the ground coffee in the portafilter basket

BARISTA WORK INJURIES

ALL FOR THE LOVE OF COFFEE: WORK INJURIES AMONG BARISTAS

The cafe industry is booming and the demand to consistently provide the best product and service is taking its toll on baristas.

Work-related injuries among baristas are on the rise due to repetitive stress from slinging coffee. Coffee tamping using manual pressure can increase the risk of barista elbow, repetitive strain injuries (RSI, also known as occupational overuse syndrome), and conditions such as 'barista wrist' ...

... A hand specialist told the *New York Post* in a 2014 article that work injuries among baristas in the cafe industry are common.

'It's common, and usually chronic,' said Phaeleau Cunneen, a hand specialist at SPEAR Physical Therapy in Manhattan.

He said the dangers involved in the motions of making and serving coffee are far more serious than what the average person knows.

He explained that to make an espresso, 'you have to tamp the espresso, push it into the machine, then turn the knob – and the person running the machine is probably making 100–300 cups a day, maybe more.'

In an effort to minimise injuries brought about by manual tamping, Barista Technology NSW has introduced a fully automatic coffee tamper that completely removes the manual pressure required to tamp coffee.

With just a push of a button, the world's first automatic coffee tamper, PUQPRESS removes the need for repetitive application of pressure in tamping coffee.

'With long term RSI injuries to baristas becoming more and more apparent, minimise the risk to your business and protect your staff by replacing your traditional tamping method with the PUQPRESS. The PUQPRESS eliminates the need for repetitive application of pressure, dramatically decreasing the stress enured when tamping with manual coffee tamps. Coffee is perfectly tamped by the push of a button,' Barista Technology NSW stated in its website ...

... Diane Gregory, a professor of kinesiology and ergonomic expert at Laurier in Canada told the *National Post* health problems that baristas experience resulting from physical stress can be minimised.

'From an ergonomics perspective, there shouldn't be a physical pain or injury-inducing parts of a job,' she said.

She suggests using automated tampers and for staff to be rotated through tasks to reduce long shift of constant tamping.

The Juggler
The PUQPress

Source: *OHS News*, 4 November 2015

RESPOND

1 What are the main injuries that can be sustained by a barista?
2 Identify how to minimise the risk of these injuries occurring.
3 Research the PUQPress automatic tamper. What are the benefits to an establishment of using the PUQPress?
4 Research 'the juggler' – a cafe milk tap system. What are the benefits to an establishment of using the juggler milk system?

Worksheet

FOCUS QUESTIONS

COFFEE BEVERAGES

1 Define the following key terms:
   - **a** barista
   - **b** demitasse
   - **c** extraction

2 Explain the three uses of the term 'espresso'.

3 Draw a flow chart to explain the journey of coffee beans from planting to cup. Summarise each step into one or two sentences to go with your flow chart.

4 What is single-origin coffee? Outline two reasons why a cafe may choose to serve single-origin coffee.

5 Give the meaning of the following Italian terms:
   - **a** doppio
   - **b** ristretto
   - **c** latte
   - **d** macchiato
   - **e** piccolo
   - **f** affogato

6 Identify the main types of milk a cafe would have available for use in espresso coffee.

7 What are the main tips for achieving great textured milk?

8 What is crema? How is crema produced?

9 Explain the concept of the 'espresso recipe'. In your answer, refer to the grind, dose, tamp, extraction, volume and yield.

Espresso coffee equipment

Table 4.8 Equipment used to prepare espresso coffee

EQUIPMENT	FUNCTION	SAFETY AND HYGIENE	CLEANING AND STORAGE
Chocolate shaker	To sprinkle chocolate powder on top of drinks	Keep in a set position near the coffee machine	Wash and dry thoroughly once emptied
Containers	To store perishables such as sugar, marshmallows, chocolate powder, coffee beans, tea	Ensure container lids are tight fitting Label containers Use utensils to handle food items	Wash and dry thoroughly once emptied
Cups and saucers	For service of hot beverages Should be stackable and durable Saucers should match cups	Check for chips or cracks before use Avoid touching the rim of the cup	Rinse and put through dishwasher Ensure no lipstick marks remain Store on top of espresso machine to keep warm
Filter basket or portafilter	Basket containing fine holes, inserted into the group handle	Allow to cool before removing basket for cleaning	Wipe in between uses with a dry cloth located near knock box Wash at end of service period in the chemicals provided for the coffee machine
Group handle	Holds the filter basket and is inserted into the group head of the coffee machine	Allow to cool before cleaning Ensure the group handle is correctly fitted to the coffee machine	Wash at end of service period in the chemicals provided for the coffee machine
Knock box	Durable container with a bar across the top to 'knock' out the used coffee grounds (or 'puck'). Can be located on the bench, stand alone or as a hole in the benchtop	Empty at the end of service period to avoid microbial growth	May need to be emptied regularly during busy periods Empty at end of each service period and clean

EQUIPMENT	FUNCTION	SAFETY AND HYGIENE	CLEANING AND STORAGE
Jug	Stainless steel jug used for texturing milk	Clearly label jugs for different uses, e.g. Full cream, light, soy	Rinse in between uses Wash in dishwasher or hot soapy water Refrigerate before using
Tamp	Used to pack the coffee into the filter basket Come in a range of sizes, materials and colours	Avoid cross contamination	Keep tamp in the same position near the grinder Wash at the end of the service period
Thermometer	Used to monitor the temperature of the milk	Use the clip to attach to the jug	Do not put in the dishwasher Clean with hot soapy water Ensure all milk is removed from clip as well, to prevent microbial growth
Timer	Used to develop the espresso 'recipe' by timing the length of the espresso shot		Wipe over if spills or splashes occure
Trays	Used to carry beverages	Non-slip tray or non-slip mat should be used for safety when carry drinks	Wipe any spills Clean with hot soapy water at end of each service period

Table 4.9 Cleaning equipment

EQUIPMENT	FUNCTION	SAFETY AND HYGIENE	CLEANING AND STORAGE
Blind filter	Used for cleaning the espresso coffee machine, placed into the group handle	Take care when backflushing machine, as boiling water/steam can escape Wear PPE	Wash at end of service period in the chemicals provided for the coffee machine
Cleaning powder	Specific powder used to clean the espresso coffee machine	Read instructions for use Keep chemicals away from food storage/preparation areas Ensure labelling is clear	Always have safety data sheet (SDS) available for all chemicals in case of emergency
Colour-coded cleaning cloths	Colour-coded cleaning cloths that are used for specific tasks	Ensure no cross contamination by using the correct colour cloth for each task, e.g. steam wand, grinder, espresso machine, bench	Replace cloths regularly (if busy) Replace all cloths at the end of the service period

Espresso coffee machine

Safety checks

The following are risks and hazards associated with the use of an espresso coffee machine:

- burns from hot parts, hot liquid or steam
- fire from an electrical fault
- slips due to spill of liquids
- electrocution from faulty wiring or contact with water
- repetitive strain injury (RSI) or occupational overuse syndrome (OOS) from tamping coffee and texturing milk.

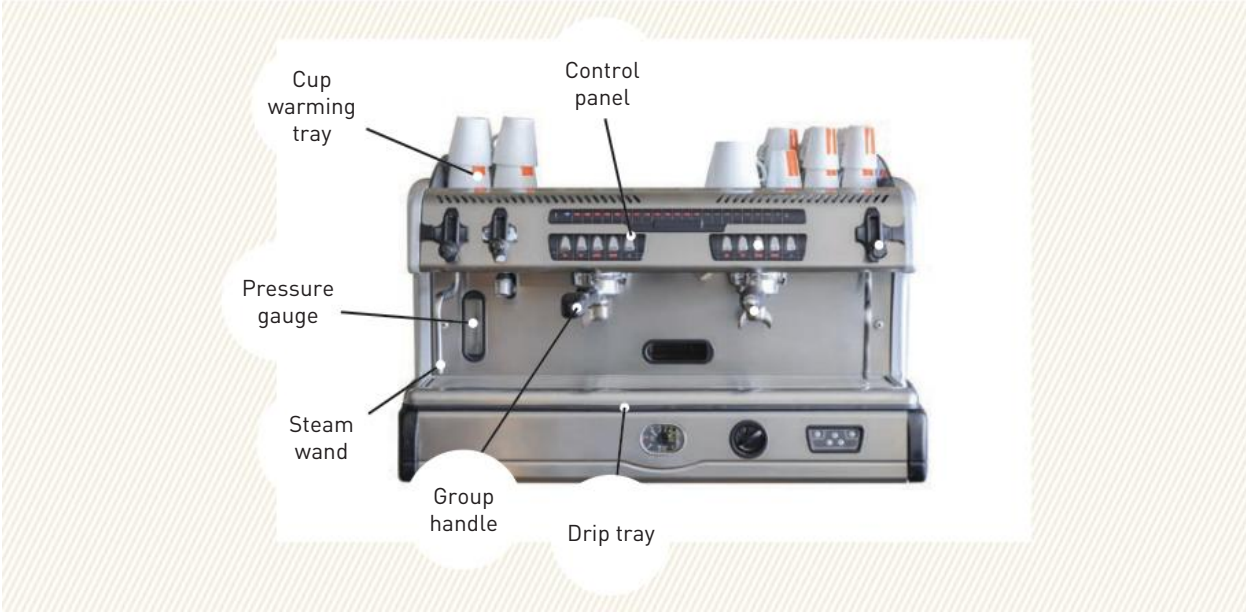
In the event of technical intervention, the machine must have the power disconnected from the mains.

When the machine is non-operational, the water valve should be closed and the electrical power supply switched off.

Preparation for service

In preparation for service, the following should be completed:

- prepare machine according to manufacturer's instructions
- check equipment is in good working order
- check adjustments and settings before starting
- ensure work area is clean and free of rubbish or any other obstacles
- ensure floor is dry or a non-slip mat is used.



iStock.com/frytka

Figure 4.32 Commercial espresso coffee machines come in different brands, shapes and sizes. Most have these common features.

Cleaning and maintenance

Always follow the manufacturer's instructions for cleaning and maintaining the espresso coffee machine, as all machines are different.

DURING SERVICE

- Keep the espresso coffee area clean during service, using colour-coded cloths.
- Purge the milk wand each time, before and after using. Wipe the wand thoroughly after using, to remove build-up of milk.
- To avoid cross contamination, never use the cloth used to clean the steam wand for any other task.
- Wipe out the filter basket in between uses with a dry cloth that is only used for this task.
- Backflush the machine at the end of a busy period.

POST-SERVICE – BACKFLUSHING

- Remove the filter from one of the group handles, and replace it with a blind filter.
- Add the cleaning chemical provided or recommended by the manufacturer.
- Place the group handle into the machine.
- Activate the automatic cleaning cycle OR manually turn the water on and off in 5-second bursts – repeat three times.
- Rinse the blind filter.
- Repeat the backflushing process without cleaning chemical to rinse until no chemical residue remains.
- Repeat the backflushing process for all group heads on the machine.
- Use a soft brush or specific coffee cleaning brush to gently scrub the shower screen and surrounding gasket to remove loose grinds.
- Wipe the group surface with a damp cloth. Fold the cloth and insert the corner into the recess around the shower screen to remove grinds and built-up oils.

POST-SERVICE – GROUP HANDLE

- Remove the filter baskets from the group handles.
- Scrub off any residual coffee grinds.
- Soak the filter baskets and group handles overnight in the cleaning chemical provided or recommended.
- Wash and rinse in hot soapy water to remove any residual chemical.

POST-SERVICE – STEAM WAND

- Ensure the steam wand is wiped after each use during the service period.
- At end of the service period, wrap a clean wet steam wand cloth around the end of the steam wand.
- Move the wand over the drip tray.
- Turn the steam wand on for 10 seconds.

© Photo provided with permission by Five Senses Coffee. All rights reserved.

Figure 4.33 Specific tools can be purchased for cleaning the espresso coffee machine.

- Leave the cloth wrapped around the wand for 10 minutes to soften any build-up of milk.
- Remove the cloth. The milk build-up should now wipe away easily.
- Occasionally, milk may need to be removed from inside the steam tip. Use a coffee tool to clean inside the tip.

Note: never use knives or steel wool to clean the steam wand.

POST-SERVICE – COFFEE MACHINE

- Remove the drip tray and wash it in hot soapy water.
- Clean under the machine.
- Wipe the outside of the coffee machine with a clean cloth.

Problems with espresso machines

General servicing of the coffee machine by a qualified technician is recommended every six months. Regular servicing will ensure the machine is well-maintained and can help to avoid major repairs or the machine not working during crucial periods.

Coffee grinders

Grinders come in various shapes and sizes and can dose the coffee manually (dose is measured by the barista), electronically (dose is electronically pre-determined) or mechanically (dose is made using a lever).

Grinders that grind 'on demand' are preferred, as this means the coffee is ground only when needed, so coffee grinds will not go stale sitting in the dosing chamber.

Safety checks

Grinders come in various shapes and sizes. Check the manufacturer's instructions for preparation of the grinder and safety checks. The grinder should be checked each day for safe use. Ensure that electrical cables and extension cords do not come into contact with water or spills. Use dry hands to operate the grinder.

→

Table 4.10 Problems with the espresso machine

PROBLEM/INDICATORS	POSSIBLE CAUSES	SOLUTION
No power to machine	Power is not on at main, powerpoint or coffee machine Electrical main has tripped off	Switch power on at wall socket and check machine switch is in the on position Check the electrical connection Contact a technician if unable to diagnose the problem
Machine will not extract coffee	Water supply tap is off Group head is clogged Solenoid valve (an electromechanically operated valve that restricts the flow on or off) is clogged	Turn the water supply tap to on Call your espresso technician
Coffee leaks from portafilter	Edges of portafilter are damaged Group seals are old or damaged	Replace portafilter basket Have group head seals checked and replaced
Water leaks under the machine	Detached drain Clogged drain Broken drain link	Check drain connection and restore if possible Replace drain line
Steam wand will not dispense steam, or dispenses water	Machine has not had sufficient time to heat up Steam wand is blocked	Ensure sufficient time for machine to heat up (at least 20 minutes before use) Clean steam nozzle with special brush Call a technician if troubleshooting does not work

Preparation for service

- Place the hopper onto the grinder, then switch the machine on.
- Place fresh coffee beans into the hopper, then open the hopper gate.
- Grind coffee for test extractions.
- Monitor espresso throughout the day and adjust the grind size if necessary.

iStock.com/frytka

Figure 4.34 Mechanical dosing grinder (left); electronic dosing grinder (right). Mechanical dosers have a lever to pull; electronic dosers automatically dose a pre-set amount.

Cleaning and maintenance

DURING SERVICE

Using a large brush, regularly brush coffee grinds from the bench and grinder tray into a bin or dustpan. The dustpan and brush should be used specifically for this purpose and not used as general cleaning equipment.

POST-SERVICE

- Close the hopper gate and grind any remaining beans in the chamber.
- Purge the grinder of any remaining ground coffee.
- Turn off power to the grinder.
- Remove the hopper by closing the gate. Store the remaining beans in the correct container, or discard if the beans have been in the hopper too long.
- Brush down the dosing chamber and hopper with a large coffee brush (some businesses have a small vacuum for sucking out leftover coffee grinds and beans).
- Wipe the outside of the chamber with a clean cloth.
- Clean and sanitise the bench surrounding the grinder.
- Wash the hopper in hot soapy water and dry thoroughly (preferably overnight).

Table 4.11 Problems with the grinder

PROBLEM/ INDICATORS	POSSIBLE CAUSES	SOLUTION
No power to machine	Power off at powerpoint Power off at grinder Power off at mains	Check power supply at wall socket, grinder and power main Call a technician if the problem cannot be determined
No grinds coming out of chute	Hopper gate closed Grind setting is set too fine Blockage or build-up of coffee grinds in blades Not enough beans in hopper Blades are blunt	Pull out hopper gate to allow beans to get to blades Adjust grind setting Ensure power is off, then remove hopper and brush out excess grinds on the blades to see if there is a build-up on the blades Replace grinder blades or call technician

Filter baskets and tampers

A range of filter baskets can be used for the espresso coffee machine. Filter baskets must fit the group handle that goes with the machine. There are generally two basket sizes, a single and a double.

Single baskets range from 6 g–9 g sizes

Double baskets range from 14 g–24 g sizes

New VST lasercut baskets and naked portafilter baskets are newer types of filter baskets.

iStock.com/Probuxtor

Figure 4.35 A naked portafilter can demonstrate where errors in extraction are occurring.

Working with steam

Potential dangers when working with steam include:

- burns and scalds from boiling water and steam
- burns from overheated milk, spilt milk or the jug being too hot
- slips resulting from water shooting out of steam wand onto floor if not purged over drip tray, or from spilt drinks.

The following safe practices should be adhered to when working with steam:

- Always work safely and carefully when using the espresso coffee machine.
- Concentrate on the task at hand so that you do not spill or overheat milk.
- Ensure hands are dry when operating electrical equipment.
- Ensure cords and cables are not exposed to water.
- Use a thermometer to judge the temperature of the milk instead of relying on your hand.

FOCUS QUESTIONS

WORKING WITH ESPRESSO COFFEE MACHINES

1 Make a list of all the equipment that you need to prepare as part of espresso coffee mise en place.

2 Make a list of all the ingredients you need to have on hand for espresso coffee preparation.

3 Give a brief description of the function of each of the following parts of an espresso coffee machine:
   - **a** group handle
   - **b** drip tray
   - **c** cup warming tray
   - **d** stream control
   - **e** steam wand
   - **f** control panel
   - **g** hot water spout

4 Give a brief description of the function of each of the following parts of a grinder:
   - **a** hopper
   - **b** adjustment collar
   - **c** group rest

5 What does the term 'backflushing' refer to? Describe this procedure and outline when you would perform it.

6 Describe how the steam wand should be kept clean.

7 Explain three problems you may encounter when using an espresso coffee machine and suggest a solution for each.

8 Make a list of the cleaning equipment and chemicals required to clean the espresso coffee machine.

9 Identify five potential dangers when working with an espresso coffee machine, and how these can be minimised by staff.

Serving non-alcoholic beverages and espresso coffee

Establishing customer needs

Great hospitality staff will be able to establish customer needs and expectations through active listening and questioning techniques. Once a customer becomes a 'regular', it is impressive to a customer if they don't even need to place an order because staff remember what they want.

Matching preferences

Matching preferences and expectations to beverages is a skill that develops with experience and practice in the industry. Many customers will know what beverage they want and be able to articulate this easily to waitstaff.

However, some customers may not know what they want. For example, a customer may not regularly drink the types of beverages on offer at the establishment, or they may be looking to try something different or wanting to match a beverage to a menu item. In these circumstances, the hospitality worker will need to be able to establish the customer's need and offer suitable beverages.

Procedures for service

Taking orders

Order taking can be done electronically or manually. Manual order taking means writing the order down, usually on an order pad. Writing orders down ensures

that all preferences and items are recorded, including the table number, time of order and server. Written orders need to be legible so that communication is clear between the server and the other cafe or restaurant staff preparing the order. A common set of abbreviations should be established by the business, and all staff should use the agreed set of abbreviations to avoid any confusion. The written order is then either put through an electronic point of sale system or manually tallied for the customer at the end of their visit.

Electronic order taking is fast becoming the preferred method. This eliminates the need to take the order to the kitchen, and avoids doubling up by having to enter the manual order into the point of sale system. Electronic order taking is quick and efficient, however the cost to the business of setting up an electronic system can be large. Smaller cafes are finding cheaper options, with different apps available for use on a range of tablets or smart phones. These can be paired with a Bluetooth printer in the kitchen, making the set-up of electronic ordering a lot cheaper than in the past.

Calling of order

Calling of the order will depend on the procedure followed in the establishment. Some establishments require you to call 'order up' when there is a new order, to alert the chef or barista that a new order has arrived. Other businesses may require you to call the order out to the chef or barista. Establishments with electronic ordering systems may have the point of sale system set to print a receipt in the kitchen, or the order may appear on a screen.

Delivery to the table

Delivery to the table should take place promptly after the beverage has been prepared, to ensure that it is served at the correct temperature. Some businesses may have a bell or call out when the order is ready to be taken to the table. Using a tray is the most efficient way to serve beverages, although this may not be required if there are only two beverages. If you are carrying beverages without a tray, it is important to carry the beverage by the base of the glass or the side of the saucer. Do not place the saucer in the palm of your hand, or you will not be able to set the beverage down for the customer when you get to the table. Try to not look at the beverage as you are walking – watch where you are going. This becomes easier with practice.

When carrying beverages using a tray, ensure that the tray is non-slip or has a non-slip mat. Load the tray on a flat surface, including any additional requirements such as sugar sachets, milk or teaspoons. Slide the tray into your left hand (for right-handed people), with your fingers spread open and slightly bent. Your palm should be in the centre of the tray to allow the tray to balance well on your hand. Steady the tray with your right hand if needed. Use your right hand to present the beverages to the customer. Practise loading and unloading the tray to get to know how the tray feels as beverages are removed.

Presentation to the customer

Beverages are usually presented from the customer's right-hand side, although this depends on how formal the restaurant or cafe is. More casual cafes tend to serve in a more relaxed manner. Also, many cafes are very cramped or small, and serving from the customer's right-hand side is not always physically possible. If the space is limited, it is still polite for the server to serve the beverages, rather than asking the customers to pass them down.

Turnaround times

Most customers expect efficient service. Beverages should be served before food. A customer may even be served two beverages before their food arrives, as they will often order a drink on arrival before placing their food order. Water should also be offered on arrival.

Working in a busy environment

Working in a frontline role in a cafe or restaurant will mean working during busy periods. Most cafes or restaurants have certain times of the day that are considered their 'busy' periods. During the quieter times of the day, tasks that will help during the busy period should be completed. This will help ease the number of tasks that need to be undertaken during the busy period. For example, if the cutlery is cleaned and re-stocked during quieter times, this means there will be cutlery available for customers to use during the busy period, and you will be able to focus on taking and delivering orders. You will still have to deal with multiple requests at once during busy periods, but if as much organisation as possible has already taken place this will help to ensure the smooth running of the establishment.

FOCUS QUESTIONS

CUSTOMER SERVICE

1 Compare electronic order taking and manual order taking. What are the advantages and disadvantages of each?

2 Provide two examples of situations where you may have to suggest a beverage to a customer.

3 You are working in a busy cafe. List four tasks that you could perform during the quieter period of the morning before the lunch rush.

4 List four tips for new staff when delivering a tray full of beverages to a table.

PRACTICAL APPLICATIONS

CARRYING DRINKS WITH A TRAY

AIM

To determine the best method to load and unload multiple drinks using a service tray

MATERIALS

- Service tray and non-slip mat (if required)
- Plastic or disposable cups
- Water
- Mop, bucket, wet floor signs (if spills occur)

METHOD

1 Fill five plastic cups with water.

2 Place two of the cups onto the service tray.

3 Place the tray in your left hand (if you are right-handed), with your palm spread out beneath the centre of the tray.

4 Practise walking around the room with the tray. Steady it with your right hand if necessary.

5 Stop and unload the cups, one at a time, onto a table. Notice how the tray feels as you unload each drink.

6 Practise loading the full cups back onto the tray (as if you were clearing the table).

7 Continue to add more cups to the tray and practise loading and unloading the drinks. Determine the best position for you to place the cups on the tray, and the best method for unloading the cups. Keep practising loading and unloading the tray until you feel comfortable. Clean up any spills as you go!

RESPOND

1 Where on the tray is it best to place the drinks?

2 When unloading the drinks, what was the best method to compensate for the loss of weight on the tray?

3 When clearing the table using a tray, would you start to place the cups in the centre of the tray, or on the left or right?

Preparation of beverages

Safety and hygiene

Always follow the establishment's safe work procedures when preparing beverages. Some potential injuries can include:

- burns from hot water or steam
- slips or falls from spills
- cuts from knives or sharp equipment, such as the blender
- electrocution from the use of electrical appliances or contact with water
- suffocation from the use of inert gases in confined spaces
- back injury from lifting, bending or poor posture.

Hygiene rules apply to the preparation and service of beverages, as with any other item for human consumption. It is important to ensure that:

- all staff have good personal hygiene
- hands are regularly washed
- equipment and utensils are cleaned and sanitised
- all ingredients are stored properly, including at the correct temperature

ENVIRONMENTAL STEWARDSHIP

MARGAN ESTATE

Margan Estate was established in 1996, in the Broke Fordwich region of the Hunter Valley. The business has over 100 hectares of vineyards and gardens, along with a Cellar Door and award-winning restaurant. They describe their dining experience as 'agri-dining', where 90 per cent of the produce used is from their own garden.

They have been awarded:

- **One Chef Hat** – SMH Good Food Guide 2017
- **Winner NSW Restaurant in a Winery** – Restaurant and Caterers Savour Awards 2015
- **Winner Sustainable Restaurant Award** – SMH Good Food Guide 2012, 2014
- **Winner Excellence in Food Tourism** – Australian Tourism Awards 2014, 2015

That is only naming a few! Margan Estate invested considerable time and effort to achieve sustainability certification. To do this, they invested in a part-time environmental officer. The environmental officer developed the environmental management plan (EMP), which is compliant with international standards. Their underlying value of ensuring the land is kept in great condition provides guidance for all decision making, such as product selection, preferred suppliers and procedures implemented.

The team at Margan Estate are committed to protecting the environment and receive training, support and encouragement to continuously improve. Initiatives such as preventing pollution, saving energy, minimising waste and conserving natural resources are at the forefront of continuous improvement. The team actively communicate and promote environmental values to suppliers, contractors, customers and the wider community.

In practise, this includes:

- energy audits of all operations and energy-saving initiatives implemented
- solar panels to minimise use of energy from the grid
- roof water is recycled through a wastewater recycling system and utilised for the gardens
- waste reduction, including recycling paper, glass and cardboard
- restaurant food waste is composted and worm farms utilised
- minimal use of synthetic sprays or chemicals for weeds, pest and disease. Gardens are hand worked.
- heavy imported wine bottles were replaced with lightweight glass, and cartons were replaced with Australian-made recycled cardboard
- construction of the restaurant, barrel room and administration are all from rammed earth. Winery roof is fully insulated to save on energy consumption.
- 90 per cent of the restaurant's fruit and vegetables are grown on site, as well as free-range eggs, herbs, honey and olives.

RESPOND

1 Why do you think this style of restaurant appeals to visitors and tourists to the Hunter Valley?

2 Suggest some policies that could be implemented to save water and energy and minimise waste in the restaurant. Use the supplied link to download the Business Chamber Hospitality Toolkit for additional ideas.

Maraan Estate

- the FIFO principal is applied for all beverage ingredients
- glasses and cups are cleaned and sanitised, and polished using specific cloths that are not used in other food preparation
- cloths and tea towels are only used for drink preparation, and not cross contaminated with food preparation
- the rim of the glass and any utensils that the customer will use with the beverage are not touched after cleaning and sanitising.

Time management

Good time management will help ensure the customer receives the beverages in an acceptable timeframe. Prepare beverage orders in the same order that they arrive, to ensure the customers whose orders were taken first receive their beverages first. If an order for the same table contains milk-based espresso and non-milk espresso coffee, prepare the milk-based beverages first. Customers will expect their beverage order to be prepared efficiently. Beverages should be served before food items.

Environmental work practices

All hospitality establishments will have an impact on the environment. The aim should be to minimise the environmental impact and promote environmentally friendly work practices. Environmentally friendly work practices can also benefit the establishment by saving money and promoting a positive image.

Efficient use of resources, water and energy

WATER

Hospitality establishments can reduce their water use by:

- rinsing food in a plugged sink instead of under running water
- only running the dishwasher with a full load, and using the economy or efficiency setting. Excess food should be scraped into the bin before dishes are placed in the dishwasher.
- choosing water efficient dishwashers and washing machines
- promptly reporting leaks to be fixed.

ENERGY

Hospitality establishments can reduce their energy use by:

- purchasing energy efficient appliances
- checking fridge and freezer seals every six months, and reporting any damage, leaks or cracks
- positioning the fridge away from direct sunlight or windows, and leaving a gap between the fridge and the wall to allow circulation
- minimising the length and frequency of times the fridge and freezer are opened
- setting fridge or freezer temperatures to the manufacturer's recommendation to avoid over-cooling, which can waste energy and money
- maximising the use of natural lighting when possible during the day, and switching off unnecessary lights.

Management of waste

Hospitality establishments can manage their waste by:

- recycling all bottles, cans, cardboard, glass, plastics and metals, and having separate bins for general waste, recyclables and food scraps
- composting food waste rather than putting it in the garbage
- offering environmentally friendly takeaway containers, and purchasing recycled containers, cups, utensils and napkins
- offering an incentive for customers who bring their own cup, such as a discount or reward
- using environmentally friendly chemicals
- disposing of chemicals correctly.

Preparation of non-alcoholic beverages

Mise en place

Mise en place traditionally refers to organisation, or everything being 'put in place' in the kitchen. However, with more and more complex drinks being served these days, the concept has moved to the beverage and bar preparation areas. Orders come to the beverage section just as quickly as the kitchen, and drinks need to be prepared in an efficient manner and served at the correct temperatures. Having good mise en place for beverage preparation is essential for meeting and exceeding customer expectations.

Workstation

The workstation should be prepared in a logical and efficient manner. All equipment required for beverage preparation should be clean and ready to be used. Wherever possible, equipment should be within reach of the beverage station. Most cafes and restaurants will already have a designated beverage workstation or work area. Good establishments will have a 'place' for each piece of equipment so you never need to go hunting for equipment mid-preparation. This saves valuable time when preparing drinks.

Preparation

Ensure the following are prepared prior to the service period commencing:

- mixers – cordials, syrups, flavourings and juices should be in bottles ready to be used
- other ingredients, such as fruit for smoothies, should be peeled and chopped ready for use and stored accordingly
- ice – ensure enough ice is ready for the service period, and that the ice scoop or tongs are at the beverage work stations
- herbs and other garnishes should be washed and prepared ready for service
- glasses should be clean, sanitised and polished, and preferably stored in the fridge for cold drinks
- straws, stirrers and swizzle sticks should be in containers ready for service
- clean trays should be near the beverage station, ready for use.

Service

Service of beverages should be efficient to ensure that the customer receives the beverage at the correct temperature and that it is presented to the customer looking as it was intended. Garnishes, ice, ice-cream, cream and other decorations will rapidly deteriorate if not served promptly. Service of drinks needs to be as quick as possible to allow the customer to enjoy the full effect of the garnishing and presentation of the beverage.

PRACTICAL APPLICATIONS

BEVERAGE WORKSTATIONS

AIM

To set up a beverage workstation

METHOD

1. Determine what recipes the beverage workstation will need to produce for the service period – at least three different non-alcoholic beverages.
2. Gather all the equipment and ingredients required to produce the beverages.
3. Before you start to prepare the beverages, set up your work space to maximise efficiency. Think about the location of each individual item and how you will work sequentially to produce the beverages.
4. Prepare at least three beverages at your workstation.
5. Take a photo of your beverage workstation, and your finished beverages.

RESPOND

1. Did the set-up you produced allow you to easily prepare the beverages?
2. Was there any equipment you forgot?
3. Was there a better way you could have set up the workstation?
4. How often did you have to walk away from your station to get additional items?
5. Make a list of all the items that need to be included when setting up a beverage workstation.

Ingredients for non-alcoholic beverages

Table 4.12 Common ingredients and storage for non-alcoholic beverages

INGREDIENTS	EXAMPLES	STORAGE AND HANDLING
Fresh fruit	Lemon slices Lime wedges Orange slices Pineapple wedges Bananas Cherries Mangoes Strawberries Tomatoes	Store freshly cut fruit in labelled containers in the refrigerator Only prepare the amount of fruit needed for the service period, to avoid excess wastage
Vegetables	Celery Cocktail onions Cucumbers Olives	Store in containers in the refrigerator
Juice	Orange juice Pineapple juice Tropical juice Cranberry juice Grapefruit juice Carrot juice Celery juice Lemon juice Apricot nectar	Freshly squeezed juice is highly perishable and should be consumed within the day Pre-bought juice should be stored in a labelled container in the refrigerator Use FIFO procedures
Mixers	Soda water Ginger ale Flavoured soft drink	Chill in the refrigerator until required Use FIFO procedures
Dairy	Milk Yoghurt Ice-cream Cream Sorbet	Refrigerate/freeze until required Use FIFO procedures and check expiry dates Do not leave perishable products at room temperature if not being used
Sweeteners	Sugar Sugar cubes Honey Artificial sweeteners	Store in labelled, airtight food containers, in the dry store or on the bench
Tea	Black tea Oolong tea Herbal/flavoured tea Green tea	Store in airtight containers, at room temperature, away from light and heat
Herbs/spices	Mint Nutmeg	Store in labelled airtight containers
Cordials/syrups/ flavourings	Grenadine Monin syrups Sugar or stock syrup Milkshake flavourings	Store in designated area Ensure lids are tightly fitted after use
Other ingredients	Salt Coconut cream/milk Jelly crystals Essences, e.g. rum, vanilla, brandy, peppermint	Store in pantry Coconut cream or milk should be refrigerated in an appropriate container after opening

Methods to prepare non-alcoholic beverages

Table 4.13 Methods used to prepare non-alcoholic beverages

METHOD	EXPLANATION	EXAMPLES
Blending	All ingredients are placed in a blender, and mixed until the right consistency is achieved Smoothies are prepared in a blender Ice can also be added	Pina colada mocktail Milkshakes Peach smoothie Strawberry frappe
Juicing	Extraction of juice from fruit or vegetables, usually using a commercial juicer	Freshly squeezed orange juice Customised juice – customer can order different combinations of juice
Mixing	Place all ingredients in a glass or in another container (such as the cocktail shaker) Stir or mix with a muddling spoon	Kiwi-lime refresher Fruit punch
Plunging	Can be used to make tea or coffee A coffee plunger is also known as a French press (See page 152 for more about using the plunger to make coffee.)	Tea or coffee
Shaking	Ingredients are placed in a cocktail shaker, ice is added. The drink is quickly shaken before the ice melts, and usually strained into prepared glass Usually used for preparing mocktails Do not use carbonated or hot beverages in shaker!	Lychee-tini mocktail Tropical Explosion mocktail Cranberry, lychee & raspberry mocktail
Building	Start with ice in the glass, then pour other ingredients over the top to 'build' the drink Ingredients are added in the order specified on the standard recipe	Champagne mocktail Iced chocolate Shirley Temple Lemon, lime and bitters
Layering	Ingredients are added to the glass in layers The densest ingredients will be at the bottom – layer the ingredient with the highest sugar content on the bottom Ingredients must be added slowly so they do not mix. This creates an appealing effect as ingredients appear separated in the glass. Sometimes the back of a spoon is used to pour ingredients into the glass	Fruit tingle mocktail Layered cottontail mocktail
Muddling	Ingredients (usually fruit and herbs) are added to the glass or cocktail shaker and muddled or mashed using a muddle stick. This extracts the flavour from the fruit and herbs before the liquid is added to the beverage.	Mojito mocktail Old-fashioned mocktail Strawberry Pineapple Caipirinha mocktail

Brewing tea

MAKING A CUP OF TEA

- Start with fresh cold water, and bring to the boil.
- Pre-warm a ceramic teacup using the warming tray on top of the espresso coffee machine, or by placing some boiling water in the cup for a few minutes and then discarding it. Then add the teabag or tea leaves.
- As the water boils, pour it onto the tea bag or tea leaves.
- Leave to brew or steep for 3–4 minutes and then remove the teabag. Serve with a strainer if using fresh tea leaves.
- Serve with milk and sugar or honey.

MAKING A POT OF TEA

- Start with fresh cold water, and bring to the boil.
- Pre-warm the pot by placing boiling water in the pot and allowing the pot to warm for a few minutes. Discard this water.
- Add 1 teaspoon of tea leaves per person, plus 1 teaspoon for the pot.
- Pour the boiling water in and after 1 minute stir the water or swirl the pot.
- Leave to brew or steep for 3–4 minutes.
- Serve with a strainer (or remove the tea leaf basket, if fitted), milk and sugar.

Measuring and calculating quantities

It is important for beverage recipes to be recorded as 'standard recipes' in a similar format to the standard recipe card that a chef would use, including a picture of how each beverage should be presented. Staff members should be trained to use the standard recipes for beverages. This will help to ensure consistency in beverage production and service.

Standard recipes also help with calculating the amounts required to make multiple beverages, such as if you need to prepare four quantities of the same blended drink. It also helps to ensure that staff will not prepare too much of each beverage, minimising wastage of ingredients. The standard recipe card should contain the exact measurements needed to make one beverage, and staff should use the correct measuring jugs, measuring spoons or scales to prepare the beverage.

Issues with beverage quality

Preparing non-alcoholic beverages requires practice and precision, but also the ability to remedy issues if they arise. Sometimes issues will still arise, even if the standard recipe is followed. Fresh ingredients can vary throughout the year, sometimes causing minor differences in the beverage produced.

Table 4.14 Common issues with beverages

ISSUE	CAUSES/INDICATORS	ADJUSTMENTS
A drink was served warm	Beverage was left too long before service Not enough ice was added Glass was too warm	Serve beverages immediately after preparation Cool glasses after dishwashing Add sufficient ice, particularly on very hot days Ensure all ingredients are kept cold
A drink curdles	Lumpy in appearance Beverage looks like it has 'split' Milk could be sour	Ensure the standard recipe card is followed Serve drink immediately after preparation
Drinks are being spilt by waitstaff	Drinks are too full for waitstaff to carry	Fill beverage to just under the rim Use a non-slip mat for trays to prevent movement of beverages
The drink tastes very acidic or is not sweet enough	Fresh ingredients may not be as sweet when not in season Fruit may not be ripe or may be overripe	Ensure the standard recipe card is followed Standard recipe may need to be adjusted seasonally for fruit-based beverages Use good quality ingredients Ensure fruit is at correct ripeness Ensure ingredients are fresh
The drink is too thick/thin/watery	Ice has melted before service Standard recipe was not followed	Ensure the standard recipe card is followed Add more liquid if drink is too thick

FOCUS QUESTIONS

METHODS OF PREPARING NON-ALCOHOLIC BEVERAGES

1 Explain the importance of good beverage mise en place.

2 List the common pieces of equipment that a non-alcoholic beverage station should have.

3 Describe each of the following methods used to prepare non-alcoholic beverages:
   - **a** blending
   - **b** shaking
   - **c** layering
   - **d** muddling

4 List the steps to make a pot of tea for four.

5 Provide one adjustment you would make in response to each of the following customer complaints:
   - **a** a soft drink was not cold
   - **b** a smoothie was lumpy and curdled
   - **c** the drink was too thick to drink through the straw

Preparation of espresso coffee

Mise en place

Mise en place for espresso coffee preparation means getting the coffee workstation ready to begin service. This involves preparing the workstation, checking stock levels and re-stocking if required, ensuring adequate levels of perishable items, preparing the espresso machine and preparing the espresso recipe for the day. Ensuring that all items are prepared and in the correct location will mean the barista can work efficiently to prepare and serve espresso coffee to customers. In peak times, this can be crucial in providing quality customer service.

Workstation

The workstation for coffee preparation should be prepared prior to service commencing. Ensure the following are ready and within reach of the espresso coffee station:

- clean cups and saucers are on the warming tray
- a sufficient supply of takeaway cups and lids is available
- utensils – spoons, measuring equipment and thermometers are clean and available for use
- clean and sanitised milk jugs have been placed in the fridge to cool
- a sufficient supply of ingredients is available (see Table 4.15)
- cleaning cloths are ready
- make at least three espressos to 'season' the machine. This ensures any debris, leftover coffee or cleaning chemicals are flushed out of the machine.
- prepare the grinder – place hopper onto grinder, fill with beans, slide open hopper gate.

Preparation of espresso coffee machine

At the start of the day:

1 Turn on the espresso coffee machine power and water supply at least 20 minutes prior to service.

2 After warming up (at least 10 minutes), open at least one of the steam arms and allow steam to escape – this will give an accurate pressure reading.

3 Proceed to prepare the 'espresso recipe' for the day to determine the dose, yield and time needed to produce the espresso.

Service of coffee

Ensure the following are ready for coffee service:

- sugar and sugar alternatives are available on tables
- an adequate supply of spoons are clean and sanitised
- saucers are clean and ready to be used
- garnishes, decorations or other items used to present are ready
- serving trays are clean and ready for use (if required).

Test extraction

Perform test extractions to determine the espresso recipe for the day. The dose, yield and time are determined.

Espresso coffee ingredients

Table 4.15 Coffee ingredients and storage conditions to optimise shelf life

INGREDIENTS	STORAGE CONDITIONS
Coffee beans	Once opened, keep beans in an airtight container, preferably opaque, at room temperature Avoid sunlight, heat, steam and moisture Buy the right amount of coffee – avoid stocking up as coffee starts to lose its freshness after roasting. One to two weeks after roasting is best for freshness of beans.
Ground coffee	Try to use ground coffee immediately. Do not store ground coffee in the doser for use later, as it loses much of its flavour. Dispose of ground coffee at the end of the service period
Milks	Milk should be stored below 5 °C Shelf life is usually 5–7 days Follow FIFO procedures Do not leave milk sitting on the bench for long periods of time in between uses UHT milk must be refrigerated after opening and labelled with the date it was opened
Flavours and toppings	Used by some businesses to produce flavoured beverages such as caramel latte, vanilla mocha Store in original packaging or in appropriate food service containers, with pourers attached Check use-by dates and use FIFO procedures
Sugar	Can be single sachets or containers of sugar on tables Should be stored in airtight containers to prevent it absorbing moisture

Making the perfect espresso

Grinding beans

Many baristas agree that the grinder is one of the most important pieces of equipment for making great coffee, so ensure that the grinder is cleaned and cared for properly. Start with freshly roasted coffee that has been stored correctly – 5–14 days after roasting is best.
A fine grind size is best for espresso; it should feel just coarser than flour.

Dosing beans – manual, electronic, mechanical

Dosing can be done manually, by measuring the coffee using scales or a measuring spoon, electronically, where the grinder grinds a specific amount, or mechanically, using a lever to dose the coffee. The dose should be 2–4 g more than the basket size, e.g. 18 g basket, dose 20–22 g.

Most baristas agree that the best espresso is made using a double shot, making two espressos from the same basket, using between 18–28 g of coffee.

Freshly grind the coffee, then dose within one minute of grinding. Many grinders will only grind the amount that is needed. This saves coffee from becoming stale after grinding if it is not used quickly enough. Never grind large amounts of coffee.

Tamping

- Tap the side of the basket to level before tamping to evenly distribute the coffee in the basket.
- Tamping must be flat, with even pressure using some of your body weight.
- Make sure the tamp fits the basket tightly.
- Tamp until you can no longer push down.

Tapping the basket

Extraction of espresso – flushing head, pour rate

Extraction is now viewed as a science. Total Dissolved Solids (TDS) and the extraction yield are often measured in an attempt to create great tasting espresso every time. Extraction includes everything the water takes from the coffee, and 28 per cent of coffee is extractable. The extraction yield should be between 18–22 per cent. Extraction yield or TDS can be measured using a beverage refractometer.

The group head should be purged prior to extraction. The extraction time is usually between 24–35 seconds. There is a fine balance between under extraction and over extraction. The ideal extraction should be sweet and ripe, with a finish that 'goes on'.

Table 4.16 Terms used to describe different levels of extraction

UNDER EXTRACTED	IDEALLY EXTRACTED	OVER EXTRACTED
Quick finish	Sweet	Bitter
Sour	Ripe	Empty
Lacks flavour	Long finish	Dry
Not sweet	Complex acidity	Hollow
Salty		Astringent/sharp

Sensory analysis

Sensory analysis of coffee involves the smell, feel, taste and look of the coffee. When preparing espresso, look for the following:

- body – the espresso should have a rounded feel in your mouth
- puck – the wet ground coffee in the filter basket after extraction should be one colour and one texture. There is less emphasis these days on a solid puck.
- look – the pour of the espresso should start as a dark almond brown colour and gradually change to a lighter caramel colour
- oil – the espresso should start pouring with lots of oil and then will become more watery throughout the extraction
- crema – the crema (the oils on top of the espresso) should be thick
- flavour – the espresso should be well-rounded. It will include a mix of sour, sweet and bitter flavours.

Monitoring espresso coffee

The espresso coffee should be monitored throughout the day, as other factors, such as the weather, the temperature of the beans and the grinder, can all affect the extraction. If the espresso changes throughout the day, the 'espresso recipe' should be adjusted.

Issues with extraction

Table 4.17 Common problems with espresso extraction

PROBLEM	CAUSES/INDICATORS	SOLUTION/ADJUSTMENTS
Under extraction – not enough flavour is taken from the coffee grounds	Sourness Lacking flavour Lacking sweetness Salty Disappointing finish	Dose – use slightly more coffee grounds or grind the coffee finer Yield – pack firmly to ensure adequate yield or use more water Time – extract for a longer period of time Freshness – check how fresh the coffee beans are
Over extraction – taking too much of the soluble flavours from the coffee	Bitter Drying Hollow/empty	Dose – use slightly fewer coffee grounds or grind coffee coarser Yield – use less water Time – extract for a shorter period of time
Unpleasant flavour	Coffee grounds in cup Cleaning chemicals not adequately removed Build-up of grime/coffee grinds	Regularly have the machine maintained Ensure the grinder blades are clean and dry Thoroughly clean the machine Ensure machine is at correct temperature before preparing espresso
Problems with crema	Bubbly or quickly dispersing No crema	Ensure coffee is freshly roasted Ensure coffee is stored correctly Ensure the machine is at the correct temperature
Shots pouring unevenly	The two shots are uneven	Ensure coffee is packed evenly and level Ensure you have used the correct amount of coffee Ensure the basket is not wet when coffee is packed Do not tap on the side of the portafilter once the coffee is packed, as this may create a crack for water to run quickly through or break the seal of the coffee Use a naked portafilter if possible to check the flow of the coffee

FOCUS QUESTIONS

PRODUCING ESPRESSO COFFEE

1 Identify all the items needed to set up an espresso coffee workstation.
2 What are test extractions? What is the purpose of test extraction?
3 What is meant by the term 'espresso recipe'? What needs to be determined when deciding on a daily espresso recipe?
4 List the ingredients used for espresso coffee preparation and the storage requirements for each.
5 Differentiate between manual, electronic and mechanical methods to dose ground coffee.
6 List the points to remember when tamping.
7 What does TDS stand for? How can it be measured?
8 Explain what sensory analysis means and identify what properties a good espresso coffee should have.
9 Identify one adjustment you could make to the following problems:
   a shots are pouring unevenly
   b there is no crema on the espresso
   c the espresso is very light in colour and appears watery

Service of beverages and coffee

Service of non-alcoholic beverages and espresso coffee should be in accordance with the workplace standard. However, some general standards for the service of beverages are that the beverages should be served:

- at the correct temperature
- in the correct glassware or crockery, depending on the establishment's set standard
- without drips or spills
- with suitable utensils if required, e.g. teaspoon with hot beverages, straw for milkshakes
- with suitable accompaniments, depending on the establishment's set standard, e.g. a small biscuit with each coffee
- with sugar or sweeteners, e.g. sugar sachets or sugar container is already on the table
- with the matching saucer (for hot beverages)
- in clean crockery or glassware.

Serviceware

The serviceware used will depend on the cafe or restaurant that is serving the beverages. Serviceware can differ vastly in price and quality.

Glassware

Glassware reflects the standard of the business, and varies in price and durability. Regardless of the quality or cost of the glassware, glassware must be:

- free of cracks and chips
- washed in a glass dishwasher
- free of any residue or lipstick marks
- air dried and polished using a lint-free glass polishing cloth
- handled by the base after cleaning and sanitising.

Crockery

The type of crockery the establishment uses will depend on the theme and standard that the establishment sets. Crockery for beverage service includes teacups, coffee cups, demitasse and matching saucers. It also may include milk jugs, sugar bowls and teapots.

Takeaway cups and lids

Many cafes will offer takeaway as an option for customers. Takeaway cups and lids can be personalised and act as a promotional tool for the establishment. Most cafes offer takeaway coffee in two sizes, sometimes three. Takeaway coffee containers should be able to withstand hot temperatures and still be held in the hand. Lids must also be purchased to match the size of the takeaway cup. Many takeaway containers are recyclable, as are takeaway trays, which are sometimes required when customers order more than one coffee to take away.

Garnishes and accompaniments for non-alcoholic beverages

Many different garnishes can be used for non-alcoholic beverages, depending on the beverage being served. Garnishes should be edible and often reflect the flavour or theme of the beverage. Some examples of garnishes include:

- fruit on the rim of the glass, e.g. tropical smoothie with pineapple wedge on the side of the glass
- rim of the glass coated with sugar, e.g. cranberry, raspberry mocktail
- inside of the glass drizzled with flavoured syrup, e.g. strawberry syrup in a strawberry milkshake

- chocolate powder on top of the drink, e.g. hot chocolate
- crushed ice in the drink, e.g. lemon, lime and bitters
- small balls of fruit such as watermelon balls on a toothpick to garnish a watermelon slushie.

Sugar and accompaniments for espresso coffee

Sugar is either served in single sachets, as sugar cubes or loose in containers on the tables. Different types of sugar can be used for coffee, but the most commonly used is white or raw sugar. Providing sugar sachets is more hygienic and can help to prevent cross contamination, but individual sugar sachets cost a business more than providing a container of sugar.

An artificial sweetener alternative such as Equal or Splenda should also be made available should customers request it.

Other alternatives, such as syrups, can also be used to sweeten coffees. Vanilla or caramel syrup added to a latte are examples of alternative sweeteners. This is a matter of customer preference. Not all cafes will offer syrups.

Coffee art techniques

Coffee art is the decorative combination of steamed milk and espresso. Coffee art (also known as latte art) is common in the industry. Baristas need to practise their coffee art skills to be able to produce great art every time. Although some may argue that the taste of the beverage should be the ultimate indicator of quality, a well-presented beverage will add to the customer's experience and showcase the barista's skill in preparing and pouring milk. The espresso needs to be a good colour and the milk must be the right consistency for coffee art.

Free-pour coffee art is the most commonly used method. The free-pour method takes no longer to prepare than pouring a normal coffee, as the art is made as the milk is poured into the cup. Many different free-pour designs can be achieved, ranging from hearts and tulips to swans and dragons!

Other coffee art can be produced using additional equipment such as a skewer, fine-tip sauce bottle (usually with chocolate sauce) or stencils that are placed over the coffee and then dusted with chocolate powder.

Shutterstock.com/I love coffee

Figure 4.36 Many free-pour designs can be created without requiring any extra time or utensils.

PRACTICAL APPLICATIONS

LATTE ART

AIM

To produce different free-pour latte art designs

RESPOND

1. Research different methods of latte art online.
2. Describe how to prepare the milk for latte art.
3. Write step-by-step instructions for how to pour two different latte art designs.
4. Use your instructions to practise the latte art techniques in class.

Consistency in quality

Consistency in the quality, volume and appearance of all beverages served in the hospitality industry is important to help ensure quality assurance and maintain customer confidence in the establishment.

Consistency in the quality of espresso coffee can be the difference between a successful cafe and one that fails because it does not have a repeat customer base. Regular customers are unlikely to pay for coffee if it will be a 'hit or miss' experience – they would rather find a consistent establishment that they can have confidence in.

4.3 Focus area review

MULTIPLE CHOICE

1 How is a table d'hôte cover determined?
- A The cover is determined by the wait staff.
- B The cover is based on the menu.
- C The cover is a generic one that is adjusted depending on what the customer orders.
- D The cover is based on a cyclic menu.

2 Which of the following could be considered components of a pre-service briefing?
- A specials of the day, furniture placement and customer complaints
- B issues with staff, menu changes and cleaning schedule
- C menu changes, issues with suppliers and allocated duties and tasks
- D allocated duties and tasks, menu changes and specials of the day

3 A 'degustation' menu is:
- A a menu offering individually priced dishes.
- B a tasting menu that is usually offered at a fixed price.
- C a menu that changes each week, fortnight or month.
- D an all-you-can-eat menu, offered at a fixed price.

4 The aim of Australian Standard AS5034-2005 *Installation and use of inert gases for beverage dispensing* is:
- A to ensure post-mix beverages are poured correctly for customer enjoyment.
- B to ensure safety when installing inert gases.
- C to set out the requirements for use of gases in hospitality venues, for the safety of all people.
- D to set out the minimum standards required to operate gas for post-mix machines, to ensure the safety of customers.

5 Textured milk should have the following characteristics:
- A smooth, large bubbles, silky and reflective
- B smooth, reflective, silken and pliable
- C shiny, smooth, rich and uneven
- D firm, smooth, reflective and foamy

SHORT ANSWER QUESTIONS

6 Outline the importance of correctly processing customer accounts. (2 MARKS)

7 Identify the criteria used to evaluate the quality of espresso. (3 MARKS)

8 Describe environmental work practices that can be implemented by a cafe or restaurant. (4 MARKS)

9 Why do front-line hospitality staff need good interpersonal skills and the ability to deal with diverse and multiple demands? (6 MARKS)

EXTENDED RESPONSE

10 a Outline common causes of customer complaints and service delays in hospitality establishments. (5 MARKS)

b Explain how exceeding customer expectations can lead to repeat customers and a successful hospitality establishment. (10 MARKS)

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STREAM
FOCUS AREAS

PART 5

Focus area: Kitchen operations and cookery

OUTCOMES

You will be able to select and justify your selection of utensils, equipment and ingredients appropriate for food preparation and cookery in a commercial kitchen. A range of cookery methods, standards, policies and procedures will be understood and you will gain knowledge on how to apply them in a commercial kitchen work environment. The important areas of food safety, cleaning, efficiency and sustainability in a commercial kitchen are also discussed so you can apply them where applicable.

ASSOCIATED UNITS OF COMPETENCY

Use food preparation equipment

INDICATIVE HSC HOURS: 20

Prepare dishes using basic methods of cookery

INDICATIVE HSC HOURS: 40

Clean kitchen premises and equipment

INDICATIVE HSC HOURS: 10

Participate in safe food handling practices

INDICATIVE HSC HOURS: 15

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5.1 USING FOOD PREPARATION EQUIPMENT

Commercial kitchens can be dangerous places, full of unfamiliar equipment, but with the appropriate skills and knowledge it is possible to prepare a range of foods quickly, easily and safely. Simple choices, such as selecting the correct knife for a task, can make all the difference, and good cleaning and maintenance of kitchen equipment will ensure safety and quality.

Knives

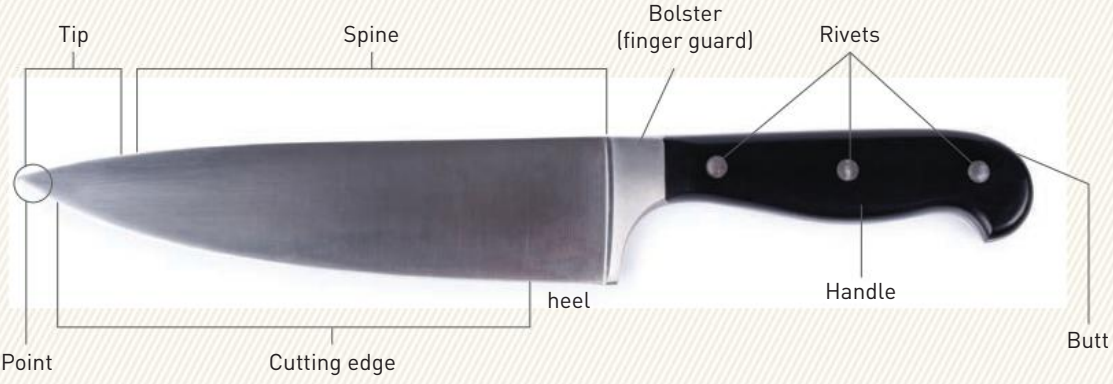
Knives are the most-used tool in a commercial kitchen. Knives are used for chopping, slicing and dicing. Chefs and cooks need to take good care of their chef's knife, as it is their most important tool.

Knives can be made of many different materials, including carbon steel. Carbon steel takes and holds a great edge, but it is prone to corrosion and not ideal for use in humid or salt air environments or for use with acidic foods. Stainless steel knives are resistant to abrasion and corrosion and have great tensile strength, however they can be difficult to sharpen and it can be difficult to maintain an edge. A ceramic knife always keeps its edge, is easy to clean and does not corrode. The disadvantages of ceramic knives are that they are very costly and can break easily.

tensile strength a measure of the strength of the steel

Knife-handling techniques

The correct handling of a knife is the most important skill a chef needs to learn. A knife that is sharp and that is maintained and handled correctly is a safe, effective and efficient tool. If a knife is blunt or handled incorrectly, it can damage the food being prepared and can be unsafe for the user.



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Point: used to make holes
Tip: used to slice small food items such as onions and mushrooms
Cutting edge: used for all chopping, slicing and cutting. Most knifework occurs in the centre of the cutting edge.
Handle: can be made from wood, metal or plastic
Spine: used to scrape or mark
Bolster (finger guard): a thicker ridge of steel between the handle and the blade, which helps to balance the knife and gives strength to the handle
Butt: the end of the handle
Rivets: metal pins used to to hold the blade and handle together

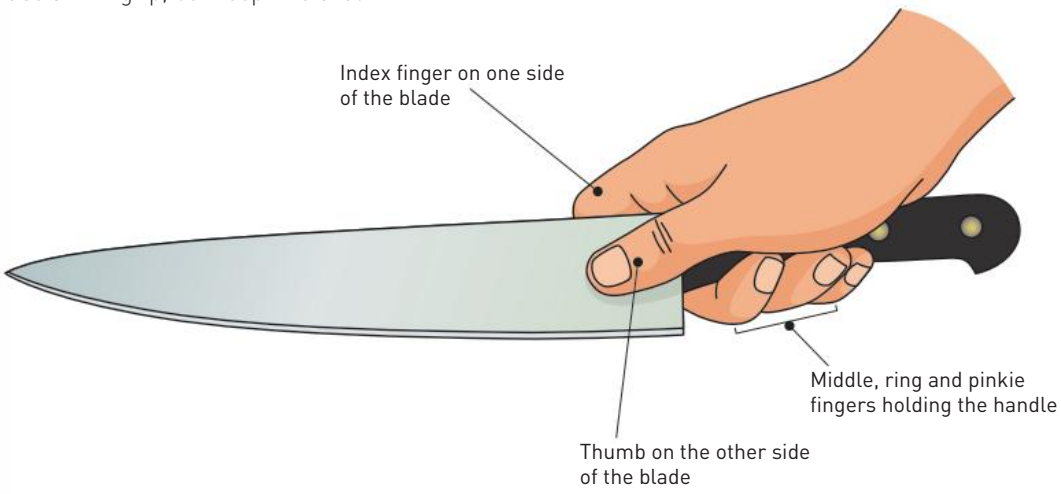
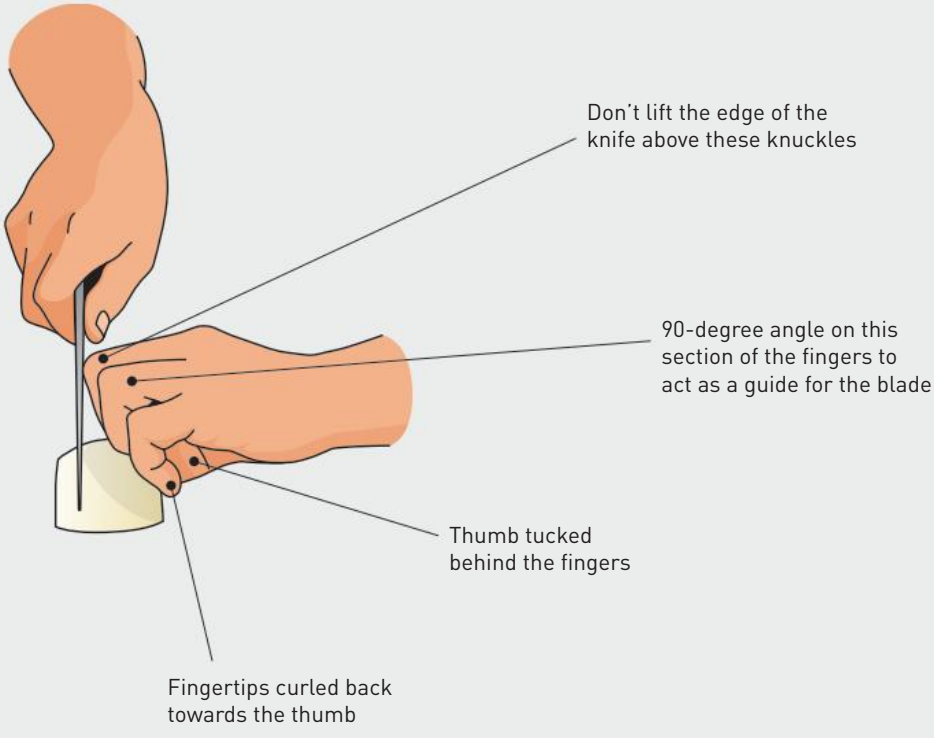
Figure 5.1 It is important to be familiar with the parts of a knife.

TIP

The best way to learn knife-handling techniques is to watch demonstrations and practise. There are many demonstration videos online that can be helpful. Proceed slowly and be patient. Strive for a quality product – speed will come later.

Knife handling

Table 5.1 Knife-handling techniques

SKILL	TECHNIQUE
Grip	Use a firm grip, but keep it relaxed. 
Positioning of free hand	Hold the food securely, keeping fingers tucked under. Ensure that the second joints or knuckles of the fingers are at right angles to the chopping board, to help maintain an even consistency. 

Types of knives

There are many different types of knives used in the kitchen. Table 5.2 shows some of the most common types.

mirepoix roughly cut vegetables, usually carrots, celery and onions, used to flavour soups and stocks

Table 5.2 Common types of knives

TYPE OF KNIFE	DESCRIPTION
Chef's knife	The most commonly used knife. The blade is 20–25 cm long. The handle is offset to allow for knuckle clearance on the chopping board. The blade is wide at the heel and tapers to a point. Used to roughly cut a **mirepoix** of vegetables and to precisely cut vegetables such as carrot and celery into julienne.
Boning knife	Has a thin, pointed blade 12–17 cm long. Used for removing bones from raw meat such as chicken and beef, and to separate bones at joints and trim meat. The knife has no flexibility, and can split a chicken carcass in preparation for sautéing.
Cleaver	A heavy knife with a wide blade. Used for chopping through meat with bones, it safely splits hard bones for stock preparation.
Filleting knife	Has a very flexible, thin blade and ranges from 15–30 cm long. Is used to fillet fish and can get into hard-to-reach places.
Paring knife	Also called a vegetable knife. Has a small pointed blade about 7 cm long. Used for small tasks such as peeling, trimming, coring and making decorative garnishes. If the blade is curved it is a turning knife, which is used for turning vegetables such as potatoes and carrots.
Palette knife or spatula	The blade is long and flexible with a round end. Used to spread and scrape soft mixtures such as butter icing. Also used to lift and flip food item such as pancakes, and to remove small food items from baking trays.
Serrated knife	Has a long blade with a serrated edge. Used for cutting through bread and removing crusts.

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Techniques for sharpening knives

Using a steel

Sharpening a knife using a steel is called honing. This needs to be done to maintain a sharp cutting edge. There are two methods for honing a knife with a steel.

METHOD ONE

With one hand, hold the steel firmly away from your body at a slight angle. Run the knife smoothly down the steel, starting from the heel of the blade and moving towards the tip. The knife should be held at a 10–20 ° angle as it is honed down the steel. Repeat this process on the other side and do each side 3–6 times. Always remember to wash and dry your knife after honing to remove metal shavings.

Knife honing using a steel

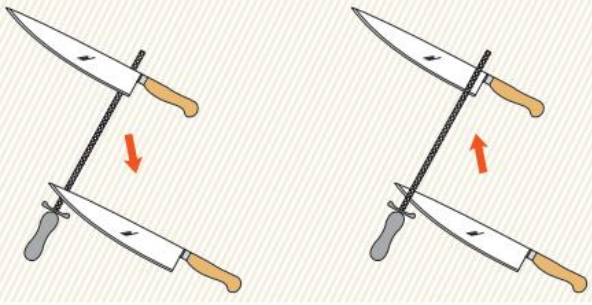

Figure 5.2 Sharpening a knife using a steel: method one

METHOD TWO

The steel is held on a 90 ° angle, with the end resting on a chopping board. The knife is honed in the same way as method one, at a 10–20 ° angle, stroking the steel from the heel to the tip. The knife should be washed and dried after honing.

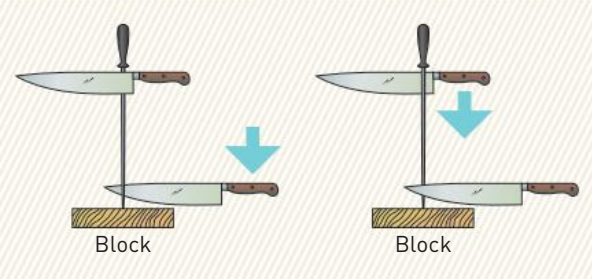

Figure 5.3 Sharpening a knife using a steel: method two

Using a stone

Knives can be sharpened using a stone made from either sandstone or diamond stone. To sharpen a knife with a stone, first place a cloth under the stone to prevent it from slipping. Next, pour a lubricant such as water, detergent or oil over the stone so the blade can move smoothly, preventing damage. Hold the blade of the knife at a 15 ° angle, with your fingers spread out and applying even pressure. Move the blade across the stone from the tip to the heel of the blade. Alternate each side and repeat 10 times. Always remember to thoroughly wash and dry the knife after sharpening, to remove any metal shavings.

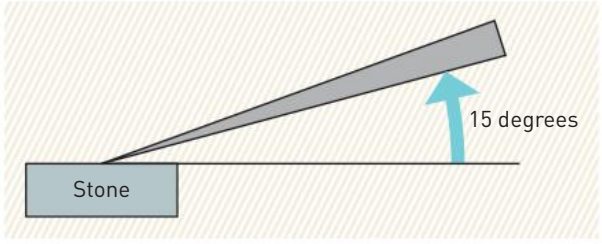

Figure 5.4 Ensure your knife edge is honed on a 15 degree angle and alternate each side.

Cutting surfaces

Cutting, chopping or slicing should always be done on a yielding surface such as a wooden or nylon cutting board. Cutting on an unyielding cutting surface such as ceramic or stainless steel benches or stone will blunt and damage the knife. It could also allow the knife to slip and cause injury.

Most commercial kitchens use polypropylene chopping boards for slicing and dicing, and wooden chopping boards for slicing breads. Using different coloured chopping boards for different types of foods helps prevent cross contamination.

WASHING KNIVES

It is important to wash knives carefully after each use. Never leave them in the bottom of the sink, or the person doing the dishes may cut themselves. Knives should not be washed in the dishwasher unless they are labelled as safe to do so. Knives should be carefully and completely dried with a towel to prevent any rust spots developing.

Figure 5.5 Placing a damp cloth under a chopping board will prevent the board from moving and will provide a stable cutting surface.

Table 5.3 Colour-coding chopping boards

COLOUR	USE
Blue	Raw fish and seafood
Green	Vegetables and fruit
Red	Raw meat
Brown	Cooked meat
Yellow	Raw poultry
White	Bakery and dairy

Safe work practices

When using knives, it is important to remember the following safety tips:

- Always hold your knife correctly. This reduces the chance of cutting yourself if the knife slips.
- Place a damp cloth underneath the chopping board to keep it from moving.
- Hold the food item steady with your other hand. Ensure your fingers are curled under, out of the way of the cutting blade. Use this hand to control the thickness of the cut, allow the flat edge of the knife blade to slide along your knuckles.
- Always use the correct knife for the task, even if this means changing knives between tasks.
- Never leave knives in the sink.

Storing knives

When knives are not being used they must be stored correctly to maintain their quality, prevent damage or bluntness and ensure safety. Never store knives loose in a drawer. Knives should be kept in a toolbox or case, a wooden storage block, on a magnetic knife strip or in a knife wrap.

CARRYING KNIVES IN PUBLIC PLACES

If carrying your knives on public transport, they need to be in a toolbox, securely locked with a padlock. It is against the law not to do so.

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Figure 5.6 Store knives in a toolbox or case, a wooden storage block, magnetic knife strip or knife wrap.

FOCUS QUESTIONS

KNIVES, STORAGE AND HANDLING

1 Draw a chef's knife and label the following parts:
point
spine
rivets
cutting edge
bolster (finger guard)
handle
tip
rivets

2 Identify the four ways to store knives.

3 Describe how to sharpen a knife using a steel.

4 Outline five safety considerations when handling a knife.

5 Identify which knife you would use for each of the following tasks:
a chopping parsley
b segmenting an orange
c preparing a mirepoix for a stock
d cutting a chicken for sauté
e filleting a barramundi
f cutting and trimming lamb cutlets
g icing a cake

Equipment for food preparation and cookery

Utensils, mechanical and fixed equipment

Food preparation equipment used in a commercial kitchen is different from that used in a domestic kitchen. Commercial equipment is usually higher quality, stronger and larger than domestic equipment, due to the higher volumes of food being prepared.

Choosing the correct equipment for the task and knowing how to use it allows workflow in the kitchen to be efficient and safe. Equipment used in a commercial kitchen is categorised into three types.

Utensils

Hand tools or utensils are small hand-held pieces of equipment without motors. Examples include whisks, peelers, knives, tongs, spoons, ladles, zesters, graters, spatulas, palette knives and ricers.

Knives and utensils need to be cleaned and sanitised effectively. This can be done by handwashing in hot soapy water, rinsing and air drying. Zesters, strainers and ricers need special attention to ensure all food particles are removed.

Table 5.4 Examples of hand tools or utensils

TOOL	DESCRIPTION
Peeler	A peeler is used to remove the skins from fruit and vegetables. The blade can be either fixed or swivelling, and is slotted.

→

TOOL	DESCRIPTION
Parisienne scoop	Also known as a melon baller, a parisienne scoop has a small, half-spherical blade that is used to cut ball shapes from fruits such as melons, and from butter.
Citrus zester	A zester is used to remove strips of the outside layer of lemons and limes. It is made of stainless steel with a row of rounded sharpened edges.
Dough cutters	Dough cutters come in a variety of shapes and sizes. They are used to cut shapes out of dough and to cut bases for canapes.
Apple corer	A corer is used to precisely remove the cores from apples.
Kitchen scissors	Kitchen scissors are used to cut through small bones such as chicken wings, and to trim fish fins and tails. Can also be used to cut herbs.

→

TOOL	DESCRIPTION
Grater	Graters are commonly used to grate citrus fruit, cheese or vegetables, ranging from very fine to large shred.
Garlic press	A garlic press is used to mince garlic. Peeled garlic is placed in the press. When the lever is pushed down, the garlic comes out the other side minced.
Mandolin	A mandolin is used to slice vegetables thinly and consistently. It has adjustable steel blades mounted on a base, and a guard, which is used to hold the food, preventing injury.
Mouli	A mouli is used to puree fruit and vegetables, such as when mashing potato. It also separates seeds and skin from pulp and juice.
Ricer	A ricer is used to mash foods such as pumpkin and potatoes once they have been softened through boiling.

TOOL	DESCRIPTION
Tongs	Tongs are used to pick up food during food preparation and service.
Spider	Shaped like a spider web and made of metal, the spider is used to lift from a deep fryer and aids in draining excess oil.
Spatula	A spatula is used to pick up foods when shallow frying, or to turn pancakes and lift fried eggs.
Spoons	Metal spoons come in a variety of sizes. Dessert spoons are used to taste test, while large metal spoons are used to remove scum from stocks and sauces.
Slotted spoon	A slotted spoon is used to pick up foods and drain liquid from them, such as lifting poached eggs, pasta or rice.

→

TOOL	DESCRIPTION
Ladle	A ladle is a large spoon used to serve liquids such as stock and soup. Ladles can also be used to measure the liquid in millilitres.
Wooden spoon	A wooden spoon is used to stir mixtures and sauces. Silicone spoons are commonly used instead of wood these days.
Balloon whisk	A balloon whisk has rounded loops of wire and is used to remove lumps and beat air into mixtures, such as batters, egg mixtures and mayonnaise.
Piping bag and nozzle	A piping bag and nozzle are used to pipe soft mixtures such as butter icing and cream into desired shapes.
Pastry brush	A pastry brush has thickly packed bristles, and is used for brushing marinades and glazes onto foods, and milk, water or egg wash onto pastry.

TOOL	DESCRIPTION
Carving fork	A carving fork has two steel prongs and is used to hold roast meats when lifting, turning and carving.
Chinois	A chinois is a large, conical strainer that can be used to strain bones from stock.
Blow torch	A blow torch is used to brown foods, such as caramelising sugar on desserts and crisping skin on meats.
Rolling pin	A rolling pin is used to roll out dough for cookies, pies, flans and pizza. They are usually made from wood or marble.

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Mechanical equipment

Mechanical equipment has moving parts and can be large or small. It is often electrically operated, and can be portable. Examples of mechanical equipment include food processors, mixers, blenders and slicers.

FOOD PROCESSORS

Food processors are used to chop and mix foods. Tasks such as chopping herbs, vegetables or nuts, pureeing fruits and vegetables, blending cake mixtures and making pastry can be performed at a much faster speed using a food processor than by hand. If a large amount of ingredients are being combined, a large, durable food processor should be used.

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Figure 5.7 An industrial food processor has a larger bowl capacity and a stronger motor than domestic models.

Before using a food processor, it is important to check that it is unplugged and the controls are turned off. Always follow assembly instructions, and check that the bowl and blades are firmly in place.

Always use the feed tube and plunger to add food to the processor when it is in operation – never put food in using your fingers. Make sure the ingredients are not too big, so they do not damage the motor, and keep the lid firmly locked into place while processing. During processing it is important to pause often, to prevent the motor from overheating.

When washing the sharp blades and discs, remove all parts and wash separately, one part at a time, to avoid cutting yourself.

ELECTRIC MIXERS

Electric mixers are used to beat or mix cream, dough and cake mixes, and have different attachments to perform these tasks. For instance, a dough hook will be fitted when mixing dough, and a beating attachment will be used for cake mixes.

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Figure 5.8 A large commercial mixer has a safety guard. The motor will automatically stop if this guard is released.

Before using an electric mixer, make sure it is turned off, and that the bowl and attachment are secured in place before lowering the beaters into the food. Check that the speed is set to zero before switching the machine on – this prevents unexpected movement and spinning of parts, which can cause injury to the user. Long hair must be securely tied back and no loose clothing or long sleeves should be worn while the mixer is running. Utensils such as spatulas and scrapers can be used to scrape down the bowl, but only after the motor has been switched off.

BLENDERS

A blender chops and mixes soft foods into liquids until they are smooth and free of lumps. Blenders are used to prepare fruit smoothies and juices.

iStock.com/Robert Daly

Figure 5.9 If you do not secure the lid to a blender, it can get very messy.

Make sure the blender is turned off before filling it. Place liquids into the jar first, followed by solid foods – make sure these have been cut into small pieces to avoid choking the blades. Next, secure the jar in place and fit the lid tightly to prevent spills. Pulse the blender in short spurts to avoid damaging the motor, and wait for it to stop completely before removing the jar.

Wash all components thoroughly in warm soapy water after each use. A stick blender can be used to blend cooked food, such as soup, in a pot. Ensure the stick blender is immersed in the food when turning it on and off to avoid splattering. Move the blender steadily up and down through the ingredients.

SLICERS

A slicer is a mechanical piece of equipment with a rotating blade that cuts foods such as meats, cheese and smallgoods into thin, uniform slices. The safety guard must always be in place when using the slicer. Staff should be trained to use and clean the slicer safely, to prevent injuries. Slicers need to be cleaned and sanitised regularly, as they are commonly used to slice potentially hazardous foods, and can harbour bacteria if not sanitised appropriately.

potentially hazardous foods foods that must be kept at certain temperatures to minimise or prevent the growth of pathogenic microorganisms and toxins. Potentially hazardous foods include raw and cooked meat, dairy products, eggs, seafood, smallgoods, prepared salads, cooked rice and pasta and ready-to-eat foods

Before cleaning equipment, always refer to the manufacturer's instructions to confirm which types of chemicals can be used for sanitising. If equipment is not working to its usual standard, the chef should stop using it immediately and report the malfunction to their supervisor so it can be repaired or replaced, preventing any injuries.

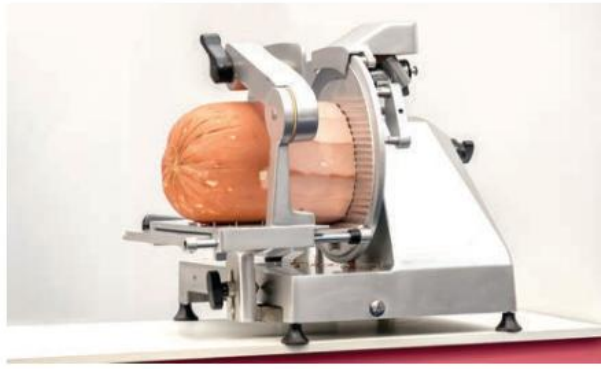

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Figure 5.10 A slicer is a mechanical piece of equipment; care needs to be taken when using and cleaning the equipment. Always follow the manufacturer's guidelines.

Fixed equipment

Fixed equipment refers to large, mechanical items that are fixed or not portable, such as stoves, ovens, deep fryers, bratt pans, refrigerators and salamanders.

Different equipment is used to prepare different food types and used for different methods of cookery. No two commercial kitchens are the same or need the same equipment. The determining factors are the menu, budget and scale of the operation. Large equipment is used for large-scale catering. These items are designed to be labour saving, efficient and suitable for producing bulk food.

OVENS

Two main types of ovens are used in commercial kitchens – a convection oven and a combi oven.

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Figure 5.11 Convection oven

Convection ovens are fan forced and operate on either electricity or gas. Heat is evenly distributed, making these ovens ideal for baking and roasting. A combi or 'combination' oven has multiple uses, such as baking, roasting, steaming, grilling, toasting and thawing food. Combi ovens cook food more quickly than convection ovens.

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Figure 5.12 Combi oven

DEEP FRYER

Deep fryers can stand on a benchtop or be free standing. A deep fryer is filled with oil, which is then heated to 200 °C before the food to be cooked is submerged in it. A deep fryer can be gas or electric powered. Bench fryers are used for small quantities of food, while large fixed fryers are used for large quantities, such as in a take-away fish shop or in a kitchen in a large hotel.

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Figure 5.13 Deep fryer

BAIN-MARIE

Bain-marie means 'water bath'. Bain-maries are used to store and display hot food. Trays of food sit above hot water and are held above 60 °C to avoid bacterial growth. Bain-maries are commonly used for hot buffets.

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Figure 5.14 Bain-marie

STOVETOP

Gas stovetops are commonly used in commercial kitchens. They have four to eight burners, and are used to heat pots, pans and grill plates for various methods of cookery, such as boiling, stewing, poaching, braising and shallow-frying.

Alamy Stock Photo/Wavebreak Media

Figure 5.15 Stovetop

SALAMANDERS

Salamanders are essentially industrial-sized grills that radiate dry heat down from above. They are used to cook and brown food, such as grilling fish, caramelising the tops of desserts, and grilling open cheese sandwiches. A salamander can also be used to finish off pork crackling.

GRIDDLES

Griddles are usually located on the stovetop. They are used to grill foods such as meats and pancakes, using radiated heat from below to cook the food.

Alamy Stock Photo/Image Source Plus

Figure 5.16 Griddle

COOLROOM

A coolroom is a large, walk-in fridge, set at 1–4 °C, used to keep food cold. Larger establishments will have separate coolrooms for meat and vegetables to prevent cross contamination. Smaller kitchens generally have one walk-in coolroom, and separate the commodities within, such as by storing raw foods below cooked foods, and placing lids on foods.

Safe use of equipment

Safety is very important when working with mechanical and fixed equipment in the commercial kitchen. It is the responsibility of all kitchen workers to ensure they have been trained to use the equipment in a safe and hygienic manner. This includes:

- checking that the equipment has been correctly assembled before use
- checking the cords to ensure they are not frayed or wet
- always using the safety guards that come with the equipment
- always following the manufacturer's guidelines and manuals for use
- switching off the equipment after use, before cleaning and before pulling out the power plug
- maintaining the cleanliness of the equipment, using appropriate cleaning agents and storing the equipment appropriately
- ensuring all unsafe and faulty equipment is reported.

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Figure 5.17 Always use the safety guards on equipment such as meat slicers

Other safety considerations for the operation of equipment include:

- Care needs to be taken when operating kitchen equipment. Ensure that all electricity is switched off and disconnected when assembling, disassembling and cleaning machinery.
- Always operate machinery according to the manufacturer's instructions.
- Never place hands or body parts into any moving parts of the machinery. Always use guards and pushers that come with equipment such as juicers, mandolins, meat slicers and food processors.
- Do not play with machines, as this can result in injury.
- Loose connections are dangerous, and can cause machinery to start operating unexpectedly. Always conduct pre-operational safety checks.
- Always clean, sanitise and maintain large and fixed equipment so it maintains its longevity and safety.
- Store equipment according to the manufacturer's instructions, usually in a dry store room or on a shelf away from water.
- Gas leaks can cause explosions – ensure gas mains are checked regularly.
- Hot liquid in a blender can form pressure and splatter everywhere, causing serious burns.
- Hot fat and water do not mix – never combine them.

- All workers should respond to problems with equipment within the scope of their responsibility, such as rectifying the problem or making minor adjustments, checking the manual, referring to the supervisor or manager and reporting and recording all problems.

FOCUS QUESTIONS

KITCHEN UTENSILS AND EQUIPMENT

1 Describe the purpose of the following utensils and pieces of equipment:
   - **a** mandolin
   - **b** mouli
   - **c** commercial mixer
   - **d** bain-marie

2 Which piece of equipment would be most suitable for pureeing a large pot of pumpkin soup?

3 List five possible hazards when using a meat slicer to slice different foods during a preparation period. How would you address each hazard?

4 Explain how to safely and hygienically assemble two pieces of mechanical equipment.

5 **a** Identify five safety considerations in the use of mechanical equipment in the kitchen.
   b Select two pieces of mechanical and/or fixed equipment discussed in this section. Use the information provided and conduct further research, then write clear instructions on how to clean each piece of equipment.

6 **a** The food processor in the kitchen is not operating correctly. Another chef tells you, 'to make it work, simply jam a wooden spoon handle into the safety cut-off switch and it will work fine'. What should you do?
   b What steps should you take if the food processor is not working?

7 A meat slicer can be used with a variety of foods in a kitchen. List examples of foods that can be sliced using a meat slicer.

PART 5

Food types

There are many different types of food, each with its own characteristics, uses and requirements. Understanding the aspects of different food types can help ensure quality is maintained throughout the preparation and cooking process.

Dairy products

Dairy products are foods that are derived from milk. Milk is usually **pasteurised** to make it safe for human consumption. Milk is a nutritious drink, and is also the basis of several dairy products, including cheese, butter, cream and yoghurt.

pasteurised heated to 71.7 °C for at least 15 seconds and then rapidly cooled to 3 °C when bottling. This kills any bacteria and also helps prolong the shelf life of the milk.

Cheese

Cheese is made by adding bacteria to milk during processing to form a soft curd. The curd is made into different types of cheese when the liquid part of the milk is removed.

When cheese is added to sauces, it must be cut into smaller pieces or grated, and added at the end of the cooking process. This will stop the cheese from becoming tough and rubbery. If cheese cools quickly the protein strands shrink, squeezing out the fat and water content.

Butter

Butter is made from milk fat that has been pasteurised and continuously churned until the fat becomes butter. Butter can be incorporated into a variety of recipes for the following purposes.

AERATION

Creaming butter and sugar together using an electric mixer creates small air bubbles, which form a stable foam for use in cakes.

SHORTENING

Shortbread, biscuits and shortcrust pasty all have a crumbly texture. This is due to fat from the butter coating flour particles during the 'rubbing in' process, which can be performed using a food processor. This process prevents water absorption and gluten formation, and so is said to shorten the dough. It is important not to over-work the mixture in this process, as over mixing will toughen the mixture.

FLAVOURING

Butter has a distinct rich flavour, which is why it is used for all quality cake and pastry production.

RESTRICTION OR RETENTION OF MOISTURE

Butter can help preserve food products by restricting moisture and increasing a bakery product's shelf life. In cooking methods involving dry heat, such as in an oven, butter can be used to baste food items in order to keep them moist.

Cream and yoghurt

Cream is milk fat that rises to the top of non-homogenised milk. Sour cream is produced by adding acid-producing bacteria to cream, which causes it to sour and gives it a distinctive and creamy taste. Ice-cream is a popular dessert made from mixing concentrated milk, cream and sugar, along with flavourings, and freezing the mixture. Yoghurt is made by modifying milk to increase the non-fat solids in it, fermenting it with a bacterial culture and then adding flavourings, such as fruit.

iStock.com/Magone

Figure 5.18 Dairy foods

Dough and yeast products

Dough and yeast products take on a golden brown colour and release a delicious aroma as they are baked. The simplest form of yeast dough is bread dough, which uses flour, salt, yeast and water. The dough is well developed and knocked back to develop the gluten and ensure even proving. Once cooked, the texture of the bread is dry and soft with a firm crust.

PRACTICAL APPLICATIONS RECIPE

MAKING BREAD

AIM

To make bread by following a simple recipe.

INGREDIENTS

- 1 kg baker's flour
- 10 g salt
- 50 g yeast
- 620 ml warm water

METHOD

1. Sift flour and salt together in a mixing bowl.
2. In a separate bowl, activate the yeast by adding it to the warm water. Leave to stand for 10 minutes, until it becomes frothy.
3. Make a well in the centre of the flour and add the yeast solution.
4. Work the mixture into a dough using your hands.
5. Leave the dough to stand and prove (rise) on the window sill or near a warm oven for a couple of hours.
6. Knock the dough back down, punching down the aerated mixture with your hand in the bowl and allowing the air to be taken out, then leave to prove again.
7. Knock back the dough once more, then transfer into a mould. Bake at 200 °C for approximately 60 minutes.

RESPOND

1. Evaluate how well you planned and prepared your bread, highlighting your strengths and outlining ways you could improve next time.

Other dough varieties include bun dough, which is enriched yeast dough made from flour, yeast, butter, sugar, eggs and milk. Bun dough forms the base for currant buns, Chelsea buns, bath buns, hot cross buns, doughnuts and tea loaves.

Dough goods can be judged on their external characteristics, such as their volume, crust colour, symmetry and shape, side walls of the loaf and overall appearance. Internal characteristics include its crumb texture, strength, colour.

Dry goods

Dry goods include foods such as flours, pastas, sugars and rice. There are a variety of flours available, such as wheat flour, corn flour, potato flour and tapioca flour. Banana flour, derived from green bananas, is becoming a popular gluten-free alternative. Chefs and cooks are able to produce their own flour mixes using kitchen appliances such as a Thermomix to mill grains into flour.

Flour is often sifted before use. This involves passing the flour through a fine mesh to remove any lumps or foreign objects, and to aerate the particles.

Fruit and vegetables

Fruit and vegetables are available in a fresh, dry, processed or frozen state. When purchased fresh, they may need to be washed, peeled and trimmed for further processing and preservation. Fruits and vegetables can be prepared and processed into:

- jam
- chutney
- juice
- syrup
- wine
- puree
- jelly.

Meat and poultry

Meat and poultry can be purchased in a fresh or frozen state with little preparation done to it. Chefs can prepare meat by trimming sinew, deboning (removing the bone from the cut of meat) or portioning into steaks and cuts of meat. Smallgoods such as ham, prosciutto and sausages have undergone processing and preservation and are ready to cook or use.

Poultry includes chicken, turkey and duck. Feathered game includes quail, pigeon, emu and pheasant.

Seafood

Seafood can be classified into three groups: fish, crustaceans and molluscs. Fish is further classified into two major groups: finfish and shellfish.

Finfish can be either bony fish or cartilaginous fish. Bony fish have a skeleton where the fillets are attached. Examples of bony fish include salmon and flounder. Cartilaginous fish, such as sharks and rays, have cartilage rather than bones. Fish can be further classified into freshwater and saltwater varieties, flat and round fish, and oily and white fish.

Crustaceans have an external skeleton for protection. Examples include lobsters, prawns, crabs, scampi, Moreton Bay bugs, yabbies and crayfish.

Molluscs are invertebrates such as clams, oysters, calamari, pipis and octopus. Molluscs can be further divided into uni-valve, such as abalone and periwinkles; bi-valve, such as oysters, mussels, scallops and pipis; and cephalopods, such as squid, octopus and cuttlefish.

Pastry

Pastry is a dough made of a base of flour, water and fat that may be savoury or sweet. Sweet pastries are often described as bakers' confectionery. The term 'pastries' refers to many kinds of baked products, such as Danishes, tartlets and profiteroles.

General food items

General food items include sauces, condiments, batters, coatings, flavourings and garnishes. Many of these items come pre-prepared and packaged.

Preparation, handling and storage of foods

Chefs must ensure that they select ingredients of the highest quality, whether they are using fresh, frozen, preserved or pre-prepared foods. They should ensure that food items are delivered within the correct temperature zone to avoid food spoilage, and must store commodities in optimum conditions to ensure food safety.

Table 5.5 Preparation, quality and storage requirements for a range of foods

	PREPARATION REQUIREMENTS	INDICATORS OF QUALITY AND FRESHNESS	STORAGE CONDITIONS AND HANDLING
Dairy	Dairy products should be pasteurised. This is done during manufacturing, when milk is heated to 71.7 °C and then rapidly cooled to reduce bacterial count to a safe level for consumption. Some hard cheeses may require grating or shaving. Soft cheeses may need to be kept at room temperature prior to serving, to achieve a soft texture.	Check use-by or best before dates, and ensure packaging is intact, with no holes. Milk should have a pleasant flavour and aroma, and good consistency and texture. For cheese, the rind or skin should be free of spots or mildew, with no dry or hard areas, and consistent in texture. There should be no mould, moisture or greasiness inside the packaging. Soft cheeses shouldn't be too runny, but should have a thick, creamy consistency. No strong foreign smells or indication of ammonia should be present when cutting cheese.	Milk should be stored at 1–4 °C and kept no longer than one week or until the use-by date – whichever is sooner. Milk should be recapped or resealed and returned to the fridge immediately after use. It should not be exposed to sunlight. Never mix milks from different containers together, as this alters the total bacteria count of the product. Cheese should be stored at 1–4 °C. Hard, semi-hard and semi-soft cheeses are stored between 8–13 °C to help them mature. Keep cheese wrapped in waxed paper and placed in a loose-fitting plastic bag so it does not lose its humidity and to maintain the circulation of air. This also prevents it drying out. Chilled cheese should be removed from the coolroom half an hour before serving to allow its flavour and aroma to develop. Do not keep cheese with other strong smelling foods, as it will absorb other aromas and may spoil. Cream will keep below 4 °C for 7–10 days after opening. Cream can be frozen, but needs to be thawed slowly in the refrigerator. Sour cream can be stored unopened below 4 °C for up to 30 days.
Dry ingredients	All measuring equipment should be dry when being used to measure dry ingredients. Ingredients should be levelled with a palette knife to achieve the correct quantity. Flours should be dry and lump-free. Sifting is often necessary to remove lumps. Dry ingredients such as chickpeas or burghul need to be soaked in water before use. **Pulses** should be soaked for several hours. Rice needs to be rinsed under cold running water before cooking, to remove excess starch.	Packaging should be intact, undamaged and dry. Check use-by dates. Dry goods should be free of insect or weevil infestations, and should be moisture and mould free.	Dry store 18–24 °C Dry ingredients need to be stored in sealed, airtight containers.

pulses the edible seeds of plants in the legume family, such as lentils, beans and peas

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	PREPARATION REQUIREMENTS	INDICATORS OF QUALITY AND FRESHNESS	STORAGE CONDITIONS AND HANDLING
Fruit and vegetables	Some root vegetables need to be scrubbed with a brush under running water to remove excess dirt. Delicate fruits, such as berries, should be handled carefully when washed. Green leafy vegetables need to be soaked or run under cold running water to remove bugs, dirt and chemicals. Leafy vegetables need to be dried using a clean tea towel or a lettuce spinner. All fruit should be washed and dried to remove dirt, bugs and chemicals. Mushrooms should be wiped with a clean towel to remove dirt.	Fresh fruit and vegetables: Make sure there are no signs of bruising, blemishes or discolouration. Fruit should have a good bright colour, even shape and size with a fresh appearance and no signs of wilting or ageing. There should be no holes or signs of insects or worms. Ensure there is no excess soil (a little is acceptable). Preserved fruit and vegetables in cans and containers: Ensure that packaging is in good condition, there are no dents in cans, the food is not past use-by or best before date, and that the packaging is clearly labelled. Fresh fruit should have no signs of disease or blight. Vegetables should be compact and crisp.	Coolroom 1–4 °C Potatoes and onions should be stored in dry, dark cool conditions. Peeled vegetables such as potatoes should be placed in cold water to prevent oxidisation (browning of the potato) Place cut apples in acidulated water (water with lemon juice) to prevent browning. Apply lemon juice directly to cut fruit such as avocados and bananas to prevent discolouration.
Meat	No washing required prior to preparing. Excess sinew and fat should be removed. Sinew can be used in the preparation of stocks. Meat can be deboned, stuffed and rolled, making it easier for carving. Whole meats may be trussed to retain shape and moisture. Meat may be marinated for 2 hours to 2 days using herbs, garlic, oil and vinegar to impart flavour. A meat mallet may be used to evenly flatten small pieces of meat to tenderise and ensure even cooking.	Fresh smell, not sour (rancid) or stale, no unpleasant strong smells. Beef: Beef flesh is bright red, no excessive fat or gristle. Outer surface of lean meat is brown/purple and has a smooth texture. Outer fat layer is smooth in texture, even, firm and a creamy white colour. Lamb: Lamb flesh should be a dull red with a fine texture or grain. It should feel firm. Fat should be evenly distributed and white in colour. Lamb bones should be porous. Pork: The skin or rind should be smooth, the fat should be white, firm and not excessive. Pork meat should be pale pink, firm, not slimy, and lean. Bacon: The meat should not be slimy or sticky. The flesh should be a deep pink colour, and firm. Fat should be smooth, white and not too excessive with a wrinkle-free rind. Ham: Make sure the meat is not too dry. It should be moist but not sticky or slimy. The fat should be white, firm and not excessive. Veal: The flesh should be firm, not too soft and a pale pink colour; lean with little fat covering. The fat should be firm and pinkish. The bones should be porous and a pinkish white in colour.	Fresh meat should be stored between –1 °C and 3 °C for 2–3 days for smaller cuts and up to 10 days for larger cuts. Frozen meat should be kept between –18 °C and –24 °C, and can be stored for 3–6 months. Store fresh meat by placing pieces in single layers on trays covered with plastic wrap, with the fat side facing up. Never mix different types of meat, and don't place raw and cooked meats together. Cooked meat should be cooled quickly to below 5 °C (stored above raw meats to avoid cross contamination) then stored in the coolroom between –1 °C and 3 °C and used within three days.

	PREPARATION REQUIREMENTS	INDICATORS OF QUALITY AND FRESHNESS	STORAGE CONDITIONS AND HANDLING
Poultry	Birds such as chicken, duck and turkey should be washed under running water, including the cavity. Any remaining feathers should be plucked. Whole poultry may be deboned, stuffed and trussed using kitchen string to retain its shape and moisture and to ensure even cooking. Chicken may be marinated for two hours to impart flavour. When mincing chicken, bones need to be removed first.	Chicken skin is white, or yellowish colour if corn fed. Flesh feels firm, not slimy or sticky. Legs and breast are plump. No signs of broken bones or bruising. Breastbone should be flexible.	Fresh poultry should be kept covered on trays between –1 °C and 3 °C for up to three days. Frozen poultry should be individually packaged and stored between –18 °C and –24 °C for up to three months. Once a frozen item has thawed, it shouldn't be re-frozen. Cooked poultry should also be cooled quickly to below 5 °C (stored above raw poultry) and then stored between –1 °C and 3 °C.
Seafood	Fresh fish needs to be washed, gutted, scaled or skinned. Further rinsing is necessary to remove any guts and scales. Fillets may be removed from the bones. Bones may be used for a fish stock.	Convenient or pre-prepared fish should be sealed and protected in good packaging. Ensure it is not past its use-by date, and that it is correctly labelled. Fresh fish fillets: The flesh should be white and translucent, with a fresh sea smell, but no strong odour. Flesh should be firm with no bruising, blood clots or discolouration. Whole fresh fish: Check for bright, clear eyes that aren't sunken or cloudy. Scales should be intact, bright and shiny. Flesh should be firm, and should bounce back when pressed. The fish should have bright red gills when lifted. Frozen fish: Packaging should be intact and fish should feel completely frozen and firm all over, with no signs of thawing. There should be no small ice crystals, as this would indicate that the fish has started to thaw and has been re-frozen. Check use-by dates.	Fish is a highly perishable food. It has a short shelf life due to the rapid deterioration of flesh after they are caught. Keep fish in the coldest part of the coolroom at –1 °C. Most refrigerators can't achieve such a low temperature, so keep fish on crushed ice on a perforated tray set into another tray to allow for drainage. Keep a layer of plastic between fish pieces and ice. Frozen seafood is stored at –18 to –24 °C and should be well wrapped in plastic, excluding air; vacuum packaging is best.
General food items	Many general food items, such as condiments, flavourings and sauces, come pre-prepared in packaging. Some sauces require correct measuring of ingredients and cooking using heat, such as cooking tomatoes for a tomato sauce or whisking and heating to make an emulsion for a bearnaise sauce.	Sauces, condiments, flavourings, garnishes, coatings and batters are all general food items.	Some enterprises will purchase these food items pre-prepared and packaged, while some kitchens will prepare them fresh. Some items are held in the dry store and others should be kept refrigerated between 0–4 °C. If the packaging has been opened, the item should be refrigerated.

Effects of different cookery methods

Cookery method refers to the exposure of food to different heat sources to make it more palatable. There are three methods of heat transfer: radiation, convection and conduction. Cookery methods are classified as either moist or dry heat methods.

Methods of cookery are discussed in more detail in part 5.2.

Table 5.6 Methods of cookery

MOIST HEAT COOKERY METHODS	DRY HEAT COOKERY METHODS
Blanching Boiling Braising Poaching Steaming Stewing	Baking Deep frying Grilling Roasting Shallow frying (pan frying, sautéing, stir frying)

Table 5.7 Effects of different cookery methods on a range of foods

FOOD TYPE	COOKERY METHODS	EFFECTS
Dairy	Boiling	Binds all ingredients together, enriching flavour, and glazing to add colour
Dry goods	Boiling	Hydrates or reconstitutes the grain with liquid to make them softer and more palatable Absorbs flavour from the cooking liquid
Fruit and vegetables	Steaming, poaching, boiling, baking, roasting, stir frying, blanching	Softens the flesh, making it more palatable
Meat and poultry	Grilling, roasting, pan frying, sautéing, baking, stewing, braising, shallow frying, deep frying, poaching	Kills bacteria, making it safe to consume. Denatures the protein fibres and makes the food more palatable.
Seafood	Grilling, steaming, simmering, baking, poaching, deep frying, shallow frying	Denatures the protein strands and kills bacteria, making the flesh safe to consume and more palatable while retaining moisture. Types and cuts of seafood must be taken into consideration.
Pastry	Baking	Makes them palatable and provides desirable characteristics such as making the pastry flaky and golden when the starch dextrinises.
Batters	Deep frying, shallow frying, boiling, baking	Changes the batter's colour, ranging from golden yellow to brown, and changes the texture, making it crisp.
Coatings	Deep frying, shallow frying, pan frying	Develops a golden colour, seals the food and retains moisture.
Condiments and flavourings	Sautéing, boiling	Imparts flavour and adds colour for visual interest. Marinades preserve, tenderise and impart flavour. Condiments add flavour and colour to a meal.

Stock rotation

All food supplies in a hospitality establishment need to be constantly maintained and rotated. Effective stock-control measures and frequent monitoring ensure that the supplies are of a consistently high quality. Stock rotation helps eliminate the risk of food-borne illness and food waste by ensuring that old or expired food isn't served to customers, and that food stores are used before they go out of date. Stock rotation can involve a range of techniques, including data codes and the first in, first out (FIFO) stock rotation method. A stock rotation system is essential for controlling commercial kitchen costs.

Adhesive labels are used to keep track of the date when food items were repackaged or transferred, as well as the date the food must be used by. The labels provide a visual aid, reminding employees and managers to rotate containers and maintain a high-quality product with minimal waste. Food rotation systems help establishments run more smoothly and efficiently.

Data codes

Day-of-the-week labels are stickers on which chefs write the date they prepared the food. The labels are attached to food when it is stored, ensuring that everyone in the kitchen knows when it was made and how old the product is. Day-of-the-week labels make weekly-use food items fast and easy to stock and rotate.

Shelf-life labelling is ideal for long-term storage of food items. When filled out and placed on a food item staff will know exactly what it is, when it was stocked, when it expires, the manager in charge, and the employee who stocked it.

First in, first out (FIFO)

When used correctly, the first in, first out food rotation method ensures that only safe food is served, and eliminates waste as a result of spoiled food. First in first out describes a system in which older food items already in storage should be used for food preparation before the newer stock, which should be placed behind the older stock and labelled to avoid confusion. This concept is also referred to as LILO (last in, last out), which is the same concept as FIFO, but described in the opposite order.

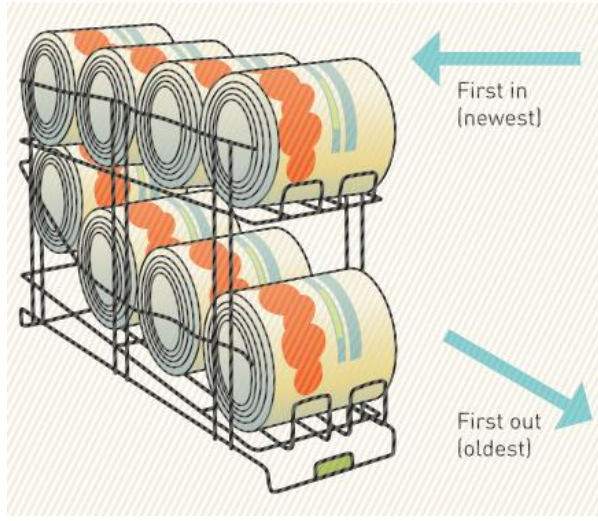

Figure 5.19 An example of FIFO: first in, first out with food items. It is important to always check use by dates.

Shutterstock.com/aaabbbccc

Figure 5.20 Chefs write the date on these date stickers to identify which food is to be used first.

Preparation

Safe and hygienic food preparation practices

Hygiene is essential in hospitality, as the preparation of food can carry a high risk of contamination.

Chefs and food handlers prepare food in large amounts for numerous customers, making the risk of poisoning large numbers of people very high. Establishments need to ensure that both environmental and personal hygiene standards are high to avoid food contamination and food poisoning. See chapter 1.1 for information on food contamination and personal and environmental hygiene. It is essential that all food

handlers follow the *Food Act 2003* (NSW) to prevent the contamination of food. The Act outlines basic hygiene and temperature requirements to ensure food safety. Refer to chapter 1.1 for more information.

Personal hygiene includes all aspects of hygiene related to the worker. This includes the body, hair, clothes and jewellery.

It is extremely important to have high levels of personal hygiene, as any contaminant can have severe consequences. Good personal hygiene standards involve:

- showering daily
- shaving daily (if required)
- wearing clean, ironed clothes every day. (The heat of the iron kills any bacteria, and ironed clothes look professional.)
- not wearing jewellery in the kitchen, as food and bacteria become stuck in items such as rings, bangles and watches
- following correct handwashing procedures
- not wearing make-up or nail polish, as this can run or chip off into food and contaminate it.

- ✓ I wash my hands frequently and properly

- ✓ I cover cuts and sores with a bandage or dressing (e.g. BAND-AID®) and a waterproof covering (e.g. glove)

- ✓ I wear clean clothes and an apron over my clothes. I remove the apron when I leave the kitchen or food preparation area

- ✓ I tie back my hair or cover it with a hat or hairnet

- ✓ I keep my fingernails trimmed and clean

- ✓ I store my personal belongings away before preparing food

- ✓ I **do not** eat over unprotected food

- ✓ I **do not** sneeze, blow or cough over unprotected food

- ✓ I **do not** spit or smoke in food handling areas

- ✓ I **do not** wear jewellery or a watch (except wedding ring) when preparing food

- ✓ I **do not** prepare food if I have an infectious illness (e.g. diarrhoea, vomiting) or have a skin, eye, ear or nose infection

Figure 5.21 Personal hygiene checklist

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Figure 5.22 The chef above is wearing correct uniform. How does this prevent contamination of food?

Good work habits will reduce the risk of food poisoning. Examples of good work habits include:

- Storing foods immediately after receiving them, and keeping food out of the danger zone (5 °C–60 °C).
- When preparing foods, only take small amounts out of the fridge at a time. Place prepared food back in the fridge as soon as possible to prevent bacterial growth.
- Practising FIFO stock rotation, using older stock before new stock to prevent spoilage and wastage.
- Regularly cleaning and sanitising cutting boards and utensils to prevent cross contamination.

Examples of poor work practices include:

- Not washing fruits and vegetables that have been sprayed with pesticides or have dirt on them.
- Storing food in the danger zone of 5 °C–60 °C. Bacteria multiply rapidly in this temperature range, so it is important to minimise the time food is kept in this range.
- Storing cooked food items underneath raw foods in the fridge, which can cause cross contamination.
- Not storing different types of meats separately.
- Not maintaining regular pest control.
- Insufficient and unstocked handwashing facilities.
- Tasting sauces with fingers, which contaminates food. A tasting spoon should always be used.
- Wearing a dirty uniform.
- Wearing a chef's uniform outside the kitchen and on public transport. Bacteria comes into contact with the uniform and then exposes food to cross contamination.
- Wiping plates with a kitchen towel or using it for a wide range of tasks – this spreads bacteria and causes cross contamination.

Mise en place

Mise en place is a French culinary term used to describe all the preparation needed prior to a service period. It translates as 'to put in place', and refers to the proper planning of ingredients and equipment needed for food preparation and service. Correct mise en place ensures a smooth workflow, minimises wastage and saves time. Mise en place includes the tasks involved in preparing, cooking and presenting food for a whole range of food types. The type of kitchen, menu and establishment will determine the mise en place that is required.

Table 5.8 Mise en place checklist

TASKS	✓
Gather all the ingredients needed for the recipe.	
Check that the ingredients are suitable for use, e.g. are they fresh?	
Gather and assemble all the equipment needed.	
Check that the equipment is clean and safe.	
Weigh, count or measure the quantities of ingredients accurately.	
Basic preparation of ingredients, e.g. washing, peeling and cutting up vegetables in the size and shape needed.	
Basic cooking of ingredients to be added later in the recipe, e.g. cooking the pasta for minestrone soup.	
Put the prepared ingredients into individual containers, e.g. milk into a small jug, chopped vegetables into bowls.	

Work instructions

Standard recipe cards

A recipe is a formula or procedural text that lists all the ingredients required and the method necessary to prepare a dish. In commercial kitchens, recipes are kept as standard recipe cards (SRCs), which contain detailed information about a specific recipe.

A cook or chef in a commercial kitchen will be given SRCs to follow when preparing dishes for the establishment. They need to be familiar with the contents and must know how to read or interpret the information on the cards. Standard recipe cards contain the following information:

- ingredients and their specifications
- the yield, volume or number of servings the recipe will make
- the ingredients and their quantities
- the method of cookery to be used, and an ordered list of preparation steps or workflow
- the time required to prepare and cook the dish
- cooking temperatures
- equipment and utensils required
- presentation
- unit cost of ingredients
- total ingredient cost
- date of costing
- selling price of dish
- accurate food preparation times
- portion cost
- a photograph of the dish.

Task sheets and food preparation lists

Task sheets and food preparation lists can be completed manually or in electronic form. Task sheets are a vital tool in ensuring efficient and thorough preparation in a kitchen. They detail the expectations for staff working a specific station in the kitchen, such as the grill or desserts, and allow the head chef to check each area easily and hold staff accountable for what they do. Preparation is an essential part of everyday practice in the kitchen. A properly prepped station is vital in order to achieve a successful service period.

Recipe:	**Sweet potato soup**	Menu price:	8.50
Restaurant:	Faraday's	Number of serves:	16
Recipe card:	001	Cost per serve:	$0.86
Cost date:	22/8/2017	Food cost:	10.12%
		Gross profit:	$7.64

Ingredients	Quantity	Unit	Unit cost $	Total cost $
Olive oil	0.25	Lt	6.40	1.60
Onion	8	Ea	0.62	5.00
Garlic (crushed)	0.1	Kg	75.00	0.75
Curry powder	0.2	Kg	1.60	0.32
Sweet potatoes	5	Kg	0.80	4.00
Chicken stock	0.5	Lt	0.60	0.30
Coconut cream	0.5	Lt	3.50	1.75

Total ingredient cost: **$13.72**
/ 16 serves = $0.86 cost per serve

Method

1. Heat the oil in a large saucepan over medium-high heat.
2. Sauté the onion and garlic.
3. Add the curry powder, stirring for 1 minute or until aromatic.
4. Add the sweet potato and stock. Stir to combine. Bring to the boil.
5. Reduce heat to low. Simmer, partially covered, for 15 minutes or until the sweet potato is tender. Remove from heat.
6. Using a food processor or hand blender, puree the soup in batches until smooth.
7. Return the soup to saucepan over low heat. Stir in the coconut cream (do not allow to boil). Add more stock if soup is too thick. Season.
8. Serve.

Figure 5.23 A standard recipe card for a restaurant

The food preparation lists will then identify all the food preparation tasks that need to be completed by a particular staff member, ready for service. Having pars or usual amounts on these lists ensures that chefs are not prepping too little and running out during service, or prepping too much and thus wasting food and costing the business money.

Other benefits of task sheets and food preparation lists are that they:

- provide staff with an 'at glance' list of mise en place needed for their station
- provide a 'shorthand recipe' for staff to follow
- make it easy for someone else to step in and help or take over
- help to ensure that no task is forgotten
- help staff to become consistent
- reduce waste.

Time and task management

Effective mise en place or preparation means a chef is able to prepare a variety of dishes in a relatively short period of time. Working in a kitchen is extremely physical, so it is essential that a chef prepares meals in a timely manner with maximum efficiency. Effective planning will ensure safety is maintained and will increase productivity.

Poor planning and preparation can have implications for staff, customers and the establishment.

A workflow plan identifies the precise steps to perform certain tasks in the kitchen. This helps create an organised and coherent kitchen environment where everyone knows their roles and responsibilities.

Supervisor Checklist

Daily Routines | **Week Ending:**

Staff Initial Completion Daily

	Item	Mon	Tue	Wed	Thur	Fri	Sat	Sun	Mgr Comments
	Employee								
	Opening Routines								
	5 Minute Pre-Service with All Cooks, Prep Cooks								
	Sanitizer In Place & Changed As Needed								
	Service Routines								
	Customer Line Of Sight Is Clean								
	Check Freshness & Garnishes								
	Check Plates for Proper presentation								
	Manage Customer Special Requests								
	Manage Staff Breaks w/o Impacting Business								
	Manage Waitstaff Requests & Feedback								
	Closing Routines								
	10:30 Walk-thru, Delegate Details as Needed								
	All Food Properly Labeled & Stored								
	All Staff Must Be Checked Out By Supervisor Before Leaving								
	Clean out Reach-ins								
	Dirty Towels Removed & Stored Properly								
	FIFO Is Enforced								
	Fish Display Broken Down Properly								
	Lock-up								
	Pull Product For Next Shift								
	Rear Tile Wall Wiped Down								
	Steam Wells Off, Drained & Wiped Out								
	Write a Daily Log e-mail								

Figure 5.24 An extract from a typical task sheet for a restaurant kitchen.

Table 5.9 Effects of poor workflow

EMPLOYEES	CUSTOMERS	ORGANISATION
• the kitchen will be disorganised, putting chefs and their kitchen staff under pressure and increasing the risk of injury • chefs will be under more pressure • colleagues may be required to redo tasks that were inadequately completed by others. This can affect teamwork and staff morale. • time will not be used wisely, and staff will become fatigued • staff members who are working efficiently may become aggravated by others' failure to work well • stress and tension builds among staff	• customers may have to wait long periods for their meals • meals may not be up to standard due to poor workflow, causing customer dissatisfaction	• increased customer complaints can give the organisation a bad reputation • loss of sales and profit due to customers not returning • loss of profit due to wastage of food commodities

Features of effective workflow

PLANNING AND ORGANISING

Planning and organising tasks may be done prior to the start of the shift, or at the end of the day ready for the start of the next day. Appropriate planning and design of storage, preparation, cooking and service areas eliminates excessive movement in the kitchen and increases the efficiency and productivity of staff.

LOGICAL SEQUENCE OF FOOD PREPARATION AND COOKERY TASKS

Preparing and cooking food in a logical sequence is common sense. For example, collecting all ingredients and utensils needed to prepare a dish first can save time and movement around the kitchen, which in turn creates a safer environment. Working 'left to right' in a logical order when performing tasks such as crumbing and 'cleaning as you go' will ensure work is completed more efficiently.

TIME EFFICIENCY

All kitchen staff must work efficiently to avoid delays and time wastage. For example, if food items need to be boiled, placing the water on the heat while performing other tasks is a way of using time efficiently. Other methods of increasing efficiency include having a scrap bowl on your work bench to prevent movement to the bin, and completing a task in bulk before moving to the next task.

DEALING WITH PRESSURE AND TIME CONSTRAINTS

When organising tasks for the day or week, time constraints need to be considered. Tasks should be prioritised according to those that need to be completed first. This avoids delays, relieving pressure on staff.

CLEAR COMMUNICATION, COOPERATION AND TEAMWORK

Clear communication is essential among kitchen staff to avoid misunderstandings and to foster cooperation and teamwork. The kitchen brigade needs to work together cohesively to achieve a common goal of providing quality dishes and service. Problem solving skills are essential if issues arise, such as a shortage of commodities or portions.

WORKING WITHIN COMMERCIALLY REALISTIC TIMEFRAMES

Preparing, cooking and serving food to deadlines is an important factor for a chef, especially during a busy luncheon or dinner service. Time management is a vital skill for all chefs working in the hospitality industry. To manage time effectively, a chef needs to be able to make realistic assessments of all the tasks required and then plan the workload accordingly.

Planning is crucial in all areas of hospitality in order to complete tasks effectively and on time. Larger tasks need to be broken down into smaller, more manageable tasks. Planning is a method of monitoring and controlling work, helping ensure that tasks are completed on time and to the correct standard.

It can be difficult to estimate how much time a task will take to complete. It is important to check recipes and cooking times in order to assess how long a task or dish will take to prepare.

FOCUS QUESTIONS

GOOD WORK PRACTICES

1 Outline six safe and hygienic work practices that should be followed when working in a commercial kitchen.

2 Describe correct personal presentation for a chef in a commercial kitchen.

3 Explain why maintaining hygienic work practices is important in the hospitality industry.

4 **a** What does 'mise en place' mean?
b Outline mise en place activities.
c Outline the benefits of good mise en place.

5 List the information that should be included on a standard recipe card.

6 Outline the benefits of task sheets and food preparation lists in a commercial kitchen.

7 What is task management in a kitchen?

8 Describe why it is essential that a kitchen incorporates good workflow.

Preparation of ingredients

Fruit and vegetables

Table 5.10 Fruit classifications

TYPE	EXAMPLES
Berries	strawberry, raspberry, blueberry, blackberry
Citrus	orange, lemon, lime, mandarin, grapefruit
Core or pome	apple, pear, persimmon
Melons	watermelon, rockmelon, honeydew
Stone	mango, peach, nectarine, cherry, apricot, lychee
Tropical	banana, guava, paw paw, jackfruit
Vine	passionfruit, grape, kiwi

Table 5.11 Vegetable classifications

TYPE	EXAMPLES
Bulb	onion, garlic, spring onion, shallot, chive
Flower	broccoli, cauliflower, artichoke
Fruit	capsicum, tomato, eggplant, cucumber, zucchini, chilli, squash, pumpkin, choko, okra
Fungi	mushroom, truffle
Leaf	lettuce, spinach, rocket, sprouts, bok choy
Legumes	green bean, pea, broad bean, pulse, chickpea, black bean, string bean, lentil, lima bean
Rhizome	ginger
Root	carrot, turnip, beetroot, radish, parsnip
Shoot	alfalfa, sprouts, asparagus
Stem	celery, leek, rhubarb, fennel
Tuber	potato, yam, sweet potato

Washing, peeling, trimming and cutting fruits and vegetables are common tasks that need to be completed in the commercial kitchen.

It is important to always wash fruits and vegetables before preparing them. This ensures that all dirt and foreign matter is removed, along with any chemicals such as pesticides or herbicides. Fruits and vegetables can be washed by running them under cold water.

Some vegetables need to be pulled apart and washed a few times to ensure all dirt is removed. Soaking vegetables such as broccoli and cauliflower in salt water kills any insects that might be caught between the flowers. Root vegetables such as potatoes may need to be scrubbed with a stiff brush to remove dirt before peeling.

Delicate fruits need to be handled carefully while washing and peeling to avoid bruising them. Some fruits need to be trimmed and have their **pith**, strings, stems or eyes removed.

Most vegetables can be peeled using a peeler, other vegetables require specific peeling techniques.

pith a thick layer of white skin found on an orange and other citrus fruits

Dry ingredients

Dry ingredients include non-perishable commodities such as flour, sugar, spices, nuts and pulses.

Table 5.12 Dry ingredient classifications

TYPE	EXAMPLES
Wheat	plain flour, self-raising flour, semolina, burghul, couscous
Maize	corn, corn kernels, cornflour, popcorn
Rye	rye flour, crisp bread, pumpernickel
Pulses	kidney, black-eyed peas, broad beans, chickpeas, lentils, borlotti beans
Barley	bran, rolled barley, malt flour
Oats	rolled oats, oat flour, oat bran
Seeds	poppy, sesame, sunflower, pumpkin, fennel, mustard, caraway, anise
Pasta	spaghetti, macaroni, penne, lasagne sheets, cannelloni, fettuccine, orecchiette, farfalle
Rice	jasmine, brown, white, basmati, arborio, sushi, calrose
Noodles	egg noodles, udon noodles, spring roll and wonton wrappers, seaweed, vermicelli
Nuts	almond, pistachio, cashew, walnut, macadamia, peanut, brazil, chestnut, pecan
Spices	cinnamon, chilli, paprika, nutmeg, turmeric, curry powder, sumac

Herbs are available fresh, dry or processed into a paste. Herbs include:

- parsley
- rosemary
- basil
- coriander
- dill
- thyme
- sage
- mint
- tarragon
- chives
- oregano
- chervil
- fennel
- lemongrass
- marjoram.

CHOPPED PARSLEY

To prepare finely chopped parsley, the leaves should be removed from the stems, then finely chopped to the consistency of sand, rinsed in muslin cloth and dried in paper towel before use. Rinsing and drying is done to avoid the green chlorophyll 'bleeding' onto the food, and to prevent clumping.

Dill, chives, chervil and tarragon should not be chopped, but instead cut finely to maintain flavour.

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Figure 5.25 Fresh and chopped parsley

BOUQUET GARNI

'Bouquet garni' is a French term meaning 'garden bouquet'. A bouquet garni is a bundle of herbs and spices used for flavouring soups, stocks and sauces. The bundle is made up of parsley stalks, thyme, a bay leaf and peppercorns. Muslin cloth holds the items together so the bundle can be placed in the dish while cooking, and easily removed.

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Figure 5.26 A bouquet garni imparts flavour in stocks and soups.

CROUTONS

Croutons are crunchy, fried pieces of bread. Croutons are made using stale bread, and can be cut into various shapes. Cube shapes are used for garnishes in soups. To prepare, the crust is removed then the bread is cut into cubes. The cubes are fried in clarified butter. Croutons can be stored in airtight containers for a long time.

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Figure 5.27 Croutons are fried or baked in clarified butter to make them golden.

DUXELLES

Duxelles is a mix of finely chopped onions and mushrooms, sautéed in butter and finished with chopped parsley. Duxelles can be used as a stuffing, filling or in sauces.

Batters

Batters are flour-based mixtures that contain a liquid such as water or milk. Different batters may contain ingredients such as yeast, flour, beer and milk. Eggs are sometimes added to keep the batter strong and to retain air in the mixture. The wet ingredients are beaten or stirred through the flour. It is important to allow batters to rest after mixing to allow the gluten in the flour to relax.

Common examples of batters include beer, tempura, crepe, pancake and waffle. Batters can form the basis of a meal, such as pancakes, crepes, waffles, muffins or scones, or they can be used to coat pieces of food before frying, such as fish, fruit fritters or vegetables.

Batters may be of a pouring, dropping or coating consistency. A batter that has more liquid helps act as a rising agent, as the liquid converts to steam when heated. A batter of pouring consistency is used to make crepes and pancakes, while the dropping consistency is used for pikelets. A batter of coating consistency is used to coat fish fillets.

All foods fried in batter should be served immediately so they do not lose their texture or crispness. Equipment used when preparing batters includes bowls, wooden spoons, ladles, crepe pans, waffle irons, sifters and whisks.

Table 5.13 Consistency of batter

INGREDIENTS	QUANTITY NEEDED FOR:		
	POURING CONSISTENCY	DROPPING CONSISTENCY	COATING CONSISTENCY
flour	100 g	100 g	100 g
milk	205 ml	125 ml	125 ml
egg	1	1	none
salt	¼ tsp	¼ tsp	¼ tsp

PRACTICAL APPLICATIONS RECIPE

PREPARING CREPES

AIM

To prepare crepes following a recipe.

INGREDIENTS

- 100 g plain flour
- 205 ml milk
- 1 egg
- ¼ teaspoon salt
- 1 tablespoon vegetable oil

METHOD

1. Place the flour, milk and egg in a food processor or bowl and mix until smooth. Add the salt.
2. Strain the mixture into a jug, then allow to rest at room temperature for 20–30 minutes.
3. Heat the oil in a crepe pan. Remove excess oil by pouring off or wiping with a paper towel.
4. Test the temperature of the oil by dropping a small amount of batter into the pan. If it browns and sizzles, the pan is ready.
5. Stir the batter mixture again just before use, in case it has separated while standing.
6. Place 1/3 cup of the batter into the pan, then swirl the pan so the batter evenly covers the bottom.
7. Gently loosen the edges of the crepe with a spatula, then shake the pan to loosen it.

8 Lift and turn the crepe using either the spatula or your fingers. Alternatively, the crepe can be flipped with a careful flick of the pan.

9 Cook the other side of the crepe for 30 seconds, then slide it onto a plate.

10 Repeat the process until you have used all the batter. The pan will not need regreasing if it is kept at a constant temperature, but it can be lightly brushed with oil if needed.

RESPOND

1 Why is it important to allow the batter to rest before cooking?

2 Describe the mise en place that is required when preparing the crepes.

3 What is the role of the egg as an ingredient in the mixture?

PANCAKES AND CREPES

Crepe batter has a high proportion of liquid to flour, and the batter is quite thin and runny. Pancakes are made using a thicker batter than crepes, and either plain or self-raising flour can be used to achieve a thickness.

Cooked crepes and pancakes will last for up to three days in the fridge, but need to be stacked with greaseproof paper or clingfilm between them to prevent sticking and tearing. They should be in an airtight container or wrapped in clingfilm to prevent them from drying out. Frozen crepes or pancakes should also be airtight, and can be thawed in the microwave. They will retain their moisture if thawed in this way, as the steam created will soften them.

FRITTER BATTER

Fritter batter must be a thick consistency to coat pieces of food for deep frying. This thickness is achieved by using a higher proportion of flour to liquid. Beaten egg whites can be folded through for extra lightness.

STORING BATTERS

Uncooked batters can be kept in a covered container in the fridge for up to 24 hours before use. Batters can be frozen, but will need to be whisked after thawing.

Coatings

Food is coated before frying to seal in the juices and to retain the natural flavour of the food. Foods suitable for coating include meats, fish, shellfish, vegetables, croquettes, mushrooms, fruit and ice-cream.

There are two types of coatings:

- wet – examples include batters, egg and flour, flour and milk, and egg white and cornflour
- dry – examples include breadcrumbs, panko crumbs, cornflakes, cereals and nuts.

Food items to be crumbed are first coated in flour to absorb moisture, then dipped in whisked egg wash, then coated in the crumb mixture by covering with the mixture and pressing with fingers.

Unlike food coated in batters, crumbed foods can be prepared in advance. Crumbed raw or cooked food can be kept in the fridge or freezer.

Condiments and flavourings

Marinades are used to impart flavour into foods. Marinating is one of the oldest methods of preservation, as it prevents air or bacteria coming into contact with the food item while also tenderising it. Marinades may be liquid or dry, cooked or uncooked. Dry marinades are rubbed onto the food. This is a quicker method than liquid marinades, which the food is soaked in for several hours to impart the flavour. If the marinade liquid is served with the food as a sauce, it is essential that the liquid is first brought to the boil, to kill any micro organisms.

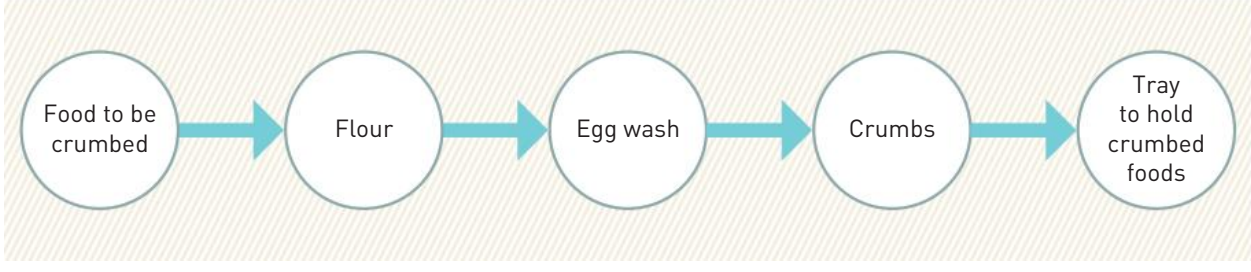


Figure 5.28 The crumbing process.

FOCUS QUESTIONS

PREPARATION OF INGREDIENTS

1 Provide three examples of dried food items and three examples of herbs.
2 Describe batters. Provide three examples of foods suitable for being battered.
3 What is the difference between batters and coatings?
4 Crumbed veal is on the menu. List all the ingredients required for crumbing.
5 Draw a diagram of the crumbing process.
6 Explain how the crumbing process is a good example of mise en place.
7 What are the two different types of marinades?

Weighing and measuring dry and wet ingredients

It is important to measure all ingredients accurately to ensure that recipes are carried out successfully and to avoid wastage. There are different ways to measure ingredients.

Table 5.14 Methods of weighing and measuring – dry ingredients

METHOD	UNITS	APPARATUS USED
Weight Shutterstock.com/bestv	Grams and kilograms	Scales (digital scales are the most accurate). When using scales, always check that they are on a level surface and that they are starting on zero weight.
Volume Shutterstock.com/Magdalena Kucova	Cups, tablespoons and teaspoons	When using measuring cups and spoons, ensure the measurement is accurate by filling the cup or spoon in a heap and then using the back of a knife to level the top.

Table 5.15 Methods of weighing and measuring – wet ingredients

METHOD	UNITS	APPARATUS USED
Volume Shutterstock.com/Coprid	Millilitres and litres	Measuring jug. Place the measuring jug on a flat surface, then slowly pour in the liquid and measure at eye level.

Measuring temperature

Thermometers are used to measure the temperature of foods. They are used to check the internal temperature of raw delivered foods such as meat, and also to check the internal temperature of cooked meats such as chicken and beef to ensure they have been cooked thoroughly to the required temperature.

Sugar thermometers are designed to read much higher temperatures, up to 200 °C. They are used when making sugary desserts, caramel, nougat and sauces.

Commercial fridges and freezers and walk-in coolrooms and freezers all have a thermometer attached so the storage temperature can be easily read. This ensures the foods being stored stay within the correct temperature zone and don't spoil. Coolroom and freezer thermometers are checked regularly and routinely to ensure food safety.

Calculating and determining quantities and portions required

Portion control refers to the amount of a particular food item to be included in each serve. Portions can be measured by:

- weight – scales are used to weighing portions of food before cooking, such as a 200 g steak
- volume – for example, a 250 ml ladle equals one cup or portion of soup, or an ice-cream scoop might be used to measure serves of mashed potato
- count – for example, four spears of asparagus per person served as part of a main meal
- serving dishes – individual dishes can be used, such as glassware or dariole moulds
- cutters – used to portion foods
- portion marking utensils, such as a cake divider
- dispensers to control the amount in each serve.

portion control standard amount/size of an ingredient or menu item

Establishments can order a certain number of a particular cut of meat to be supplied vacuum packed, such as packets of five steaks. This ensures quality and freshness.

The purpose of portion control is to:

- ensure each customer receives the same sized meal
- accurately cost each meal
- achieve maximum profit and minimise waste
- balance the stocktake at the end of each month.

Portioning of food can depend on:

- meal type – for example, a dinner menu may have smaller portions compared to breakfast and lunch, as people eat less at night
- type of menu – a five course degustation menu would require smaller portions
- number of customers – the more customers, the more serves will be needed
- type of establishment – a bistro usually serves larger portions, as customers are more likely to only order one meal. A higher-end establishment may provide smaller servings, as customers are more likely to order two or three courses.

iStock.com/Image Source

Figure 5.29 Ladles are commonly used to portion soups and sauces to ensure consistent portions.

RECIPE

PRACTICAL APPLICATIONS

PREPARING A BASIC TOMATO SAUCE

A basic tomato sauce can be used as a base for many meals, including a delicious pasta sauce. Making a tomato sauce involves preparing a number of ingredients.

AIM

To use a range of preparation techniques to prepare a basic tomato sauce.

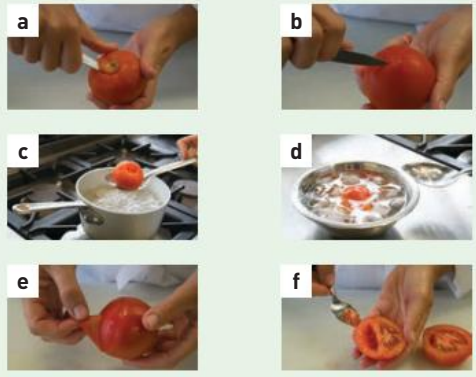
INGREDIENTS

- 700 g vine-ripened tomatoes
- 2 cloves garlic
- 1 small onion
- ½ bunch basil
- 2 teaspoons sugar
- 2 tablespoons olive oil, for sautéing

METHOD

Peeling the tomatoes

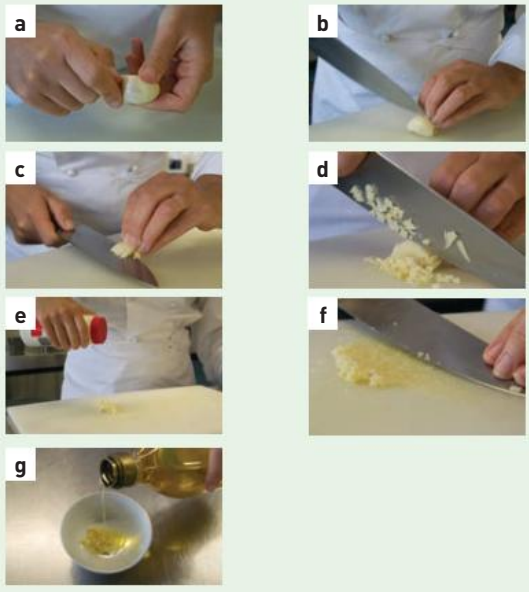
1. Bring a pot of water to the boil.
2. Wash the tomatoes, then use a paring knife to remove the eyes and cut a small cross on the bottom.
3. Blanch the tomato in boiling water for approximately 15–20 seconds, depending on ripeness.
4. Refresh the tomato immediately in ice-cold water.
5. Peel off the tomato skin. If some of the flesh comes away with the skin, this is a sign that the tomato has been blanched for too long.
6. Cut the tomato in half and remove the seeds from the segments using a teaspoon. The flesh of the tomato is now ready to use.



Peeling, chopping and crushing the garlic

1. Place the garlic cloves on the chopping board. Place the flat side of a chef's knife over the garlic and press down firmly using the palm of your hand. This breaks the peel and makes it easy to remove.
2. Finely chop the garlic using the chef's knife. Using the tip of the knife, make incisions along the garlic towards the root, but not all the way through. This holds all the cut pieces together. Slice down across the garlic to cut small cubes.
3. Add salt (one-quarter salt to one clove of garlic). Adding salt draws out moisture and helps form a paste.
4. Use the side of the knife blade to grind the garlic and salt mixture until it forms a paste.

5 Store the crushed garlic in oil in a bowl to preserve it.



Peeling and chopping the onion

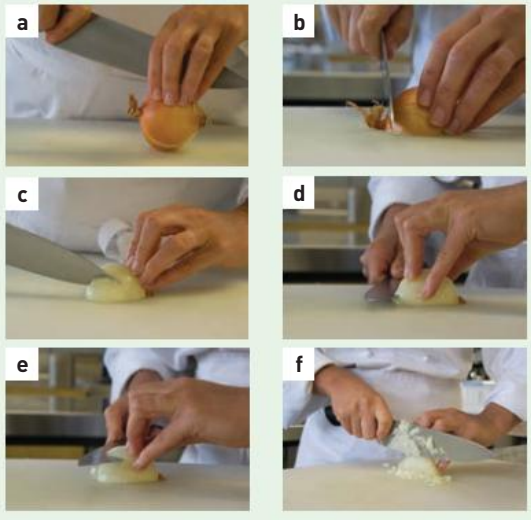
1 Trim the root of the onion using a paring knife, but do not remove the whole root – this will keep the onion intact while chopping it.

2 Peel the onion using a paring knife and cut the onion in half from stem to root, leaving the root end intact.

3 Place the two halves flat on the chopping board and use the tip of a chef's knife to make cuts 2 mm apart along the length of the onion. Do not cut through the root.

4 Turn the chef's knife and make three horizontal incisions. More cuts may be required to achieve a finer dice.

5 Slice the onion at 2 mm intervals by curling your fingers while holding the onion together. This will create a fine dice.



Chiffonading the basil

1 Pick basil leaves by pinching the stem of each individual leaf close to where it joins to the main stem of the basil plant

2 Stack the leaves on top of each other with the undersides facing up, so the leaves cup each other.

3 Gently roll the stack into a cigar shape. Hold the roll closed against the cutting board and thinly slice the rolled basil leaves. Continue slicing until the entire roll has been sliced into thin ribbons.

iStock.com/milanfoto

Making the sauce

1 Heat the olive oil in a large, heavy-based saucepan over medium heat. Add the onion. Cook, stirring, for 5–6 minutes or until the onion has softened. Add the garlic. Cook, stirring, for 2 minutes or until fragrant.

2 Dice the flesh of the peeled tomatoes and add, along with the sugar. Bring to a simmer. Reduce heat to low. Simmer, stirring occasionally, for 1 hour or until slightly thickened. Remove from heat. Stir in basil and season with salt and pepper.

RESPOND

1 Describe the trimming tasks associated with the vegetables and herbs used.

2 Describe why mise en place is important when preparing the tomato.

3 Why should crushed garlic be stored in oil?

4 Describe the safe knife-handling techniques you utilised in the task.

PRACTICAL APPLICATIONS

SEGMENT AN ORANGE

Segmented fruit has had all the peel, pith and seeds removed. The segments are used in fruit salads and fruit platters, and added to desserts.

AIM

To remove the segments of an orange.

INGREDIENTS AND EQUIPMENT

- 1 × orange
- 1 × chef's knife
- 1 × vegetable knife
- 1 × chopping board

METHOD

1. Using a chef's knife, cut the top and bottom of the orange to create a flat surface.
2. Using a chef's knife, remove the skin from top to bottom, working your way around and following the curve of the orange. Trim any excess pith.
3. Once peeled, hold the orange in one hand. Using a paring knife, cut between each segment of the fruit, leaving the skin between each segment.
4. Remove any seeds from the segments, then squeeze excess juice from the leftover membrane over the segments.

Step 1

Step 2

Step 3

Step 4

RESPOND

1. Outline the purpose of removing segments from an orange.
2. List the knives used to segment an orange.
3. Explain why it is important to use the correct tools and equipment to complete the task.

Precision cuts

Many recipes need ingredients to be cut into different shapes and sizes. Many traditional cuts have French names, such as those outlined in table 5.16 below.

Table 5.16 Precision cuts

NAME OF CUT	DIMENSIONS	SHAPE	USED FOR
Brunoise	2 mm × 2 mm × 2 mm	Small cubes	Onion, carrot, celery Used as a garnish and in soup, canapes and dips
Chiffonnade	2 mm	Thin shred of leaf vegetables	Cabbage and lettuce Used in salads and as a base for dishes

NAME OF CUT	DIMENSIONS	SHAPE	USED FOR
Concasse	10 mm cubed		Blanched and refreshed tomato that has been peeled, deseeded and roughly chopped, commonly used for bruschetta
Jardinière	4 mm × 4 mm × 20 mm	Batons (stick shape)	Carrot As a garnish for salads, soup and appetisers
Julienne	2 mm × 2 mm × 40 mm	Matchstick	Carrots and celery, stir-fry vegetables and garnishes
Macedoine	10 mm × 10 mm × 10 mm	Cubes	Fruit salad, potato Used for soup ingredients.
Mirepoix	Coarse cut		Mixture of onion, celery and carrot to flavour stocks and soups
Paysanne	1–2 mm × 15 mm	Thin slices that match the shape of the vegetable	Garnish for salads and soups.
Turned vegetables	25 mm × 50 mm	Small barrel shape	Potato and carrot, to be roasted, braised or stewed

Top to bottom: Shutterstock.com/Lepas; Shutterstock.com/opnatthapon; Shutterstock.com/rodrigobark; Shutterstock.com/Tim UR; iStock.com/Maquinotico; iStock.com/cheche22; Shutterstock.com/Zigzag Mountain Art; Shutterstock.com/Fablok

FOCUS QUESTIONS

FOOD PREPARATION

1 Outline how wet and dry food items can be measured.
2 Explain the importance of using thermometers in food preparation.
3 Using diagrams, describe six precision cuts.
4 Describe basic food preparation and provide three examples.
5 Identify three food items that could be 'turned'.

Standard cuts of meat, poultry and seafood

Standard cuts of beef

Beef varies significantly according to the cut used. Some cuts of beef are leaner, tougher or fattier than others.

- Rump – cut from the round hind quarter into steaks or roasts
- T-bone – cut from the middle of the short loin. It includes top loin and tenderloin cuts.
- Fillet – the most tender cut and is cut across the grain.

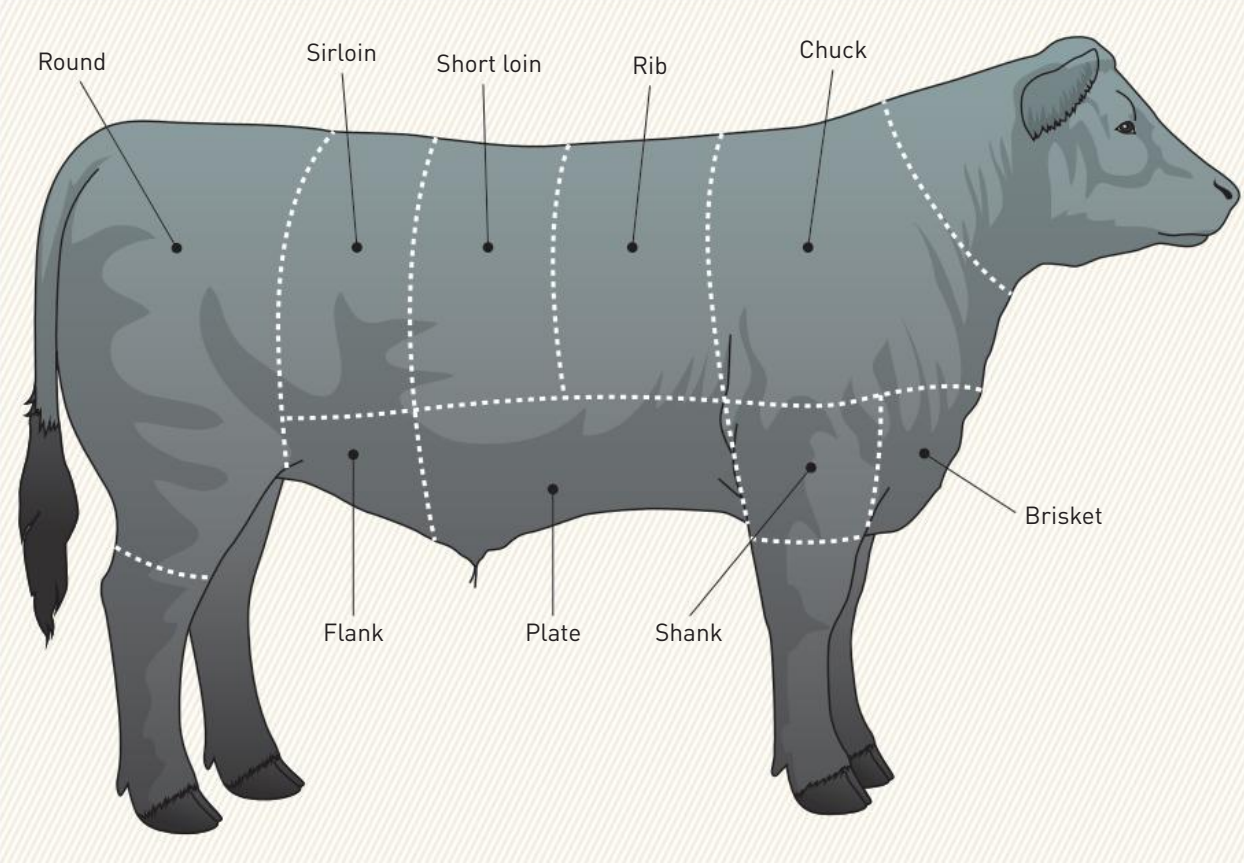


Figure 5.30 Standard cuts of beef

Standard cuts of lamb

- Neck – used for braising and stewing, or cut into chops for grilling
- Shoulder and forequarter – large cut of meat usually roasted, or diced for stews or lamb kebabs
- Ribloin – bone kept on and either cut into cutlets, which can be crumbed and pan-fried, or left as a rack of ribs that can be braised or roasted
- Leg – large cut, usually roasted, but can be diced and used for grilling and stews
- Shank – braised and stewed
- Chump – cut into chops and grilled or used for stews. This cut can also be left whole and roasted.

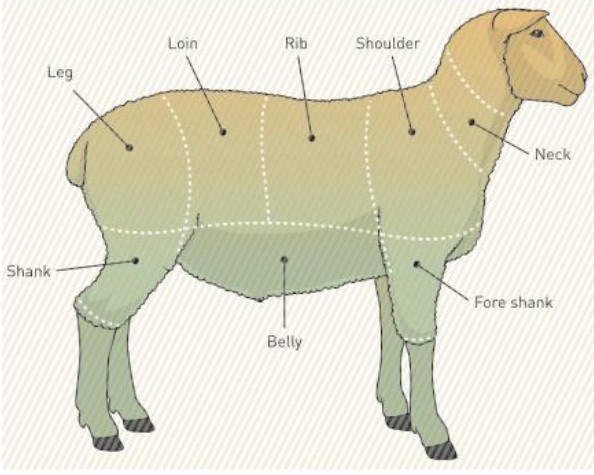


Figure 5.31 Standard cuts of lamb

Standard cuts of pork

- Shoulder – used for roasting, minced into sausages or cut into steaks for grilling
- Ribloin – served on the bone as a cutlet for grilling
- Midloin – used for roasting
- Pork leg – used for roasting or cut into steaks for grilling
- Hock – used for stocks and flavouring soups
- Pork belly – tender cut usually slow roasted and served with crackling.

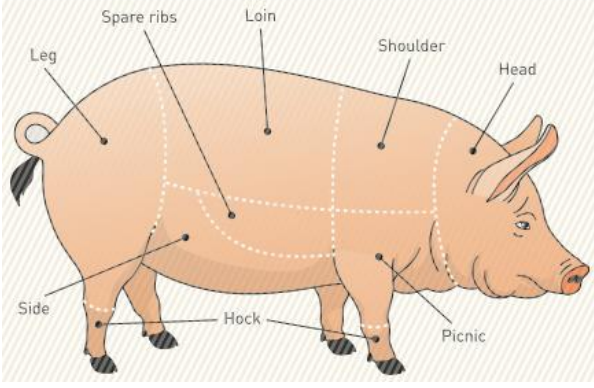


Figure 5.32 Standard cuts of pork

Standard cuts of chicken

- Breast fillet – skin and bone is removed, usually pan fried
- Thigh fillet – fillet taken from above the knee joint and the bone removed, used for stews and schnitzels
- Tenderloin – a long tender cut from under the breast, usually crumbed and then panfried
- Drumstick – the lower portion of the leg quarter, under the knee, usually marinated or coated and baked
- Wing – the wing of the bird is usually marinated and baked or crumbed and fried, with the bone kept in.

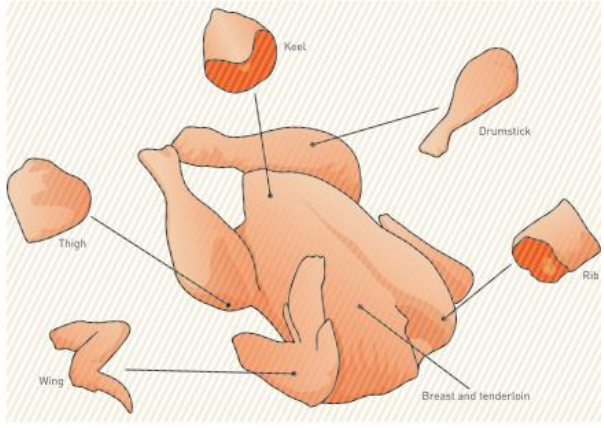


Figure 5.33 Standard cuts of chicken

Table 5.17 Equipment used in preparing meat

EQUIPMENT	USE
Meat mallet	to tenderise and flatten meat
Mincer	to process meat into mince or finely shredded pieces
Meat cleaver	for chopping through meat and bones
Boning knife	to cut flesh away from bones
Chef's knife	for slicing, chopping and portioning
Mesh glove	to prevent injury to the hand holding the meat while chopping
Meat slicer	to slice meats to desired thicknesses
Poultry shears	to cut chicken into portions

Seafood

Seafood includes animals we can eat from the ocean such as fish, prawns, lobsters, oysters, crabs, squid, scallops, Balmain bugs, octopus and mussels. Fish and shellfish need to undergo preparation prior to cooking. For fish, this is called cleaning. Scaling, gutting and cutting off the fins are all part of the cleaning process. Fish should be cleaned as soon as possible after being caught, to retain freshness.

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Figure 5.34 Fresh seafood

PRACTICAL APPLICATIONS

FILLETING FISH

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AIM

To cut two fillets from a round fish, such as a salmon, and four fillets from a flat fish, such as a flounder.

MATERIALS

- 1 × fresh round fish, such as salmon
- 1 × flat fish, such as flounder
- filleting knife
- fish scaler
- scissors
- chopping board
- salt

METHOD

To fillet a round fish

1 Rinse the fish under cold running water to loosen the scales.

2 Place the fish on its side on a chopping board. Hold the fish by its tail and scrape a fish scaler over the body from tail to head. Repeat on the other side.

3 Next, gut the fish. Use a sharp knife to cut a slit along the belly of the fish and scrape out the insides. Rinse with cold running water.

4 Lay the fish on its side and make an incision behind the gills.

5 Slide the knife between the bones and the flesh and run it smoothly along the fish from the head to the tail to remove the fillet.

6 Repeat the filleting process on the other side.

Filleting a round fish

To fillet a flat fish

1 Lay the fish on its side. Make an incision all the way around the head, behind the gills. Pull and twist off the head, then pull out the insides with your hands.

2 Make an incision at the base of the tail and rub salt on the skin for grip, then peel the skin back off the flesh.

Skinning a flat fish

3 Make an incision along the backbone from head to tail, then turn the knife flat against the bones and run it between the fillet and the bones. Remove two fillets from each side of the flat fish.

Filleting a flat fish

RESPOND

1 Describe the processes of:

a scaling

b gutting

2 List the equipment used to prepare fresh fish.

3 Why is salt used when removing the skin from a fresh fish?

4 Suggest two recipes that the fish fillets could be used in.

Storage of meat, poultry and seafood items to prevent spoilage

Meat, poultry and seafood are highly perishable foods and need to be stored hygienically to minimise the risk of contamination and food spoilage.

Fresh meat should be stored in the coolroom or fridge between –1 °C and 3 °C for up to three days. Larger cuts of meat can be kept in the fridge for up to 10 days.

Frozen meat should be kept in the freezer between –18 °C and –24 °C and can be stored for up to six months (one month for bacon; two months for sausages). Once frozen meats have been thawed, they should not be refrozen.

Fresh meats should either be stored separately or stored on the bottom shelf, below cooked foods, to prevent cross contamination. Different types of meats should be stored separately, and all pieces of meat should be wrapped and date marked. FIFO principles should apply.

Fresh poultry should be stored in the fridge between –1 °C and 3 °C and can last up to three days. Frozen poultry should be wrapped and stored between –18 °C and –24 °C.

Fresh fish should be stored separately in the coldest part of a coolroom or in designated seafood coolrooms and fridges. Temperatures should be set at 1 °C. Fish can also be stored on trays of crushed ice.

Frozen fish should be wrapped in plastic and stored in the freezer between –18 °C and –24 °C.

Waste-minimisation techniques

Hospitality establishments must be continuously aware of the amount of waste they produce, and should take steps to minimise waste during food preparation, cooking, presentation and service. This can be done in several ways.

Correct portion control

If customers' meals are often unfinished, this is an indication that the portion size is too big. Reducing the portion size will minimise food wastage. Using portion control utensils such as ladles and dispensers will reduce food waste and save money.

Storage of food items

All food items need to be stored correctly to prevent deterioration and food spoilage. Perishable food items should be kept out of the danger zone temperature range (5–60 °C). Chefs should be careful not to over-order stock, otherwise it will deteriorate before use, creating waste.

Environmentally friendly work practices during food preparation

Commercial kitchens can minimise their impact on the environment by reducing food waste, packaging and energy use. This can be done in many ways:

- using offcuts – when preparing foods by peeling and trimming, separate trimmings from food scraps, as these can be used for stocks, soups and sauces. Using offcuts reduces waste and is also cost-efficient for the enterprise.
- recycling – separate recyclable packaging into separate bins to minimise landfill.
- using recyclable products for takeaway packaging such as paper, cardboard, bamboo and plant-based products.
- using resources such as water and gas wisely by turning off pilot lights when not in use and using pressure hoses to reduce water usage.

Shutterstock.com/Rattiya Thongdumhyu

Figure 5.35 Takeaway food packaging is now being made from plant fibres and starch, which can be composted and easily broken down.

Alamy Stock Photo/Down Under Digital

Figure 5.36 Takeaway cutlery made from bamboo is a more environmentally friendly option than plastic cutlery.

INDUSTRY LINKS

THE FARM BYRON BAY

The Farm Byron Bay is a working farm and collection of micro-businesses, including the Three Blue Ducks Café, The Produce Store and The Bread Social bakery. These businesses share a common goal: to 'grow, feed, educate'.

The Farm Byron Bay

The Three Blue Ducks Restaurant uses produce ethically grown at The Farm.

The Farm's fields are home to heritage-breed pigs, heritage Scottish Highland cattle and chickens, all of which roam freely and are used for meat and eggs in the on-site restaurant, cafe and produce store. A short stroll will see you stumble across row upon row of lush greens and vegetables, also used and sold on-site.

The Farm believes healthy plants begin with healthy soil. Healthy plants mean fewer pests and less disease. They use the following techniques to keep their soil in the best of health: cover cropping with green manures, crop rotation, mulching, composting, interplanting, animal rotations, and less intensive tilling to maintain soil structure.

The Farm is home to three types of livestock – poultry, pigs and beef cattle. They serve to supply the restaurant and produce store under their 'farm to table' model, as well as helping to maintain and improve the health of the soil. The Farm's animals are free to roam as much as possible, fed a natural, varied diet and treated with compassion and respect by the farmers.

The Farm have 400 Bond Brown chickens, which are a cross between Rhode Island Red and Rhode Island White. They collect approximately 200 eggs per day, depending on the sunlight. When daylight is shorter the chickens lay fewer eggs. The hens are housed in a 'chicken caravan', which makes it easier to move them to any spot on the farm. The chickens have the pleasure of roaming freely in paddocks of lush grass and are moved weekly to regenerate the pasture and to ensure that they have a fresh supply of grass and bugs to forage for. Their eggs are used in the kitchen and bakery, as well as being sold by the dozen in the retail shop.

The English Large Black pigs reside in paddocks where they are free to run around, root and dig up the grass and wallow in mud baths. Their diet consists of different grasses and legumes, mixed grains, vegetable scraps, cracked eggs and buttermilk. They keep everyone entertained through their complex vocabulary of oinks, grunts and squeals. The Farm's aim is to provide the restaurant with two pigs each week, one suitable for a spit and a larger one for pork cuts.

The Farm's herd of beef cattle consists of Scottish Highlanders, Murray Greys, Black Angus and Herefords, and are 100 per cent grass fed. The Farm are in the process of putting the appropriate infrastructure in place so they can 'cell graze' and rotate the cattle around the property. This is the most ethical, healthy and sustainable method of raising cattle as it allows them to regularly graze on fresh pasture, which enriches the soil, increases soil fertility, sequesters carbon and regenerates new growth.

The Farm was the winner of the 2016 Ethical Business Award based on the following highlights and environmental sustainable practices, such as:

- The Farm composts ALL organic waste generated from their tenants.
- All the water that falls onto the roofs on the property is captured, treated and used in the restaurant, bakery, nursery and lavatories as the primary water source.
- The Farm has an on-site septic treatment system that efficiently treats all the liquid waste generated.
- The Farm educates 500 visitors a week in their onsite farm tours.
- Collectively, The Farm has created over 120 jobs for the region over the four combined businesses.

The Farm Byron Bay

The Farm Byron Bay

RESPOND

1 Visit The Farm Byron Bay website and investigate the environmentally friendly work practices they conduct.
2 How does The Farm manage their organic kitchen waste?
3 Describe the environmentally sustainable use of water at The Farm.
4 Outline environmental and ethical practices with regard to farming:
   a poultry
   b pigs
   c cattle
5 Describe how The Farm maintains healthy soil and land.

FOCUS QUESTIONS

MEAT, POULTRY AND SEAFOOD

1 Outline four pieces of equipment used in the preparation of meat, poultry and seafood.

2 Suggest uses for the following standard cuts:
   - **a** Beef rump
   - **b** Lamb chump
   - **c** Pork leg
   - **d** Chicken wing

3 Draw a flowchart to outline the correct method for filleting a fish.

STORAGE AND WASTE MINIMISATION

4 How should perishable foods be stored during food preparation to prevent spoilage?

5 Why is waste minimisation important for a hospitality establishment?

6 What is the benefit to kitchens of reusing and recycling waste products?

7 Discuss the ways in which your school kitchen ensures the efficient use of resources, water and energy.

Types of menus

The types of menus offered by a hospitality establishment depend on the establishment, occasion, customer, season and business hours.

Table 5.18 Different menu types

TYPE OF MENU	DESCRIPTION
Á la carte	Translates to 'from the card'. A list of dishes presented in order from entrees to desserts. Each dish is individually priced and customers can choose to have one, two or three courses.
Alternate drop	Often served for large functions. Two meal options are presented and served alternately. Customers have no choice over which meal is laid down in front of them.
Buffet	Customers can select and serve their own food and portions of their choosing from pre-prepared dishes, which are served hot and cold on a table or counter.
Cocktail menu	Bite-sized pieces of food, often called 'finger food'. The host or organiser chooses the selection of food pieces for the party. Guests are usually not seated.
Cyclic menu	Often used in places like hospitals and nursing homes, where the same customers are being catered for over a long period of time. The menus vary daily to avoid repetition and to ensure the clients are receiving a healthy, balanced diet.
Function	Prepared for specific occasions, such as a wedding reception or workplace celebration. Usually consists of two or three dishes that are chosen by the host, who pays a set price per head (or person).
Set menu	Commonly used for large functions. The dishes are pre-determined, and are offered at a fixed price per person.
Specials	A specials board is written up separately to a menu and is designed to showcase seasonal produce and the talents of the chef, to add variety and interest for customers and sometimes to utilise excess ingredients and stock.
Table d'hôte	Translates to 'table of the host'. A set menu of two to four courses at a fixed price.

Sealevel
RESTAURANT ★ BAR

The Menu

To Start
$8.00 Organic sour dough loaf served with extra virgin olive oil, balsamic vinegar & butter
$8.00 Marinated olives; kalamata, ligurian, green sicilian, manzanella

Entrées
Half dozen $20.00, Dozen $38.00 SYDNEY ROCK OYSTERS | Served natural, mornay, kilpatrick or w/green chilli & galangal dressing GF
$21.00 CRISPY SEMOLINA SQUID | Roasted garlic aioli
$25.00 HIRAMASA KINGFISH SASHIMI | Pickled daikon, puffed millet, shiso, wasabi miso gel, ginger eschalot dressing GF
$26.00 SEARED CANADIAN SCALLOPS | Avocado cream, seaspray cucumber salad, finger lime dressing GF
$26.00 BARBECUED MOOLOOLABA PRAWNS | Prawn & fennel ravioli, saffron parsnip puree, baby herbs, bisque cream
$26.00 SOUS VIDE CLARENCE RIVER OCTOPUS | Chorizo, wild olives, caperberries, shaved fennel, romesco sauce GF
$26.00 LINGUINI | Alaskan king crab, zucchini flowers, chilli & lemon pangrattato
$24.00 HOUSE MADE FRESH CHEESE | Olive oil sorbet, cucumber, roasted capsicum, heirloom tomato, crispy capers, ciabatta croutons, white balsamic gel
$16.00 SOUP OF THE DAY
$52.00/$78.00 TASTING PLATE | For 2 or 3 includes:includes the following: sydney rock oysters w/pickled fennel & chilli dressing, seared canadian scallops; barbecued mooloolaba prawns; sous vide clarence river octopus
$13.00 Some entrees can be served as a larger portion for extra

Mains
$39.00 CRISPY DUCK | Pickled beetroot & orange salad, grains, seeds , port & beetroot glaze
$39.00 CHAR GRILLED PORK CUTLET | Potato colcannon, cider poached pears, maple, pecan & almond crust, wholegrain mustard jus GF
$40.00 CHAR GRILLED BEEF FILLET | Dehydrated mushrooms, crushed herb potatoes, broccolini, fresh horseradish GF
$37.00 ROASTED CHICKEN BREAST STUFFED w GYPSY HAM & SMOKED CHEDDAR | Carrot & potato fondants, celery fennel puree, rye parmesan crumbs
$38.00 BARBECUED CHERMOULA SNAPPER FILLETS | Lemon potatoes, nashi, bull pepper & heirloom carrot salad, carrot & carraway yoghurt GF
$38.00 BAKED HUON SALMON FILLET | Coffin bay vongoli, prawn mousseline, asparagus, baby gem lettuce, celeriac veloute GF
$34.00 BEER BATTERED JOHN DORY | Chips, cucumber, celery heart, radish & cherry tomato salad, tartare sauce
$60.00 PAN FRIED GREEN LOBSTER TAIL| Garlic, chilli, tarragon, baby capers, creamed shallot potato, asparagus GF
$38.00 FISH OF THE DAY GRILLED w Choice of chips or mash potato, fennel, redlof, mint, pickled daikon & soy roasted seed salad, orange dressing GF
Without 1/2 Lobster Mornay $120.00 with Half Lobster Mornay $160.00
SEAFOOD PLATTER FOR 2 | Including : sydney rock oysters, fresh blue swimmer crab, balmain bugs, smoked salmon, fresh & barbecue prawns, scallops, beer battered fish, barbecued octopus, crispy semolina squid, tropical fruit & chips

Kids
$22.00 Choice of crumbed chicken, steak or fish w chips & salad Vanilla ice cream with chocolate, strawberry or caramel flavouring

Sides
$22.00 Persian fetta, watermelon, olives, shaved beetroot, raspberry vinaigrette GF
$22.00 Caprese salad; heirloom tomatoes, buffalo mozzarella, baby capers, basil, mint & balsamic GF
$16.00 Cucumber, celery heart, radish, cherry tomato, balsamic GF
$7.00 Chips w garlic aioli GF
$18.00 Rocket salad, pear, walnut & blue cheese GF
$7.00 Mash potato GF
$9.00 Tuscan fried potatoes GF
$9.00 Seasonal vegetables GF

BYO bottled wine only $5.00 per person, BYO cake $3.00 per person, Sunday surcharge $3.00 per person. Public holiday surcharge $5.00 per person. Price includes gst. All major credit cards acc & EFTPOS. Menu is subject to change. Sorry no split bills.

Courtesy Sealevel Restaurant and Bar, Cronulla

Figure 5.37 Example of an à la carte menu

Sealevel
RESTAURANT ★ BAR

Cocktail menu

Please choose nine items from the following menu

- Seared scallops with coriander, shallot & peanut nahm jim
- Tempura prawn skewers with wasabi mayonnaise
- Sweetcorn & basil soup with vanilla gelato (v)
- Tartlet of mushroom & thyme ragout & fetta (v)
- Spicy chorizo sausage on potato, rosemary & garlic pizza bread
- Semolina crusted squid with roasted garlic aioli
- Fragrant peking duck crepes with coriander & shallots
- Crispy prawn wontons with dipping sauce
- Whitebait fritters with tomato ragout
- Pumpkin arancini with olive dressing (v)
- Seared herb tuna on crouton with salsa rossa
- Witlof with tea smoked salmon, roasted baby beets & crème fraiche
- Tomato consommé shot with basil oil (v)
- Sydney rock oysters with rice wine & chive vinaigrette
- Rare roast beef rolled with celery hearts, grana padana parmesan & rocket
- Selection of mixed sushi rolls with soy, pickled ginger & wasabi
- Fresh king prawn with avocado, dill, aioli & thin melba toast
- Fennel seed pastry with goats cheese & beetroot jam (v)
- Mushroom & herb frittata with sweet onion marmalade (v)
- Crispy polenta with gorgonzola custard (v)
- Pork & veal meatballs with tomato capsicum chutney
- Crostata roasted capsicum, olive & herb mascarpone (v)
- Spicy marinated chicken skewers with chipotle chilli aioli

Figure 5.38 Example of a cocktail menu for a function

Courtesy Next Door restaurant, Cronulla

next door

"TRUST THY NEIGHBOUR" SET MENU

$55 per person | Matched Wines extra $25 per person

australian olives. caraway seeds. chilli

2016 ministry of clouds riesling
clare valley, sa - julian forwood & bernice ong

truffle parmesan arancini
braised lamb ribs. chimichurri. mint
zucchini flowers. pecorino. burraneer honey

2016 lansdowne pinot grigio
adelaide hills, sa - peter leske

salmon fillet. walnut hummus. tahini yoghurt. pomegranate
date braised lamb. dukkah. carrots. baba ganoush. haloumi. mint
fattoush salad. burrata. smoked eggplant. crisp flat bread

2015 massena 'twilight path' primitivo, mataro & graciano
barossa valley, sa - dan standish & jaysen collins

chocolate crème caramel. honeycomb. fig. almond. mascarpone

please let your wait staff know of any allergies

Figure 5.39 Example of a set menu

Special requests and dietary requirements

Customers often make special dietary requests, such as asking for a particular ingredient to be excluded from a dish, or requesting vegetarian or vegan options. Establishments need to ensure they can cater to a whole range of customers. It is essential that they include vegetarian dishes on their menu, along with vegan options. Many menus indicate a 'V' (vegan) or 'DF' (dairy free) to help customers identify dishes that meet their requirements.

Special dietary requirements can include intolerances and allergies to certain foods, such as coeliac disease (gluten intolerance). A customer with an intolerance may request that a certain ingredient be removed from the dish. It is important that the establishment is able to do this thoroughly, to avoid the customer suffering any adverse reaction.

Allergies are often related to specific proteins in foods. The most common foods that people are allergic to are milk, eggs, peanuts, tree nuts, seafood, shellfish, soy and wheat. All establishments must be able to tell customers if there are specific ingredients in any of their dishes. It is important that they are sure about what is in certain dishes, and can advise customers to avoid those dishes.

Coeliac disease is when a person has a reaction to gluten in wheat. They may experience digestive irritation when consuming breads and wheat-based products. Hospitality establishments may need to offer an alternative to bread or be able to remove bread from a menu item, such as croutons from a chicken caesar salad. Many menus have 'GF' (gluten free) marked beside relevant items to help customers choose dishes.

FOCUS QUESTIONS

MENUS

1 Complete the following table of menus:

Á la carte	
	Translates to 'table of the host'. A set menu of two to four courses at a fixed price.
	Commonly used for large functions. The dishes are pre-determined, and are offered at a fixed price per person.
	Often served for large functions. Two meal options are presented and served alternately. Customers have no choice over which meal is laid down in front of them.
Cyclic menu	
	Customers can select and serve their own food and portions of their choosing from pre-prepared dishes, which are served hot and cold on a table or counter.
	Bite-sized pieces of food, often called 'finger food'. The host or organiser chooses the selection of food pieces for the party. Guests are usually not seated.
Specials	

2 What do 'GF' and 'V' indicate on a menu? Why is this important?

3 How can an establishment attend to customers' dietary needs?

9780170400268

5.2 PREPARING DISHES USING BASIC METHODS OF COOKERY

Food is heated and cooked using a number of different heat transfer methods. These can be split into wet and dry methods of cookery. The method of cookery is a very important consideration when developing and creating dishes in a commercial kitchen. Many foods can be cooked using a variety of methods, but various factors, such as the effect on nutrient values and sensory properties of foods, the time, utensils and equipment required, and any potential safety and hygiene concerns must be taken into account when developing menus for a commercial kitchen.

Heat transfer through convection, conduction and radiation

Cookery refers to the exposure of food items to different heat sources to:

- make the food more palatable and easier to eat and digest
- give the food an appealing colour, flavour and aroma
- kill bacterias, yeasts and pathogens that can harm humans.

There are three methods of heat transfer:

- radiation: heat moves from one source, such as an open fire, a salamander, grill bars or a spit roast
- convection: heat moves through another source, such as boiling liquid, hot air in an oven, hot fat in a deep fryer
- conduction: heat is transferred from one source to a cooking vessel such as from a gas or electric burner to pots and pans.

Heat can be transferred using a range of mediums, such as gas and electricity. Gas is very popular in commercial kitchens.

conduction transfer of heat through a material by direct contact

convection transfer of heat in a gas or liquid as a result of the movement of the gas or liquid itself

radiation transfer of thermal energy between substances due to a difference in their temperatures

Table 5.19 Advantages and disadvantages of gas versus electricity

	ADVANTAGES	DISADVANTAGES
Gas	• cheap source of fuel • immediate heat • quick to regulate and control	• flame too fierce for slow cooking • gas cylinders can run out • possible gas leaks, open flame can be dangerous
Electricity	• different forms, such as induction, halogen lights, solid tops, elements • no plumbing of gas lines required • holds heat for a long time	• slower to regulate heat • element may need to be turned on earlier to warm up • induction tops and halogen can break

Some ranges use a combination of a gas stovetop and an electric oven underneath. Chefs should be aware of heat control and energy consumption. This includes turning equipment on when required, keeping the pilot light off on a gas stove and keeping equipment on holding temperatures only if business is slow. This is more environmentally sustainable, and also more economical for the establishment.

Good heat control is the indicator of a good chef. Gas flames should never come up the sides of a pot, and the heat applied should be just enough to cook the item correctly. If liquid boils over or fat burns, this indicates that too much heat has been applied, which can burn food or make it tough. Chefs should establish good heat control habits early in their careers.

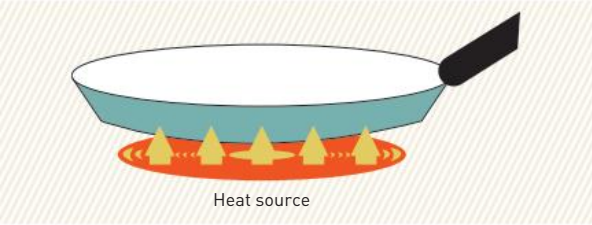

Figure 5.40 Conduction

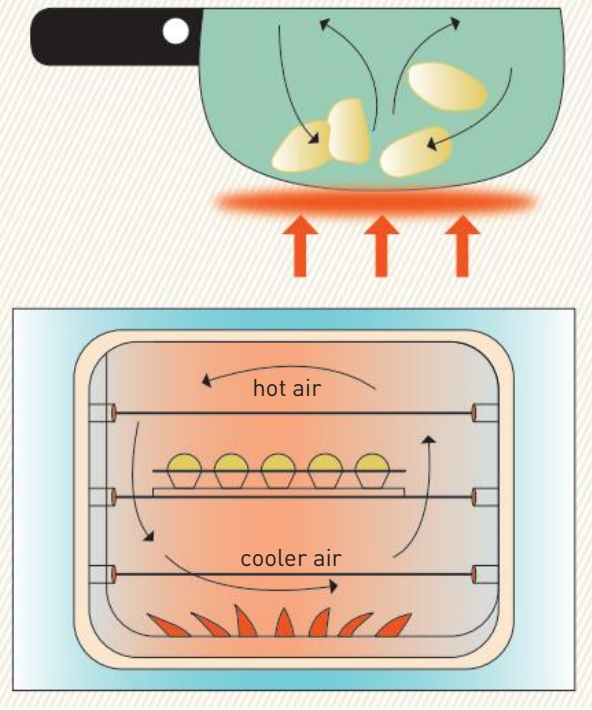

Figure 5.41 Convection

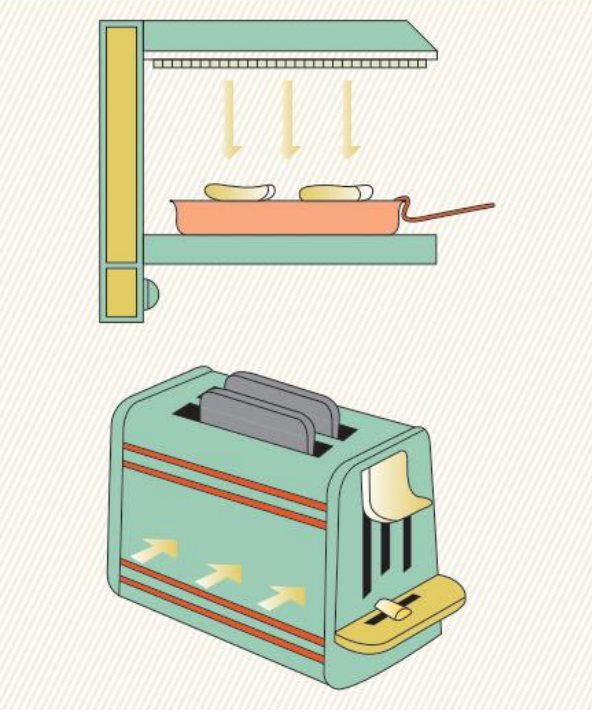

Figure 5.42 Radiation

Many cooking processes involve a combination of conduction, convection and radiation. Each method of cookery has different requirements and is better suited to some food types and dishes than others. A good menu will showcase a wide range of cookery methods. Incorporating different methods of cookery on the menu displays the skills of the chef over a range of dishes. It also makes nutritional sense, as it is important to balance the food intake on each dish. See Figure 5.43 for examples of methods of cookery.

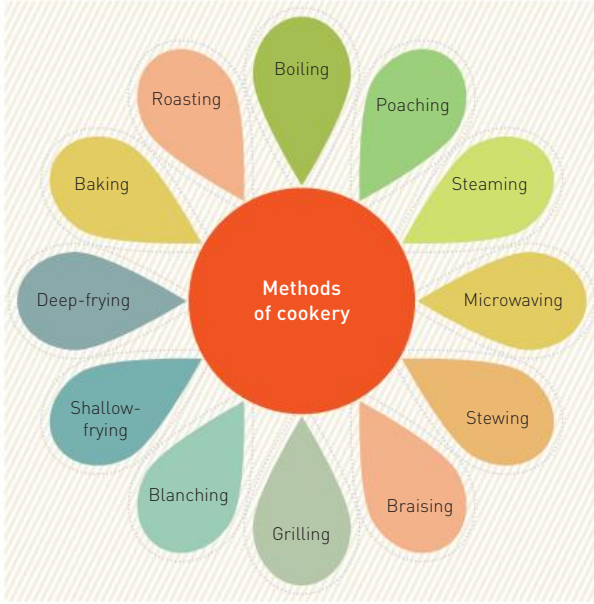

Figure 5.43 Methods of cookery

Dry and moist heat cookery methods

Dry heat method

Dry heat cooking methods utilise fat or air, and include baking, roasting, grilling, deep-frying, shallow-frying and microwaving. Foods cooked using a dry method have a rich flavour due to the caramelisation and browning of the foods.

Moist heat method

Moist heat cooking methods use water or steam and include poaching, boiling, steaming, blanching, braising and stewing. Moist heat cooking is used to emphasise the natural flavour in foods.

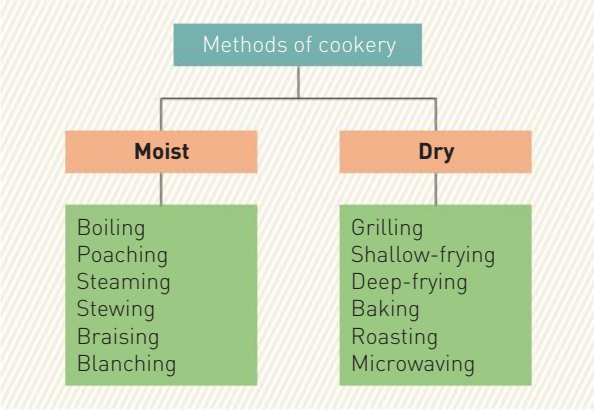

Figure 5.44 Moist and dry methods of cookery

FOCUS QUESTIONS

METHODS OF COOKERY

1 Compare the three methods of transferring heat.

2 Find images that represent each of the moist and dry methods of cookery and label them appropriately.

Baking

Recipe
Carrot cake

Baking food is a dry heat method that involves cooking it in an oven using dry heat. The heat converts the water content of the food into steam, which cooks the food.

Shutterstock.com/Ikonoklast Fotografie

Figure 5.45 A wood-fired oven is an example of baking.

Associated culinary terms

BAIN-MARIE

A bain-marie is a water bath or tray of water that vessels of food such as ramekins are placed into while cooking in the oven. The water cooks the food evenly and slowly, which helps the setting of the proteins and emulsifiers. Bain-maries are used to cook foods such as soufflés and custards.

Recipe
Creme caramel

EN PAPILLOTE

Small tender cuts of meat or fish are encased in a paper, foil or oven bag. The bag cooks the food in its own juices, retaining flavour and nutrients, and creating a steaming effect. The bag is then opened in front of the customer, releasing the aroma and stimulating the appetite.

Recipe
Fish en papilotte

BLIND BAKING

Blind baking means cooking a pastry case first, before the filling is added. This is done by docking (pricking) the base with a fork, lining it with greaseproof paper and weighing it down with dried beans or rice to retain its shape. Pastry cases are blind baked to prevent them from becoming soggy once the filling has been added.

Recipe
Lemon meringue pie

Suitable foods and recipes

Table 5.20 Examples of baked foods

TYPE OF FOOD	EXAMPLES OF BAKED DISHES
Meat	Pork fillet wrapped in filo pastry, 'Beef Wellington', herb crusted veal loin, lamb medallions in puff pastry
Seafood	Stuffed trout with beurre blanc, salmon in brioche, coral trout medallion with mango and avocado in filo pastry
Poultry	Whole stuffed and baked chicken, marinated chicken wings in a bag
Vegetables	Stuffed eggplant, baked potatoes with sour cream
Fruits	Baked apple with sugar and cinnamon, tarte en tatin, pear in puff pastry

Utensils and equipment required

The equipment required when baking and using an oven includes oven mitts, baking trays, water baths and cooling racks.

Potential safety and hygiene issues

Always follow correct personal hygiene and ensure cooking equipment and vessels are clean. Use heatproof gloves or mittens and never use a wet or damp tea towel to remove hot items from the oven, as water is a conductor of heat. Roasting pans are heavy, so be

careful of the weight, and of hot pan juices spilling when removing heavy dishes from the oven.

Baking principles and practices

Good heat control is important when using an oven. Pre-heating is important to ensure quality results. When baking, it is critical to maintain good heat control in an oven. Avoid opening the oven while food items are baking, as this will interfere with the baking process and can cause foods to collapse. Always load an oven from the top shelf down, and place items towards the back, where you obtain the most even heat.

pre-heating heating an oven to the designated cooking temperature before placing food items in the oven, to ensure even cooking

Characteristics of baked foods and dishes

Baking is suited to fruits and vegetables that are starchy or fibrous, such as apples, potatoes and pumpkin. Sauces are often served with these baked items to provide extra moisture.

All 'first class' meats are suitable to bake, as they contain limited sinew and connective tissue and are often sealed beforehand. They can also be wrapped in pastry and finished in the oven. Second-class cuts of meat need to be broken down beforehand, and can then be used in baked dishes such as pies, ragouts and pastries. Seafood may be wrapped in a variety of items such as paper or foil due to its short cooking time.

Effects of baking on the nutritional value of food

There is minimal nutrient loss during baking, although the long cooking times at high temperatures mean that B vitamins in baked meat can decline by as much as 40 per cent.

Cooking times and temperatures

Table 5.21 Baking temperatures and times

	TEMP (°C)	MINUTES
Breads		
Biscuits	218–232	10–15
Cream puffs	190	60
Yeast bread	205	30–40
Yeast rolls		
Plain	205–218	15–25
Sweet	190	20–30
Cakes with fat		
Cupcake	177–190	15–25
Layer cake	177–190	20–35
Loaf cake	177	45–60
Cakes without fat		
Angel food & sponge	177	50–60
Cookies		
Drop	177–205	8–15
Rolled	190	8–10
Egg, meat, milk & cheese		
Souffle (in a bain-marie)	177	30–60
Custard (in a bain-marie)	177	30–60
Macaroni & cheese	177	20–30
Meatloaf	177	60–90
Meat pie	205	25–30
Rice pudding (raw rice)	149	120–180
Scalloped potatoes	177	60
Pastry		
1-crust pie (custard type)	205–218	30–40
Shell only	232	10–12
2-crust pies with uncooked filling	205–218	45–55
2-crust pies with cooked filling	218–232	30–45

RECIPE

PRACTICAL APPLICATIONS

BAKING AND FILLING A POTATO

AIM

To bake a potato, scoop out and puree the flesh.

MATERIALS

- 1 baking potato
- small, sharp knife
- baking tray
- spoon
- scraper
- drum sieve
- salt and freshly ground white pepper
- melted butter
- piping bag

METHOD

1. Clean the baking potato and score around the centre with a small, sharp knife.
2. Place the potato onto a baking tray and bake in the oven until the potato is cooked. Tip – use a small, sharp knife to test if the potato is cooked. It should have little resistance beyond piercing the skin. Cut the cooked potato in half lengthways.
3. Using a spoon, scoop out the flesh from the potato.
4. Puree the potato flesh. Using a scraper, press the cooked potato flesh through a drum sieve into a bowl.
5. Season the sieved potato with salt and freshly ground white pepper and enrich the potato mixture with a little melted butter.
6. Spoon the pureed potato flesh into a piping bag and neatly pipe back into the potato skin. Add toppings of your choice and re-heat under a grill or salamander. Serve.

FOCUS QUESTIONS

BAKING

1. Outline three safety procedures to follow when baking foods.
2. Explain the purpose of a bain-marie when baking. Identify some foods that are baked using a bain-marie.
3. Explain the use of six different pieces of equipment when baking.

Boiling

Boiling is a moist heat method that involves cooking food in a liquid at 100 °C. Boiling is mainly used in the preparation of farinaceous dishes and vegetables. The liquid can be water, sugar syrup, stock, court-bouillon or other flavoured liquids. Rapid boiling is used for pasta, rice and vegetables.

Recipe
Potato and egg salad

farinaceous dishes foods that contain starch, such as pasta, rice and potatoes

court-bouillon a flavoured liquid for poaching or quick-cooking foods such as fish and seafood

Root vegetables, potatoes, large meat cuts, whole fish, veal or beef bones and salted foods should be placed in the pan while the water is cold. A cold water start causes the plant cells to open and release strong flavours and the blood and impurities to leach out. Green vegetables, tomatoes, new potatoes and fruit should be added to the pan only once the water is boiling. A boiling water start causes the plant cells to close, sealing in the flavours and natural juices.

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Figure 5.46 Boiling water has rapid bubbles and reaches 100 °C.

Associated culinary terms

SIMMERING

Simmering is a gentler method of cooking in water with slight water movement. The temperature is between 95–98 °C. This is used for slower cooking, such as stocks or large cuts of meat. The liquid is reduced to a simmer by lowering the temperature after reaching boiling point.

BLANCHING

Blanching is the process of partly cooking food in a liquid at 100 °C. This is done to vegetables to retain their colour and prepare them for service, or to remove their skin. Before making a stock, bones are blanched to set the impurities and then washed to achieve a clearer product.

REFRESHING

Refreshing is placing blanched fruits and vegetables into ice-cold water. The rapid cooling stops the cooking process and retains the colour and texture of the fruit or vegetable. An example would be blanching and refreshing a tomato before removing its skin.

Table 5.22 Examples of boiled foods

TYPE OF FOOD	EXAMPLES OF BOILED DISHES
Egg and farinaceous dishes	Boiled eggs, fettuccine with bacon and cream sauce, boiled rice, boiled dumplings, boiled gnocchi Parisienne, boiled gnocchi Piémontaise
Vegetables	Boiled potatoes and parsley butter, duchess potatoes, potato puree, vegetable soup
Meat	Corned beef in white sauce, boiled silverside, pork shoulder in herb broth, boiled ox tongue, boiler (large) chickens used for stock
Seafood	Boiling is uncommon for seafood except for shellfish and crustaceans such as prawns, lobster and crab. Fish stew and soups, chowder.

Utensils and equipment required

Common utensils and equipment used for boiling include stock pots, the stove, ladles, spiders, chinois and filters. Large commercial stockpots have a mechanical tilt or a tap to remove large quantities of stock.

Potential safety and hygiene issues

Always follow correct personal hygiene practices and ensure all cooking equipment is clean. Always lift lids away from the body when removing lids from boiling pots to prevent steam burns. Use an oven mitt to remove lids and when lifting pots off the stove, as they can heat up.

Figure 5.47 Blanching pasta.

Boiling principles and practices

Many vegetables are boiled in preparation for service. Underground-grown (root) vegetables such as potatoes need a cold water start, then should be brought to the boil before reducing to a simmer. This prevents the food from breaking up and leaches out bitterness. The potatoes should be covered while boiling to ensure they cook evenly.

Green vegetables are usually boiled rapidly to prevent discolouration and then quickly refreshed in iced water to cease the cooking process. This prevents them from breaking up and retains colour and flavour. Green vegetables and above-ground vegetables should not be covered with a lid while cooking, as this can cause the green vegetables to turn yellowish.

Pulses are rapidly boiled to release toxins and make them easier to digest. Fruits and nuts are only blanched to remove their skins.

Farinaceous dishes are rapidly boiled to soften the starch. A large amount of liquid is required – usually a ratio of 10:1 for pasta and rice. Pasta and rice should be cooked in rapidly boiling water, so the product moves around, and stirred occasionally to keep the starch from sticking.

Protein in meat can toughen and denature when heated. Older, tough cuts of meat such as boiler chickens are boiled at 100 °C to make stock, and the meat is not consumed. Meats can be started cold or hot depending on the use. A cold water start will leach flavours from the meat and allow impurities to rise, which is why cured meats are started in cold water, to leach out the salt. Boiling is harsh for all meats and toughens the fibres. Fish, which has a small amount of connective tissue, tends to break up if boiled vigorously. This is why fish is often poached.

Keeping the lid on during boiling will conserve energy and bring water to the boil more quickly. Foods being boiled should be completely immersed in the liquid, allowing for water loss due to evaporation. Other than when cooking pasta, the cooking vessel should reflect the portion size of the food.

Characteristics of boiled foods and dishes

Cheaper, tougher meats are suited to boiling, as the process breaks down the connective tissue. Boiling the food keeps it moist and prevents drying. However, flavour and colour may be leached out of the food. Boiled food will not burn unless the water is left to evaporate completely.

Effects of boiling on the nutritional value of the food

Boiling causes a high loss of the water-soluble vitamins B and C in fruits and vegetables. However, re-using the boiled water that contains these nutrients, such as adding it to a puree or sauce, is a good way of retaining the lost vitamins.

Cooking time and temperature

Eggs are a food item that is commonly boiled. When boiled, they are cooked in their shells from a cold water start using the following times:

Table 5.23 Cooking times for boiled eggs

runny, soft-boiled eggs (barely set whites)	3 minutes
slightly runny, soft-boiled eggs	4 minutes
custardy yet firm soft-boiled eggs	6 minutes
firm yet still creamy hard-boiled eggs	10 minutes
very firm hard-boiled eggs	15 minutes

iStock.com/LDProd

Figure 5.48 A perfect firm, soft-boiled egg. How do you like your eggs cooked?

FOCUS QUESTIONS

BOILING

1 Provide reasons why food would be started in:
   a cold water
   b boiling water
2 Explain the process and purpose for blanching certain foods.
3 Explain three different principles and practices for boiling.

Braising

Recipe
Sticky braised beef spare ribs

Braising is a moist heat method of cookery used for whole joints of meat or fibrous vegetables. Braising is done in the oven and the food is slowly cooked in liquid in a firm-lidded, heatproof vessel to hold in the flavours and liquid without evaporation.

iStock.com/JoeGough

Figure 5.49 Braised lamb shanks is a popular braised dish during winter.

Associated culinary terms

MIREPOIX

A combination of coarsely cut vegetables such as onion, celery, carrot or turnip.

MARINADE

A cooked or uncooked liquid or dry rub used to impart flavour, preserve and tenderise.

LARDING

The process of inserting pork back fat or bacon into joints or cuts of meat before braising, to improve the flavour of the meat.

TRUSSING

Meat is wrapped and tied up with butcher's twine to retain shape and moisture and ensure even cooking.

Table 5.24 Examples of braised foods

TYPE OF FOOD	EXAMPLES OF BRAISED DISHES
Meat	Lamb shanks in red wine jus, braised beef in red wine sauce, lamb shoulder in rosemary jus, braised pork neck in apricot sauce
Poultry	Chicken braised in citrus jus, chicken ballottines with mushroom and pine nuts
Vegetables	Fennel braised in demi-glace with parmesan crust, leek parcels in rosemary jus, button onions with brown sugar glaze, eggplant and zucchini in tomato and olive oil
Seafood	Braised snapper in pernod (anise flavour) sauce, braised octopus with tomato and basil sauce

Utensils and equipment required

Common utensils and equipment required for braising include saute pans, to seal the meat, a chinois to strain the sauce, and a braisière. This is a pan with a heavy, thick base and sides with a tight-fitting lid to retain the heat. Bratt pans are sometimes used for braising very large portions of meat. The pan size should reflect the portion size of the food being cooked.

Potential safety and hygiene issues

Always follow correct personal hygiene procedures and ensure all cooking equipment is clean. Always use heatproof gloves or mitts when removing and transferring pans from the oven, making sure hot trays aren't too heavy so spills do not occur. Ensure the lid of the cooking vessel is lifted away from the body to prevent steam burns, and always use the appropriate sized pot or vessel for the recipe.

Braising principles and practices

Braising uses liquid and low heat to break down the fibres and sinews. The joint meat is seasoned and sealed, then placed on a bed of mirepoix in the braisière and the cooking liquid is added to come halfway up the food. The lid is fitted and the dish is placed in the oven at a low temperature for around two hours. Older or tougher cuts of meat, poultry and game are often braised. Extra moisture from the liquid is absorbed into the meat, which helps to break down the collagen and muscle fibres, resulting in a tender product.

Characteristics of braised foods and dishes

Oven braising softens all textures and breaks down the connective tissue in meat, and is therefore suitable for the tougher cuts. The food retains its colour and vegetables are soft and tender. The meat is cooked when a skewer can be pushed into it without too much resistance. If the sauce is too thin it can be adjusted, either by reduction or by thickening it with a starch, such as cornflour.

Effects of braising on the nutritional value of the food

There is minimal nutrient loss in meat and vegetables during braising. Nutrients go into the cooking liquid, gravy or sauce, which is also consumed.

Cooking time and temperature

Oven braising temperature is 160–180 °C for meat and 140–160 °C for vegetables. Food can be checked for doneness with a skewer. If the skewer can be inserted into the food with little resistance, it is done or properly cooked.

FOCUS QUESTIONS

BRAISING

1 Give definitions for the following terms:
   - **a** mirepoix
   - **b** marinade
   - **c** seal

2 Explain why tougher cuts of meat are used for braising.

Deep frying

Recipe
Salt and pepper squid

Deep frying involves completely submerging food items into hot oil or fat to cook. This dry heat cooking method is best suited to tender items because of the short cooking times. Many foods need to be coated or battered before frying.

iStock.com/Kondor83

Figure 5.50 Fried foods are crunchy on the outside with softer, moist textures on the inside.

Associated culinary terms

GOLDEN BROWN

Golden brown is the desired colouring for deep-fried foods.

SAUTÉING

Sautéing is turning food over quickly using low oil and high heat to ensure even cooking.

Suitable foods and recipes

Deep frying is used in all cuisines, from simple starters such as spring rolls to fish and chips. Frying seals in the natural juices and gives the food a crisp outer coating, while the inside is steamed and softened.

Most fruits, such as bananas and apples, are coated before frying so they retain their moisture. Vegetables are usually coated beforehand if they are high in moisture, such as capsicum and eggplant, to make tempura vegetables. Potatoes are a popular deep-fried food, from fried whole potatoes to chips and French fries. Never season food while it is in the oil, as this will deteriorate the oil at a faster rate.

Suitable coatings and batters for deep-fried foods include:

- paner a l'Anglaise – food coated in flour, egg wash (egg and milk) then breadcrumbs
- paner a la Milanaise – food coated in flour, egg wash then a mix of one third breadcrumbs and two thirds parmesan cheese
- a la Juive – food coated in flour and dipped in beaten egg
- velveting – food dipped in cornflour then egg whites
- a la Francaise – food coated in milk and flour
- a l'Orly – food dipped in a thin yeast batter.

Suitable cooking oils and fats include:

- commercial rendered fats (dripping and lard) – these fats are solid at room temperature, have had all their impurities and acids removed, and have good keeping qualities
- compounds – these are a mixture of soft and hard fats. They have a long life, have a higher burning point and do not break down quickly.
- vegetable oil – this oil is a liquid at room temperature, has a better draining quality than other fats and is easy to handle.

Table 5.25 Examples of deep-fried foods

TYPE OF FOOD	EXAMPLES OF DEEP-FRIED DISHES
Meat	Chicken drumsticks, crumbed chicken breast, Southern fried chicken, stuffed pork cutlet, crumbed lamb cutlets, sweet and sour pork, Chinese honey chicken
Egg and farinaceous dishes	Fried gnocchi, deep-fried pasta for a garnish, fried eggs served in sweet chilli sauce
Seafood	Fish and chips, fried calamari, prawn tempura, fish fillets l'Orly, crumbed, fried sole fillets.
Vegetables	Samosas, spring rolls, mini lentil burgers, croquettes, eggplant slices, tempura vegetables
Sweets	Apple fritters, banana fritters, deep-fried ice cream, donuts

Utensils and equipment required

Gas or electric deep fryers are often used in commercial kitchens. Smaller fryers such as benchtop fryers are also available. Small utensils used include spiders, racks, baskets, chinois, trays, buckets and filtering paper.

Potential safety and hygiene issues

Always wear a protective chef's uniform when deep-frying, keeping the sleeves of the chef's jacket rolled down. Ensure all utensils and equipment are clean.

Never use a deep fryer unless you have been trained to use the equipment and know the safety procedures.

Take caution when using long-handled tongs, as hot oil may run up the tongs and burn you. Never drop items into hot oil, as this will splash the oil, which could cause burns. Place the food carefully into the hot fat, away from your body.

Never leave a deep fryer unattended, and be careful to ensure that the fat does not overheat and smoke, as the fat can combust (catch on fire). Remember that water and oil do not mix. It is important to be aware of how to extinguish fat fires. Never throw water on a fat fire. Instead, use a fire blanket or a CO_2 extinguisher to smother the flames. Be careful when adding frozen items to the fryer, as they will quickly 'spit'.

Always ensure the drain valve is closed. Use a skimmer or spider to remove floating particles, as these leftover food particles will deteriorate the fat. Always have kitchen paper nearby to clean up spills. Wipe up any spills on the floor immediately, and use a rubber mat where possible.

Never turn an empty fryer on without fat covering the elements, and never add fresh oil to old oil.

Deep-frying principles and practices

Always melt fat in a pot first. Fill a deep fryer to the recommended level with the oil or fat compound until the heating elements are covered (making sure the drain valve is closed!).

Never heat fat higher than 190 °C, as this will burn the fat and give the food a bad flavour. Turn the fryer down to 140 °C (holding temperature) when not in use, and let the fat reheat to the required temperature before frying.

Always pat food dry before adding it to the fryer to prevent splattering.

Frying oils and fats need to be filtered daily to extend the lifespan of the fat.

Characteristics of deep-fried foods and dishes

Deep-fried foods are crunchy on the outside with softer, moist textures on the inside. Hot, clean oil seals the food and prevents absorption of fat, develops colour and keeps the foods from sticking together. Fried food should be drained on racks and absorbent paper before serving to remove excess fat, keeping the food crunchy and glossy.

Effects of deep-frying on the nutritional value of food

There is minimal nutrient loss as a result of deep-frying foods, as the nutrients remain moist and locked in the food. Deep-frying is not a healthy method of cookery, however, as batters and coatings absorb the oil and fat. Usually, the fat used for deep-frying is saturated and so is not a healthy fat to consume.

Cooking time and temperature

Temperature range is between 150–190 °C. Most food items are fried at 180 °C. Low temperatures are used for blanching foods such as potatoes, as well as some fried pastries.

FOCUS QUESTIONS

DEEP FRYING

1. Outline safety precautions that should be followed when:
   - **a** placing fat into a deep fryer
   - **b** placing food into the deep fryer
   - **c** the deep fryer is left on between uses during service periods.
2. Outline four suitable foods for deep-frying and suggest a suitable coating for each.
3. Explain the importance of skimming and filtering oil regularly.

Grilling

Grilling is a dry heat method of cookery where food is cooked by heat radiating from directly above or below the food.

Recipe
Char-grilled vegetable platter

Shutterstock.com/Fanfo

Figure 5.51 Cooking various meats on the barbecue is a method of grilling.

Associated culinary terms

TRELLISING

Making marks by searing or cutting a lattice or trellis pattern on the surface of meat.

BROILING

An American term for grilling food under a salamander.

BARBECUING

Cooking food on hot bars or a hotplate or over hot coals or gas burners.

GRATINATING

Browning food items, usually topped with breadcrumbs or cheese, under a salamander or in a very hot oven.

Suitable foods and recipes

Vegetables high in moisture, such as tomatoes and mushrooms, are suitable for grilling. Grill marks are often used to add an aesthetically pleasing element to vegetables such as eggplant, capsicum and zucchini.

Fruit is mainly grilled as an accompaniment, such as pineapple rings, banana and apple wedges.

First class, tender meats should be used for grilling, as they contain limited sinews or connective tissue. If second class cuts of meat are used, they will be tough when grilled. Seafood is often grilled under the salamander to retain moisture.

Table 5.26 Examples of grilled foods

TYPE OF FOOD	EXAMPLES OF GRILLED DISHES
Meat	Fillet steak with bearnaise sauce, pork cutlet with apple sauce, lamb medallions with a pink pepper crust.
Seafood	Grilled octopus in garlic marinade, grilled tuna with capsicum and basil, grilled salmon, angels on horseback
Poultry	Soy marinated chicken breast, chargrilled chicken, grilled spatchcock, Hawaiian grilled chicken
Vegetables	Grilled field mushrooms stuffed with goats cheese, grilled corn on the cob, asparagus grilled with rock salt
Fruit	Grilled pineapple, honey-glazed apples
Sweets	Apple pancakes, grilled pineapple sundae, S'mores, grilled summer fruit skewers

Utensils and equipment required

The main utensil used in grilling is tongs, which are used to turn and lift food items. Skewers are also often used to hold pieces of meats and vegetables together. The heat can come from electricity, gas or charcoal. Many types of grilling equipment are available, including:

- salamander, where heat radiates down onto food
- chargrill, heated by hot charcoal under a grill
- barbecue, which can run on gas, electricity or charcoal
- grill or griddle plates, which are solid, flat plates heated by gas or electricity
- infrared grill, which is a double-sided grill run on electricity.

Potential safety and hygiene issues

Always follow correct personal hygiene practices and ensure all cooking utensils and equipment are clean. The grill or barbecue will be very hot, so caution should be taken while grilling. Always use long-handled tongs to prevent fat spitting and burns. Before grilling, always ensure you have a plate ready for serving, and paper towel for wiping up fat.

Grilling principles and practices

Always ensure the grill is pre-heated and lightly oiled before adding food items in order to seal and colour food instantly and to prevent sticking. Use tongs instead of a fork to turn food, as a fork will pierce the food, allowing the moisture and juices to escape, which can affect the quality of the food.

Always grill fish separately from other meats, as fish has a strong flavour that can transfer to other foods.

Characteristics of grilled foods and dishes

Grilling is a quick, easy and healthy method of cookery that produces tasty and easily digested foods. Grilled foods do not re-heat well, as they tend to toughen and dry out.

Effects of grilling on the nutritional value of food

There is very minimal nutrient loss in grilling, although well-done cooked meats do lose fat-soluble vitamins. It is commonly believed that food that has been charred could be carcinogenic.

Cooking time and temperature

Cooking times will vary depending on the food type, size, thickness and food properties. Other factors can affect cooking time, such as whether the food has come straight from the refrigerator, and how far from the heat source the food is. Red and white meat should be sealed over a high heat, then adjusted to a moderate heat to cook the meat right through without burning. White meat must be cooked right through in order to ensure food safety. The degree of doneness of red meats

is a personal preference, and can range from rare to medium rare, medium, medium–well and well done. Well-done meats will take longer to cook than medium–rare cooked meat.

FOCUS QUESTIONS

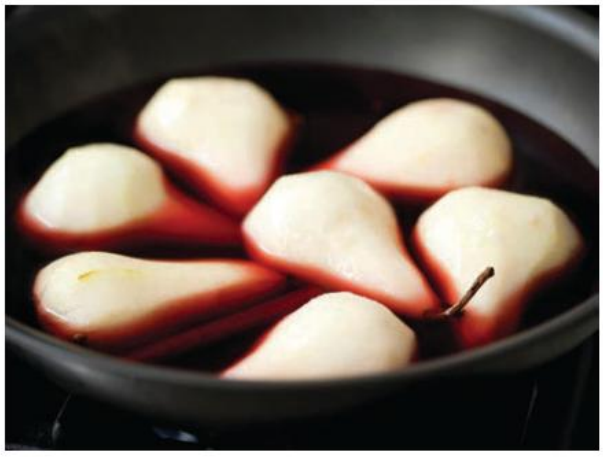
GRILLING

1 Explain each of the following terms and suggest a food that would be suited to each method:
   - **a** trellising
   - **b** broiling
   - **c** barbecuing
2 List three pieces of equipment used for grilling.
3 Describe the principles of grilling.

Poaching

Recipe
Poached pear and raspberry sauce

Poaching is a gentle moist heat method of cooking foods submerged in liquid below boiling point, usually between 80–95 °C. There should be no rapid liquid movement while poaching. Foods are either shallow or deep poached, depending on the amount of liquid used.



Alamy Stock Photo/Evan Sklar

Figure 5.52 Poaching pears in a stock syrup adds flavour to the fruit.

Associated culinary terms

SUBMERGE

To place the food item below the level of the liquid.

IMMERSE

To place food into the water or other liquid.

CARTOUCHE

A piece of baking paper cut to a circle and used to cover submerged food items to retain moisture.

Suitable foods and recipes

Fruit, eggs, fish and offal are the main types of food items that are deep poached. Foods such as fish and chicken are commonly shallow poached.

Gentle poaching methods are good for eggs, which are very delicate. Vinegar is added to the poaching water to stabilise the protein. Eggs can be shallow or deep poached and need to be monitored to ensure the yolks are cooked to the desired doneness.

Soft or stone fruit is often poached in stock syrup and is sometimes served in the liquid for a dessert or for breakfast. Fruits such as pear, apple or pineapple are poached for longer periods of time to cook and soften slowly, and then cooled in the poaching liquid to obtain maximum flavour.

Whole fish should start in a cold **court bouillon** to ensure even cooking; smaller cuts or fish fillets can start in a hot court bouillon.

Poultry such as a whole chicken should be poached in hot stock to seal in the moisture and flavour.

court bouillon an aromatic liquid containing an acid such as lemon juice, vinegar or white wine

Table 5.27 Examples of poached foods

TYPE OF FOOD	EXAMPLES OF POACHED DISHES
Eggs	Eggs Benedict, Eggs Florentine, poached eggs in Dijon sauce
Seafood	Poached rainbow trout in melted butter, blue eye cod with beurre blanc, king prawns in tarragon sauce, poached salmon with dill
Meat	Poached chicken breasts with lemon-basil sauce, poached beef fillet slices in native pepper broth, veal fillet poached in miso broth with stir-fried vegetables
Fruit	Poached pear in red wine sauce, whole poached tamarillo in rose wine, figs poached in maraschino served with almond ice cream

Utensils and equipment required

The utensils and equipment most commonly used for poaching include pots, saucepans, spoons, spatulas, ladles, baskets and fish kettles.

Potential safety and hygiene issues

Always follow correct personal hygiene procedures when poaching, and ensure all utensils and equipment are clean. Always remove lids from pots away from the body to avoid steam burns.

Poaching principles and practices

Food can be either shallow or deep poached. Shallow poaching is where the food item is placed in a buttered dish and cooked in a small amount of liquid stock, sometimes containing alcohol. The poaching liquid is then used as a sauce for the dish. Suitable foods include fish fillets, small shellfish and chicken breasts. A cartouche is used in shallow poaching to retain the moisture.

Deep poaching refers to food items being completely submerged in the poaching liquid. Whole fish, crustaceans, whole chicken or joints of meat are usually deep poached.

Deep poaching liquids include:

- milk – used for poaching desserts such as meringue or poaching fish such as cod
- stock syrup – a water and sugar solution used for poaching fruits
- court-bouillon – an aromatic liquid containing an acid such as lemon juice, vinegar or white wine. The acid stabilises the proteins in food, while the liquid helps flavour the food being poached.

Characteristics of poached foods and dishes

Good-quality and tender cuts of meat will remain tender during poaching, and tough cuts of meat will remain tough. Poached food remains moist and glossy from the poaching liquid.

Effects on the nutritional value of food

Water-soluble vitamins B and C are lost when poaching foods.

Cooking time and temperature

Always monitor the temperature of the poaching liquid to ensure it remains between 80–95 °C. If the temperature rises above 95 °C, the food can become tough or fall apart.

PRACTICAL APPLICATIONS

HOW TO MAKE A CARTOUCHE

AIM

To make a cartouche that can be used when poaching

MATERIALS

- greaseproof paper
- pot or pan
- scissors

METHOD

1. Take a piece of greaseproof paper and fold it in half, then in half again.
2. Continue to fold in half from the corner, keeping all the 'open'" ends facing in the same direction.
3. Repeat once or twice more.
4. Measure the radius of the pot or pan using the folded paper, then cut off the excess, leaving a little extra in the length to go up the edges of the pot.
5. Unfold to reveal a circle. Place the cartouche over poaching liquid and food items to retain moisture.

FOCUS QUESTIONS

POACHING

1 Explain the principles of poaching.
2 Provide definitions for the following terms:
   a court bouillon
   b stock syrup
3 Explain the purpose of a cartouche.

Roasting

Roasting is a dry heat method of cookery where food items are exposed to heat in the oven, or rotated next to a heat source, which is known as spit roasting. Large cuts of meat are commonly roasted. The meat is often continually basted with its own dripping, oil or fat, to keep it moist.

Recipe
Roast chicken with Moroccan stuffing

iStock.com/bernjuer

Figure 5.53 A heavy-based pan should be used during roasting to retain heat and ensure even cooking.

Associated culinary terms

CARRY-OVER COOKING

When the internal temperature of roasted meat continues the cooking process even after it has been removed from the oven.

TRUSSING AND NETTING

Wrapping meat using butcher's twine or an elastic net to hold the meat in shape, retain moisture and allow for even cooking.

NEEDLE TEST

Inserting a meat skewer into the thickest part of the meat. The colour of the juices coming out of the meat indicates the degree to which the meat is cooked.

MEAT THERMOMETER

A probe thermometer that can be inserted into meat the give internal temperatures.

DONENESS

A customer's preference for how they prefer their meat cooked. This could be rare, medium rare, medium, medium–well or well done.

SAUCES AND CONDIMENTS

Traditionally, sauces and gravies are served with roasted meats.

BARDING

Barding is a technique for cooking meats where the meat is wrapped in a layer of fat before roasting it.

RESTING

Resting the meat after cooking relaxes the muscle or fibre, making it more tender.

Suitable foods and recipes

Starchy, root vegetables are best suited to roasting, and are also sometimes used to make a mirepoix, which is roasted under the meat and used as part of the gravy. Green, leafy vegetables have too high a water content for roasting. They would burn and lose flavour.

Meats such as whole chicken with the skin on, and beef, pork or lamb, with or without bones, are ideal for roasting.

Table 5.28 Examples of roasted foods

TYPE OF FOOD	EXAMPLES OF ROASTED DISHES
Vegetables	Roasted potato salad, medley of oven-roasted root vegetables
Poultry	Chicken ballotine with pine nuts and basil farce, roast chicken
Meat	Roast leg of lamb with potatoes, pumpkin and rosemary, roast pork shoulder with crackling and apple sauce

Utensils and equipment required

The main piece of equipment required for roasting is an oven. It is important that the oven shelves are correctly positioned, and the oven is the right size to hold the meat. Foil is often used to cover areas of meat that can dry out or overcook.

Heavy-based roasting pans with low sides are used to roast meats so moisture is not trapped around the sides of the meat. The size of the pan used should match the portion size of the meat. The meat should be rested on a rack within the pan, to allow fat to drip into the tray.

Ladles, spoons, basters and metal forks are used for basting or turning the roast. A thermometer is used to check the internal temperature of the meat.

Potential safety and hygiene issues

Always follow correct personal hygiene procedures when roasting, and ensure all utensils and equipment are clean.

Always use heatproof gloves or mitts when removing and transferring pans from the oven, and make sure hot trays aren't too heavy, so spills do not occur. Always use the appropriate sized pan or vessel for the recipe, and use a meat thermometer to ensure poultry and pork are cooked properly.

Roasting principles and practices

Roasting usually requires meat to be trimmed or trussed prior to cooking. Roasting can be done using many methods. The meat can be placed fat-side up in a pan, so the fat drips over the food, basting it. Alternatively, the meat can be placed fat-side down. With this method, basting must be done using a spoon or baster to moisten the meat.

Pot roasting is cooking meat in an enclosed ovenproof dish in the oven to retain moisture. Slow roasting is when meat is cooked between 80–100 °C for long periods of time to retain its size and weight and prevent juices being lost. This method is suitable for second-class cuts of meat.

Characteristics of roasted foods and dishes

Roasted meat and vegetables remain moist on the inside with a golden brown crust on the outside. Basting is important to keep the meat from drying out. Tender, quality cuts of meat, either boned or de-boned meat, are suitable.

Effects on the nutritional value of food

There is very minimal nutrient loss in roasting, although well-done cooked meats lose fat-soluble vitamins.

Cooking time and temperature

Selection of temperature is important, and depends on the type, size and shape of the meat, as well as its quality and fat content. A high temperature will seal meat juices and provide a brown crust. It is important to turn the meat down to a more moderate temperature of 180 °C once browning is achieved, as meat conducts heat slowly and it could dry out if left up too high. Poultry, such as roast chicken, should always be cooked well done to kill all bacteria.

FOCUS QUESTIONS

ROASTING

1 Outline the following roasting terms:
   - **a** trussing
   - **b** basting
   - **c** pot roasting
2 Explain why it is important to allow meat to rest prior to carving.
3 Identify two recipes that use roasting.
4 Explain safe practices when roasting.

Shallow-frying

Shallow-frying is a dry heat cookery method that uses a small amount of fat to cook food items in a pan.

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Figure 5.54 When shallow-frying, the presentation side is sealed/cooked first, before turning.

Associated culinary terms

SAUTÉ

Means to toss in hot oil or fat. The food items are tossed throughout the cooking process, and brown quickly.

PAN FRYING

Pan frying uses a mixture of oil and butter. The presentation side is sealed and cooked first before turning.

STIR-FRYING

Stir-frying is a quick cooking method that originated from Asia. The food items are cut small and uniform to ensure even and fast cooking. A wok is usually used for stir-frying.

Figure 5.55 Frypan

iStock.com/Lauri Patterson

Figure 5.56 Wok

Figure 5.57 Sauté pan

SWEATING

Sweating involves gently cooking out the strong flavours of food items such as onion and garlic, without browning them.

SEASONING THE PAN

Pans are seasoned to prevent foods from sticking. Salt is heated in a pan then discarded, and the pan is rubbed clean with paper towel. Another method of seasoning a pan is to rub it with oil when not in use.

Suitable foods and recipes

Tender food items are best suited to shallow-frying. Schnitzels, cutlets and medallions of meat are often shallow-fried, along with lean meats, as shallow-frying keeps these meats moist. Tougher cuts of meat are minced first, formed into patties and then shallow-fried. Fish fillets and whole fish are well suited to shallow-frying, along with lobster, prawns and squid.

Most vegetables can be cut to uniform size and shallow-fried, such as batons of carrots and zucchini in a stir-fry. Eggs, omelettes, pancakes and pre-cooked pasta are also suitable for shallow-frying.

Table 5.29 Examples of shallow-fried foods

TYPE OF FOOD	EXAMPLES OF SHALLOW-FRIED DISHES
Meat	Crumbed veal or chicken schnitzel, Southern fried chicken
Eggs and farinaceous dishes	Crepes suzette, fried eggs, omelettes, scrambled eggs, fried rice, pan-fried gnocchi
Seafood	Shallow-fried scallops, garlic prawns
Fruit	Flambé bananas
Vegetables	Stir-fried vegetables, sautéd potatoes, sautéd beans, Chateau potatoes, glazed honey carrots

Utensils and equipment required

Pans with a heavy base and low sides are commonly used for shallow-frying. They need to withstand high temperatures without buckling. Egg lifters, tongs and palette knives are used to turn, lift and remove food items. A curved sided pan should be used if tossing food during cooking, such as when cooking pancakes and stir-fries. A wok is used for stir-frying to reach high heat. Crepes and omelettes can be cooked in specialised crepe pans and omelette pans.

Potential safety and hygiene issues

Always follow correct personal hygiene procedures when shallow-frying, and ensure all equipment is clean.

Always monitor foods when shallow-frying, and never leave hot fat unattended. Hot fat can smoke and combust (catch fire), which is a major hazard.

Never mix new oil with old oil, and do not mix home-rendered fats with purchased fats.

Always ensure the correct level of fat is used, as per the manufacturer's instructions.

Always lay food carefully into hot fat, away from the body to prevent oil splashing. Sleeves should be kept rolled down to prevent hot oil splashing and burning.

Ensure you have been trained to use pans for frying and have knowledge of safety procedures for oil fires. Oil and water do not mix – never throw water on an oil fire as it can cause the flaming oil to spit. Always extinguish a fat fire with a fire blanket or a CO_2 extinguisher.

Shallow-frying principles and practices

All pans and oil should be pre-heated prior to adding food. A hot pan seals food and prevents absorption of fat, helps develop colour and reduces sticking. When shallow-frying foods, ensure the food is an even thickness to prevent uneven cooking.

Season food before cooking to develop the flavour, and always place the presentation side of the meat down first to cook.

When frying, never crowd food in the pan. Adding too many food items to the pan will lower the temperature in the pan and prevent the food from browning.

When moisture appears on the food surface, turn the food over to cook on the over side. Drain fried foods on paper towel or on a separate plate, as foods with excess oil can become soggy and look unappealing.

Some recipes require preparations such as a mirepoix of onion, bacon and garlic to be sweated off first, to release maximum flavour without allowing the food to become brown.

Characteristics of shallow-fried foods and dishes

When shallow-frying, the coating of oil on food stops the food from burning and helps distribute the heat to food as soon as the cooking process begins. Shallow-frying uses conduction heat, whereby the heat is transferred through the pan to the food through oil or fat.

Shallow-fried foods remain moist and tender on the inside and develop a golden colour and crispness on the outside. Browning of foods is a desirable characteristic, and is developed when the natural sugars in food are heated at a high temperature. Crispness is developed when heat drives off the liquids in the coatings or the outer layer of the food.

Effects on the nutritional value of food

Shallow-frying is not a healthy method of cookery. Shallow-fried foods are high in fat, as the food absorbs the cooking fat and oils, especially if foods are coated or crumbed. Fat-soluble vitamins can be lost.

Cooking time and temperature

Shallow-frying temperatures are 180 °C for a moderate heat to 220 °C for a high heat. Foods are first sealed at a high heat, then reduced to a moderate heat to prevent burning.

PRACTICAL APPLICATIONS RECIPE

CHICKEN STIR-FRY

AIM

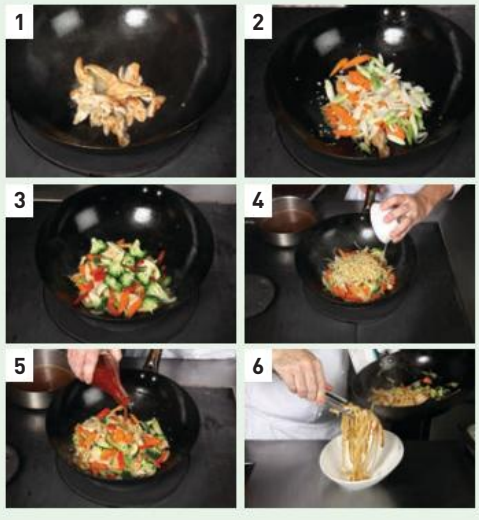
To prepare a chicken stir-fry

MATERIALS

- oil
- wok or frying pan
- marinated chicken
- sliced onions, carrots and spring onions
- chopped ginger and garlic
- sliced peppers, zucchini and broccoli
- blanched noodles
- sweet chilli, hoisin or plum sauce
- tongs
- serving bowl

METHOD

1. Heat oil in a wok or frying pan and stir-fry the chicken.
2. Add the onions, carrots, spring onion and the chopped garlic and ginger.
3. Add the remaining vegetables.
4. Add the noodles and mix carefully into the other ingredients.
5. Add a dash of sweet chilli sauce or other sauce of your choice, e.g. hoisin or plum sauce.
6. Using tongs, carefully place the stir-fry into a bowl to serve.



FOCUS QUESTIONS

SHALLOW-FRYING

1 Describe three principles and practices of shallow-frying food.

2 Identify three pieces of equipment used when shallow-frying.

3 Define:
a sweating **b** stir-frying

Steaming

Steaming is a moist heat cookery method. The food is cooked by steam from a boiling liquid. Steam stays contained within the cooking vessel and the pressure is either atmospheric or high.

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Figure 5.58 Traditional bamboo baskets are often used in cooking steamed foods.

iStock.com/Smaglov

Figure 5.59 A modern stack steamer

Associated culinary terms

DIRECT STEAMING

Food is in direct contact with the steam surrounding it.

INDIRECT STEAMING

A barrier separates the food items and the steam.

Suitable foods and recipes

First class cuts and tender cuts of meat, chicken and fish can be steamed. This method of cooking is ideal for creating light dishes or meals that are low in fat. Tougher meats are often cooked in a pressure steamer, which will break down the muscle fibres and convert the collagen. This is mainly done in institutional cooking, such as for hospitals and canteens, or when cooking in bulk. Vegetables are often steamed to a desired softness, and retain their moisture. Potatoes and starchy vegetables are ideal for steaming as an alternative to boiling, as they won't become 'waterlogged'.

Table 5.30 Examples of steamed foods

TYPE OF FOOD	EXAMPLES OF STEAMED DISHES
Vegetables	All vegetables, such as steamed potatoes, broccoli florets, julienne carrots
Meat	Beef fillet, pork buns with BBQ pork, dim sum
Fruit	Only dried fruit is suitable for steaming, as fresh fruit loses colour. Prunes and apple in Armagnac, steamed apricots in brioche
Poultry	Whole or portioned chicken, steamed chicken breast with bok choy and soy
Seafood	All types of fish, whole or fillet, steamed trout with grainy mustard, steamed red emperor with stir-fried vegetables, steamed fish with thyme and vinaigrette
Sweets	Sticky date pudding, chocolate pudding, steamed yeast buns, steamed dumplings with chocolate filling

Utensils and equipment required

A variety of steaming devices are available, such as convection steamers, combi steamers, perforated trays, bamboo steamers and pots and atmospheric steamers. Tongs are used to lift hot food items from steamers.

Potential safety and hygiene issues

Always follow personal hygiene procedures when steaming, and ensure all equipment is clean. To prevent steam burns, be careful when removing lids, and remove them away from the body. When operating pressure steam lids, or doors, allow time for the inside pressure to reduce to a safe level before opening the unit.

Steaming principles and practices

Place water in the bottom section of the steamer, then turn the device on and bring to the boil. The water needs to remain constantly boiling, so may need to be replenished as it evaporates.

Place food items on the perforated tray(s), being careful not to overcrowd, so steam can circulate around the food items. Ensure the lid is kept tight. The steamer must have a tight seal to prevent the steam from escaping. Replenish the water, which will be lost through evaporation, as needed.

Characteristics of steamed foods and dishes

Steamed foods have a bright appearance and colour. Steamed vegetables have a firm, crisp texture, depending how long they have been steamed.

Green vegetables should only be steamed for a short period of time, otherwise they will be overcooked, lack visual appeal and lose their green colouring (chlorophyll).

Effects on the nutritional value of food

Steaming is a very healthy method of cookery. No fat is used or absorbed into food items, and both fat- and water-soluble vitamins are retained. Steamed food retains natural colour and nutrients. Steaming is often a preferred cooking method for customers with low-fat dietary requirements.

Cooking time and temperature

In atmospheric steaming, pressure is slowly built up and flows continuously into the food chamber at a temperature of 103 °C. In high-pressure steaming, the steam within the food chamber increases with pressure, cooking the food at a much faster rate.

FOCUS QUESTIONS

STEAMING

1. Identify three types of steamers and six suitable foods for steaming.
2. Describe the difference between atmospheric and pressure steamers.
3. List three advantages of steaming.

Stewing

Stewing is a moist heat method of cookery commonly used for diced meats, fruits and vegetables cooked in a liquid on a stovetop. Stewed food develops a concentrated colour and flavour, as it cooks over a long period of time.

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Figure 5.60 Irish stew uses tough diced meat, which tenderises while being cooked in its liquid over a long period of time.

Associated culinary terms

ROUX OR BEURRE MANIÉ

A mixture of equal parts butter and flour, used to thicken a stew.

BOUILLABAISSE

A French fish stew or soup.

BROWN STEWS

A brown stew consists of diced red meat that is first seared and browned. A mirepoix is also browned, and sometimes has browned flour added. Liquids such as wine and stock are also added, and the dish is left to cook gently until tender.

WHITE STEWS

White stews, also known as blanquettes or fricassees, are made with lamb or veal, which is seared without colouring.

Suitable foods and recipes

Tougher fruits, such as apples or dried prunes and quinces, are often stewed to break down their fibres and release the flavour and pectin into the cooking liquor. Tough vegetables, such as celery, cabbage and fennel, are chopped into small pieces and stewed to soften them.

Table 5.31 Examples of stewed foods

TYPE OF FOOD	EXAMPLES OF STEWED DISHES
Meat	Irish stew, navarin of lamb, veal fricassee, beef curry, Penang curry, Hungarian goulash
Seafood	Curried prawns in coconut cream, mussels Neapolitan, bouillabaisse
Vegetables	Ratatouille, vegetable curry, cabbage with bacon and caraway seeds
Fruit	Warm autumn berries in red wine, rhubarb in cinnamon sauce, stewed apple sauce

Utensils and equipment required

Equipment for stewing includes casserole dishes, slow cookers and bratt pans for larger quantities of stew. The size and type of the dish required depends on the amount of stew being cooked. Metal spoons can discolour foods, so a wooden or silicone spoon should be used instead.

Potential safety and hygiene issues

Always follow personal hygiene procedures when stewing, and ensure all equipment is clean. When transferring large quantities of stew, have two people work together to transport or remove food from large pans to prevent hot splashes and spills.

Take caution when removing lids to prevent steam burns. Always remove lids away from the body. Use appropriate heatproof gloves when moving pans and stews.

Stewing principles and practices

It is important to cut the meat into bite-sized pieces before stewing to open the collagen and meat fibres as much as possible. The meat is then sealed and browned in shallow oil. This caramelises the meat, and creates pan juices and sediments, which are used in the stew once the pan has been deglazed with water, wine or stock. The meat is then barely covered with stock and cooked on a low temperature until it tenderises.

Seasonings and flavourings are added to the liquid prior to cooking, but salt should not be added until stewing has finished, as the natural salts in the meat will flavour the dish.

Foods should be cut into approximately 3 cm pieces. For fish stews, cut the pieces slightly larger, and cook gently.

Never bring the stew to the boil. Stews can be left unattended to cook for a very long time before serving. They can also be made in advance and re-heated, which can improve and intensify the flavour.

For stews that are to be stored in the fridge or freezer, reduce the temperature as quickly as possible to avoid bacteria growth.

Characteristics of stewed foods and dishes

Tough and second class cuts of meat are good to use for stewing. Stewing makes these cuts tender, as the gelatinous, connective tissue and marbling fat break down and soften during the process. Tough fruits are also suitable for stewing.

Effects on the nutritional value of food

There is little nutrient loss in stewing. All the vitamins remain in the cooking liquid and are served in the sauce.

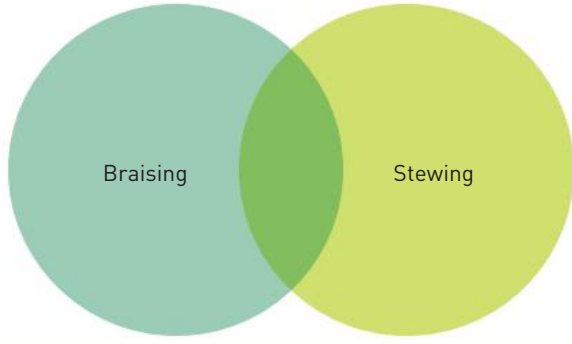
Cooking time and temperature

Stewing is a slow method of cookery. Times can range depending on the type and size of the food. Stewed fruits can take 20 minutes to stew, whereas diced meats can take up to 6 hours to break down. Temperatures range between 85–95 °C.

FOCUS QUESTIONS

STEWING

1 Describe four principles and four characteristics of stewed foods.
2 Outline the advantages of stewing food.
3 Differentiate between a white and a brown stew, and give an example of each.
4 Complete a Venn diagram showing the similarities and differences between braising and stewing.



Microwaving

Microwaving is a cookery method using electromagnetic radiation and is generally classified as a dry heat method. Electricity is converted into microwave energy, which converts to heat. Heat microwaves penetrate the food surface up to 2–3 cm deep, and cause water molecules in the food to vibrate. This causes friction, which heats the food.

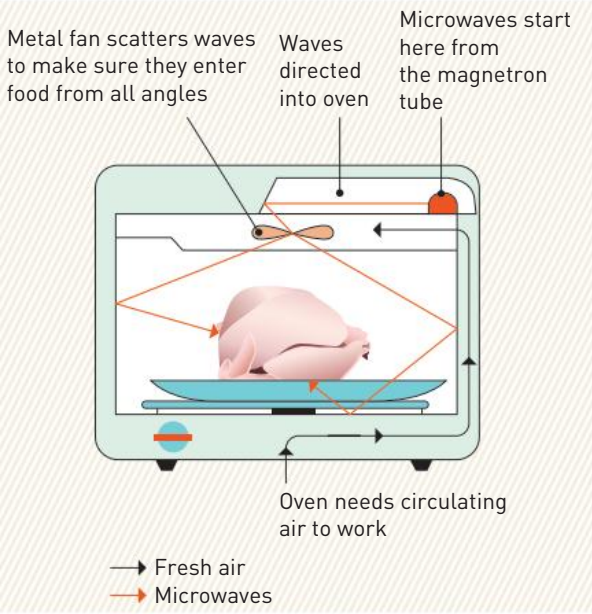


Figure 5.61 A microwave is a magnetron that directs microwaves into a metal box. The microwaves bounce around inside the microwave until the molecules heat up, converting microwave energy into heat quite effectively.

Associated culinary terms

COVER

To cover food with clingfilm, paper towel or a dome to prevent splattering inside the microwave.

VENT

To allow excess steam to escape the packaging by piercing holes in the top of the film or by folding back a corner. This prevents the food from becoming soggy and keeps foods from bursting the packaging.

PIERCE

To poke holes in food using a fork. This prevents food such as potatoes and eggs from bursting due to excess steam being trapped within its own membrane.

STANDING TIME

Leaving food to stand with the lid still on after being microwaved. This allows the food to continue to cook without being overcooked in the microwave.

Suitable foods and recipes

Foods more suitable to moist heat cooking tend to toughen in microwaves, because microwaves cook them too quickly without breaking down the collagen. Most microwaves do not brown food, although there are microwave technologies that provide a browning function via an infrared light within the microwave. In commercial kitchens, microwaves are mainly used to reheat precooked foods quickly.

Most foods are suitable for everyday microwave cooking, except red meats, which can become dry and turn a grey colour. Good results can be achieved with fish, poultry and foods with an open, porous texture.

Some recipes include: lemon and tarragon chicken, a variety of soups, buttered popcorn, and microwaved stuffed apples with sultanas, butter and cinnamon. Self-saucing puddings, apple tea cakes, apricot chicken, fried rice can also be made using a microwave.

Table 5.32 Foods suitable for microwaving

TYPE OF FOOD	EXAMPLES SUITABLE FOR MICROWAVING
Vegetables	Green leafy vegetables, or any vegetables high in water content
Meat	Small, tender cuts of meat. Microwaving can be used to thaw meat safely without cooking the flesh.
Fruit	Stone fruits such as pears and peaches served with custard
Poultry	Whole or portioned chicken, duck and turkey. Used to thaw the flesh safely without cooking it.
Seafood	All types of fish, whole or fillet, such as microwaved trout
Sweets	Chocolate and dairy products. Reheating sweet sauces such as custard. Cooking cakes and slices.

Utensils and equipment required

Microwave ovens are very compact and do not need extraction fans. It is important to use 'microwave safe' containers and crockery. Ceramics, glass, stoneware, pottery and some plastics are safe to use in the microwave, along with some clingfilm, napkins and paper towel.

Potential safety and hygiene issues

'Hot spots' can occur in microwaved food. It is important to stir food often when microwaving it to prevent this, and to prevent burns to the mouth, especially when preparing and re-heating mashed baby foods.

Always cover food in containers, clingfilm or paper towel to prevent splattering inside the microwave.

Never place metal or aluminium foil in a microwave, as this can cause sparks or fire, and damage the microwave.

Use heatproof mitts to remove hot food, and wipe the inside of the microwave clean after each use.

Microwaving principles and practices

Microwave technology heats the food without heating the kitchen environment.

Food to be microwaved should be prepared to uniform sizes to ensure even cooking. Food should be stirred regularly to prevent hot spots and to keep food items from drying out. Sometimes clingfilm is placed over the top of food to prevent drying.

Characteristics of microwaved foods and dishes

Generally, when microwaving foods it is best to undercook the food, then check and stir it, turn or cover it and then finish with short burst to ensure the desired result is achieved.

High water-content foods are most suited to microwave cooking as they won't dry out.

Effects on the nutritional value of food

Microwaving is a quick cookery method that helps retain the vitamins and colour in food.

Cooking time and temperature

Cooking times will vary slightly depending on the capacity and wattage of the microwave. The dish used and the density and size of the food can also affect the cooking time.

Most microwaves have an automatic cooking time for different foods, such as chicken and red meat. Microwaves also have a defrost function, which gently warms the food without cooking it.

FOCUS QUESTIONS

MICROWAVING

1 Suggest a range of foods suitable for microwaving.
2 Describe two hygiene and two safety precautions to be taken when microwaving.
3 Explain the role of microwave ovens in safely defrosting foods.

Cooking process

Safe and hygienic work practices

In the hospitality industry it is important that all chefs and food handlers practise safe and hygienic work techniques.

Personal, environmental and food hygiene is paramount to prevent food-borne illnesses. Food handlers must ensure they adopt high levels of personal hygiene. They should shower daily, be clean shaven and not wear make-up or jewellery in the kitchen. Make-up and jewellery can both contaminate the food, and gold and silver are conductors of heat, so they can burn the body if worn near stovetops and ovens. Food handlers need to wash their hands regularly, especially before starting a shift, when handling different food types, after each task and after going to the toilet.

Disposable food-safe gloves should be changed between each task and after handling money, to avoid contaminating food.

To prevent contamination of food and poisoning of customers, ensure correct receiving and storing procedures are followed, such as keeping foods out of the danger zone of 5—60 °C to prevent bacterial growth, and storing cooked foods above raw foods to avoid cross contamination.

The commercial kitchen should have a cleaning schedule to ensure proper hygiene. Floors, walls, equipment and benches should be cleaned and sanitised on a regular basis. This will keep dirt from accumulating and prevent pests such as cockroaches and rats. See chapter 1.1 for more detail on hygienic work practices.

Problems in the cooking process

It is important to be able to identify and fix problems with cooking processes in commercial kitchens Many problems can arise regarding the flavour, texture, colour, viscosity or aroma of foods being cooked. These problems are commonly due to improper use of equipment in the cooking process, or incorrect procedures being followed. Corrective action should be taken as soon as possible.

To reduce most problems in the cooking process, it is necessary to check and adjust cooking temperatures, times, methods and ingredients. Problems with ingredient quality, available commodities and the cooking process are key issues to be aware of. A shortage of food items, mistakes, spillages and equipment failure can all contribute to the failure of prepared food in any commercial kitchen.

Chefs need to be able to adapt to changes and use their initiative to solve problems in a short timeframe. This ability comes with experience, knowledge of food and adherence to the following guidelines.

Table 5.33 Causes, indicators and solutions for problems in the cooking process

METHOD OF COOKERY	INDICATORS	CAUSES	CORRECTIVE ACTION(S)
Baking	Pastry is tough and chewy	Incorrect flour used, either too much fat or liquid, temperature too low	Measure all commodities correctly Use the correct type of flour suitable for the bakery item
	Pastry has shrunk	Mixture has been over-mixed or was not rested prior to baking	
	Egg custard not set properly	Too much liquid or fat in the mixture	Return to the oven to keep cooking if undercooked
		Mixture is undercooked or was incorrectly measured during preparation	Measure all commodities correctly
	Baked goods burning on top and edges	Oven temperature is too high	Keep oven temperature to moderate
	Uneven texture in egg custards	Custards placed in the wrong position in the oven	Place custards on the top shelf on the oven
Boiling	Discoloured boiled eggs	Overcooking	Set a timer to cook eggs
	Stock is cloudy	Boiled too vigorously or not skimmed regularly	Monitor stock when boiling and adjust temperature below boiling point, skim the scum regularly
	Pasta is too soft	Overcooked or was held too long in hot water	Cook until 'al dente' and drain immediately
Braising	Loss of liquid or over thickening	Temperature is too high during the cooking process	Add more water or stock to thin the sauce
		Lid is not tight enough when cooking	Reduce temperature
	Meat has shrunk too much	The oven is too hot during browning or the meat has been cooked too long	Reduce temperature heat
	Sauce is too thin	Too much liquid has been added, too little thickening agent was added	Remove lid and allow sauce to reduce Add more thickening agent if necessary
Deep-frying	Fried food is soggy and doesn't hold form	Oil temperature is too low	Adjust oil temperature higher
	Food colours before the food is cooked inside the batter/ coating	Oil temperature is too hot	Turn oil temperature down to a moderate heat or cut foods into smaller pieces before frying
	Oil bubbles and splatters	Food is too wet	Pat foods dry and cook in smaller quantities
	Food becomes soggy and temperature drops.	Frying too big a batch to the deep fryer	Fry foods in smaller batches
Grilling	Meat not browned	Temperature of the grill is too low	Turn the grill temperature up high
	Fish dry and of bad appearance	Overcooked, temperature too high	Keep temperature to a moderate heat for fish
	Mushrooms are dry	Not brushed with enough oil, or held too long for service	Brush regularly with oil Serve mushrooms promptly

METHOD OF COOKERY	INDICATORS	CAUSES	CORRECTIVE ACTION(S)
Poaching	Poached fish is too tough or rubbery	The temperature of the cooking liquid is too high	Turn the temperature down below boiling point
	The food breaks up and is overcooked		
	Fruit such as apples have turned brown		Fruit was not fully submerged and has oxidated. Place a cartouche over the top
Roasting	Weight loss of roast	Varies with degree of doneness and cookery method	Adjust cooking temperature
	Food tough and dry	Possibly overcooked, oven temperature set too high, food not prepared properly, food not suited to roasting	Prepare meat by larding, baste during roasting Use suitable cuts of meat
	Surface of the meat is burnt	Initial temperature was set too high, overexposure of heat	Truss meat securely
	Surface of the meat not brown	Oven not hot enough	Adjust the temperature higher
Shallow-frying	Meats not browning	Temperature too low	Do not overcrowd the pan
			Cook a large quantity in smaller batches
			Allow chilled meat to come to room temperature before frying
	The outside will burn, become tough and middle will be uncooked	Food is too thick	Cut meats to a maximum 2 cm thick
Steaming	Green vegetables are flavourless and not crisp	Started in a cold steamer or over cooked	Start vegetables in a hot steamer
	Unequally cooked vegetables	Uneven portion sizes	Monitor cooking times Cut vegetables the same size
	Steamed pudding is soggy Steamed pudding is heavy	Moisture has entered the pudding High pressure steaming has suppressed the raising agent in the dough	Always wrap puddings to prevent moisture entering the pudding
		Incorrect proportions of ingredients	Measure all ingredients correctly
Stewing	White stew has turned light brown	Stew burnt during cooking process	Don't overcook mirepoix or white roux
		Stock too dark	Choose appropriate cuts of meat for stewing
	Meat is tough	Undercooked	Allow enough time for stews to cook
Microwaving	Pies and tarts become soft and lose texture	Steam generated from fillings when heated	Crispness in pastry can be restored if microwave has an infrared light to radiate heat.

Environmentally friendly work practices

Commercial kitchens are generally the highest users of power and resources within the hospitality industry. Staff need to be trained and aware of policies and standard operating procedures for sustainable work practices, disposal of waste and recycling.

Efficient use of resources, water and energy

Using resources, water and energy efficiently is one way for a commercial kitchen to practise sustainability.

Sustainable practices in a commercial kitchen include:

- switching to sustainable energy sources such as solar or wind-generated power – this will help reduce the amount of coal-fuelled energy consumed in the industry
- installing skylights for natural lighting
- changing light globes to energy efficient globes
- installing lights that automatically turn off after people have left the room
- using efficient-energy-rated equipment and testing older equipment and appliances for efficient energy use
- increasing natural ventilation instead of relying on air conditioners
- installing energy-saving technology to reduce wasted power, such as an auto switch-off setting
- changing to natural gas, which is a more environmentally friendly energy source than electricity
- turning gas pilot lights off when not in use
- minimising the use of resources such as plastic, paper and wood
- installing spring-loaded taps and hoses to reduce water usage
- installing water tanks
- using pressure cleaners rather than water hoses to reduce water use
- sourcing food purchases from local and sustainable farms and crops
- growing herbs and produce on-site.

Management of kitchen waste

Reducing waste in the hospitality industry, and in commercial kitchens in particular, is a major environmental priority. As well as having a positive impact on the environment, reducing waste can also help an establishment increase its profit and its yield.

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Figure 5.62 Restaurants and cafes can compost their food waste, reducing landfill.

Waste can be minimised by:

- ordering the correct quantities of commodities
- ensuring measurements and calculations of all ingredients are accurate
- storing food items correctly and maintaining high levels of environmental and personal hygiene
- training staff to ensure that recipes are correctly followed
- ensuring correct serves and portion control for all meals
- ensuring correct handling, storage and preparation to minimise food spoilage and deterioration
- using off-cuts and recycling food
- using leftover fish, poultry or meat bones for stocks
- reducing stocks to a thick consistency to produce jus and glazes
- using vegetable off-cuts in mirepoix for stocks, soups and stews
- using fat off-cuts from meat for basting and larding to keep meat tender, moist and flavoursome
- using citrus peel to flavour stock syrups.

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Figure 5.63 Bones and vegetable trimmings are baked then simmered to make a stock. This reduces waste.

Correct disposal of waste is important. Waste should be sorted into general waste, recyclables and compost.

Recycling has become common practice in Australian households and businesses. Using recyclable product packaging such as glass, paper, cardboard, aluminium and PET containers reduces landfill. These items can be processed into new products, having a positive impact on the environment.

For disposal of cooking oil, establishments should employ professional companies to remove, recycle and re-use their used oil. Oil can also be re-used as feedstock.

Food waste can be turned into compost, placed in a worm farm for fertiliser or given to livestock for feed.

FOCUS QUESTIONS

SUSTAINABLE PRACTICES

1 Identify the different types of waste that are produced by a commercial kitchen.
2 Outline six ways a kitchen can minimise its waste.
3 Describe practices a kitchen can adopt to minimise its:
   a water use
   b energy use
   c resource use
4 Describe the benefits of minimising waste.

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Figure 5.64 Food packaging can be recycled if made from glass, card, aluminium or PET plastic.

Presentation of food

Food presentation is the art of processing, decorating and arranging food to enhance its aesthetic appeal. Food can be presented in many ways but it is crucial to achieve consistency within each establishment and meet or exceed customer expectations.

Importance of food presentation to the dining experience

People 'eat with their eyes' at first and can determine if a meal looks appealing or unappealing. A smudge, crack or chip on the crockery or food of bland appearance can make a lasting negative impression – you never get a second chance at a first impression! On the other hand, colourful crockery, the use of interesting garnishes and inventive placement of sauces can impress customers so much that they immediately reach for their phone to share their positive impression on social media, promoting the establishment before they've even taken a bite of the food.

crockery articles such as dishes, plates, cups that are used to serve food and beverages

garnish edible decorations that enhance the appearance of a dish or meal

sauces liquid seasonings served under or over food to enhance flavour, appearance and provide moisture

Considerations when plating food

Appropriate crockery, service-ware and utensils

The crockery, service-ware and utensils that go with the dish are an important consideration for hospitality establishments. At a minimum, customers expect food to be served with the appropriate tools – customers would not tolerate a steak restaurant that served steak in a bowl with only chopsticks provided – and an establishment wishing to exceed expectations should consider the use of crockery, service-ware and utensils as an opportunity to enhance the customer's dining experience and increase their enjoyment of the food. The following considerations apply to the selection of appropriate crockery, service-ware and utensils.

- Items should be undamaged. Chipped or cracked crockery should never be used. Not only does it look unsightly, the porous nature of the crockery means that it may also harbour bacteria. Cracked and chipped crockery should be discarded.
- Items should be clean. All crockery, service-ware and utensils should be spotlessly clean. Items with grease marks, finger marks, drips, spills and sauces should be cleaned with a cloth before serving to customers. All cutlery or silverware should be washed and polished using hot water and a cloth to remove any grease or finger marks.
- Items should be appropriate to the size and type of the dish/menu item being served. The size of the crockery should match the portion size of the dish. If the selected crockery is too big, the food portion will look too small; if the crockery selected is too small, the food will look overcrowded and unappetising. Food should not be placed on the service rim of plates. Food types also need to be considered – appetisers and sandwiches are usually arranged on platters; soups are served in soup bowls or tureens; entrees are served on smaller plates; main meals are served on large plates; and fish is usually served on oval plates. Customers also sometimes require special utensils such as tongs for salads, pizza cutters for pizza, steak knives for steak and chopsticks for sushi.
- Items should enhance the appearance of the dish. The crockery selected should complement and enhance the food. It is important to consider the shape, size, colour and type of food. While white crockery is traditional, modern trends include metal plates for a rustic feel and black slate boards for desserts, for example.
- Items should be appropriate for the type of establishment. Fast-food outlets select disposable plates and packaging with a trend towards bamboo cutlery. Casual dining establishments tend to use a variety of white plates and fine dining establishments use a variety of shapes and colours for plating dishes along with quality silverware (cutlery). Research suggests that people enjoy the same food more when eating with quality, heavier silverware.

Figure 5.65 Colourful crockery and service-ware can increase the visual appeal of foods.

Temperature of crockery and food

Hot food items should be served on warmed plates, while cold dishes should be served on chilled dishes to maintain the quality of food items. Ice-cream will melt and look unappetising if served in a warm bowl that has just been taken out of the dishwasher, for example. For hot food, many establishments have plate warmers, from which chefs take the plates that are used for service.

Portion size

A portion is the amount of food that is served to one person. The standardisation of the size of the meal ensures all customers receive the same size portion. Portion control techniques include:

- the use of standardised recipes, which provide information such as how to prepare, cook and serve a dish, ensuring consistency in portion size, composition and presentation. Regardless of which chef prepares the dish, standard recipe cards ensure dishes will be consistent in quality, quantity, cost and presentation.
- the calculation of portions to be served. For example, a chef may order 200-gram portion cut steaks from the meat supplier.

portion control the serving of food items and meals at standard sizes

- the use of correct utensils, measures and equipment to prepare and serve food. For example, a 250 mL ladle could be used to plate an entrée-sized soup portion.

Placement of food

When plating and presenting food, height, size and shape, texture and colour should all be considered, along with the appropriate combination of flavours. Sometimes special utensils can help place food more accurately; for instance tweezers can be used to carefully place edible flowers on desserts.

HEIGHT

Much like looking at a painting, food should be arranged on a plate so the customer's eyes are first focused on the main ingredient then are led around the plate to examine the other elements. Food should not be plated flat on a plate. Creating height by stacking food or topping food with a garnish creates interest and is eye catching.

SIZE AND SHAPE

Food can be prepared in many different shapes to provide interest and variety. Techniques such as the precision cuts for vegetables discussed on page 226 show the skill of the chef and creates good visual presentation. The food portion size should be appropriate to the plate size; a plate that is too big will make the food portion appear small and vice versa.

TEXTURE

Creating different textures in the dish by using a variety of cookery methods adds interest and contrast in the one dish. Imagine perfectly cooked fish and chips served with a side salad. The crispiness of the chips and batter contrasting with the melting fish flesh and the crunchy salad leaves softened by the dressing forms a pleasing combination of textures.

COLOUR

A variety of colours in food is pleasing to the eye and can signify a healthy and balanced meal. However, colours need to be balanced and natural; artificial colours are rarely appropriate in dishes to be served from a commercial kitchen. Some foods, such as pasta doughs, can be coloured naturally by using spinach puree, beetroot juice, squid ink, turmeric, saffron, tomato paste or paprika, all of which can turn a basic food that is bland in appearance into a point of interest on the dish. Colour can also be an important factor when selecting crockery; bright, vibrant crockery can provide a welcome contrast to white and light-coloured foods, such as cauliflower and potatoes.

Presentation according to recipe

Standard recipe cards (discussed in more detail on page 217) are an essential tool for commercial kitchens. They ensure recipes are produced consistently, regardless of which chef and kitchen staff are preparing the ingredients and meal. Recipes should be tested to ensure they are achievable in the context in which they are to be prepared and are appropriate for the experience level of the kitchen staff.

Avoiding and removing grease marks, spills and drips

Plates should always be clean and ready for service. A hot dishwasher is usually effective enough to remove grease, however pre-hand washing/soaking may be necessary. Finger marks on the rim of the plate left by the chef while assembling the dish should be removed with a clean cloth either by the chef or the waitperson before serving to the customer. In some high-end establishments, waitpersons wear white gloves to avoid grease and finger marks on the rim of the plates.

It is always necessary to remove spills from sauces, jus and gravies with a clean cloth because spills look messy and unattractive and detract from the main focal point in the dish. A spill remaining on the rim of a dish would give the impression the establishment has not taken care with their dish or service of food.

Use of appropriate sauces and garnishes or decorations

Sauces, garnishes and accompaniments can be used to enhance the colour, flavour, aroma and overall presentation of the meal. They are additions to the main ingredients of a meal.

SAUCES

Sauces include a wide range of flavoured liquids that are served as part of the dish, or meal. Adding a sauce to a dish can transform its overall presentation by adding flavour, moisture, and visual appeal. Sauces come in different styles and consistencies; they can be thick or thin, creamy or rich, or delicate and light. Depending on the purpose, sauces can be a strong flavour, hot and spicy, or sweet and served with a dessert. The sauce presented with a dish will depend on the dish being served but they should all meet certain characteristics:

- the colour should be indicative of the type of sauce
- it should be smooth and free of lumps
- it should be free of seeds and skin
- it should be served at the correct temperature; warm sauces should be held in the bain-marie and served hot

- the flavour and consistency should complement the food with which it is served.

GARNISH

A garnish is an edible decoration. The term decorate is derived from the French term *decorer*, which translates 'to adorn or to furnish'. In kitchen operations we define the word garnish as the decoration of food by adding other food items. The garnish:

- should enhance the visual appeal of a dish
- should complement and not overpower the flavours of the dish
- should not be too elaborate and be in proportion to the dish and not overpower it
- must be edible and complement the colour scheme
- may be used to add height, shape, colour and texture to the dish.

Figure 5.66 Coriander is a popular garnish in Mexican cuisine. What other types of garnish might be suitable for these pulled pork tacos with feta cheese?

Industry and workplace standards for food presentation

When developing standards for food presentation, each establishment must consider the limitations of its kitchen, staff and equipment and the expectations of its customers in relation to speed, type of service, quality of service and cost. Two common mistakes in food presentation are rushing and overdoing things; simplicity is often the best way to showcase the natural flavours and colours of a dish. General industry and workplace standards for food presentation may include the following :

- checking that equipment and utensils at the service stations are clean
- ensuring plates are clean and undamaged, chilled or heated as required
- garnish mise en place is clearly dated and labelled
- bain-marie and station mise en place are clean and ready
- kitchen and floor staff have communicated efficiently before service regarding any specials, changes or special considerations
- correct storage to prevent food spoilage and cross contamination
- a good workflow for plating and service is in place and understood
- holding temperatures for food are correct
- appropriate equipment is accessible, functioning and clean
- clean cloths are available to remove spills, drips and marks.

FOCUS QUESTIONS

FOOD PRESENTATION

1 Explain why is it important for crockery not to be cracked or chipped.

2 How can a commercial kitchen avoid serving food on crockery with grease marks, spills or drips?

3 Name five menu items and list suitable garnishes for them.

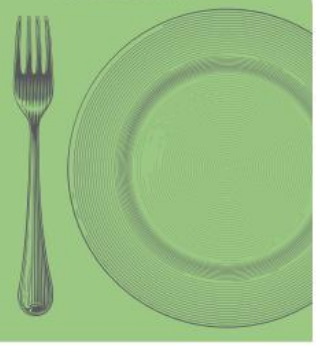
4 What utensil could be used to:
- **a** carefully place edible flowers on an ice-cream dessert?
- **b** divide portions of soup evenly into bowls?
- **c** transfer salad to a plate?

5 **a** Conduct an internet search of three popular businesses serving food in your local area or an Australian city of your choice. Use their websites or social media pages to investigate current trends in how they prepare, present and serve foods.
- **b** Copy and complete the table below for each of your three businesses.
- **c** What similarities can you see? Explain why you think these trends have emerged.

PREPARATION	PRESENTATION	SERVICE

9780170400268

5.3 CLEANING KITCHEN PREMISES AND EQUIPMENT



Commercial kitchen work environments

In the hospitality industry, keeping food safe to eat is vital in order to ensure people don't get sick. Keeping food safe requires cleanliness in all areas of the establishment where food is received, prepared, stored and served, and all the equipment that is used to prepare and serve food.

All kitchen staff in a commercial kitchen are expected to contribute to the cleanliness of the premises and equipment.

Kitchens and equipment quickly become dirty through normal use. Germs can spread in a dirty kitchen environment, meaning the food won't be safe to eat.

The Australian government has state and federal laws that those handling food must follow. The *Food Act 2003* sets *minimum* (lowest level) standards for cleanliness of food storage, preparation and service areas, and for *hygienic* (clean) food handling practices. Dining areas, washing-up areas, waste disposal areas and bathrooms also need to be cleaned and maintained to ensure a high standard of cleanliness and hygiene.

Different kitchen environments

All commercial kitchens vary in size and scale suited to the establishment and will have different commercial kitchen equipment. Food laws apply to all hospitality and catering organisations with kitchen premises, whether they are permanent or temporary kitchens or smaller food preparation areas. Permanent kitchens are usually found within restaurants, cafes, cafeterias, clubs, hotels and resorts. Temporary kitchens include those at holiday fairground attractions, used by catering organisations, kiosks at sporting venues or charity events such as school fetes. Under the ANZFS Code, Food Standard 3.2.3 stipulates that:

The design and construction of food premises must –

a be appropriate for the activities for which the premises are used;

b provide adequate space for the activities to be conducted on the food premises and for the fixtures, fittings and equipment used for those activities;

c permit the food premises to be effectively cleaned and, if necessary, sanitised; and

d to the extent that is practicable –

- **i** exclude dirt, dust, fumes, smoke and other contaminants;
- **ii** not permit the entry of pests; and
- **iii** not provide harbourage for pests.

Source: Food Standards Code, Foodstandards.gov.au

Mobile food vendors

Temporary and mobile kitchens are increasingly popular. Mobile food vendors are considered retail food businesses because they sell food to the public. Therefore, they need to comply with a range of requirements.

Mobile food vendors are vehicles used for:

- on-site food preparation, e.g. hamburgers, hot dogs, kebabs and pizza
- one-step food preparation, e.g. popcorn, fairy floss, coffee and squeezing juices
- any type of food, including pre-packaged food.

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Figure 5.67 Food trucks are an example of a temporary kitchen that sell various kinds of food.

The NSW Food Authority stipulates that mobile food vendors need to ensure that the construction and operation of the vehicle is appropriate for the preparation and sale of food. This means the vehicle must have:

- surfaces that are easy to clean
- handwashing facilities
- satisfactory waste disposal.

Local councils are generally responsible for the approval of mobile food vending vehicles. Council approval of the premises may also be required if garaging or maintaining the mobile food vending vehicle at particular premises, especially where the premises are also used for storing food supplies and equipment used in connection with the business.

Mobile food vendors also need to practise safe food-handling, including:

- storing potentially hazardous foods at the correct temperature
- avoiding cross contamination
- storing raw food separately from ready-to-eat foods
- keeping food handling areas clean.

NSW Food Authority Mobile food vending guidelines

potentially hazardous foods foods that must be kept at certain temperatures to minimise or prevent the growth of pathogenic microorganisms and toxins, such as raw and cooked meat, dairy products, eggs, seafood, smallgoods, prepared salads, cooked rice and pasta and ready-to-eat foods

Hygiene and cross-contamination issues for commercial kitchens

Cross contamination is the transfer of microorganisms from contaminated foods and areas to other foods. It is important that staff practise regular handwashing and wear appropriate clean clothing and personal protective equipment (PPE), as well as maintaining excellent personal hygiene. These procedures help prevent cross contamination in food preparation areas, storage and in other tasks, such as waste disposal, cleaning, sanitising and maintenance procedures.

Cleaning refers to the removal of dirt, grime, dust, grease and food scraps. Sanitising kills bacteria to a safe level. If cleaning is not completed correctly, then sanitising will not be as effective. Maintenance refers to the ongoing practice of keeping kitchen premises and equipment in a safe and working condition. This applies to all kitchen surfaces, preparation areas, large fixed equipment, appliances, utensils, serviceware cleaning equipment and linen.

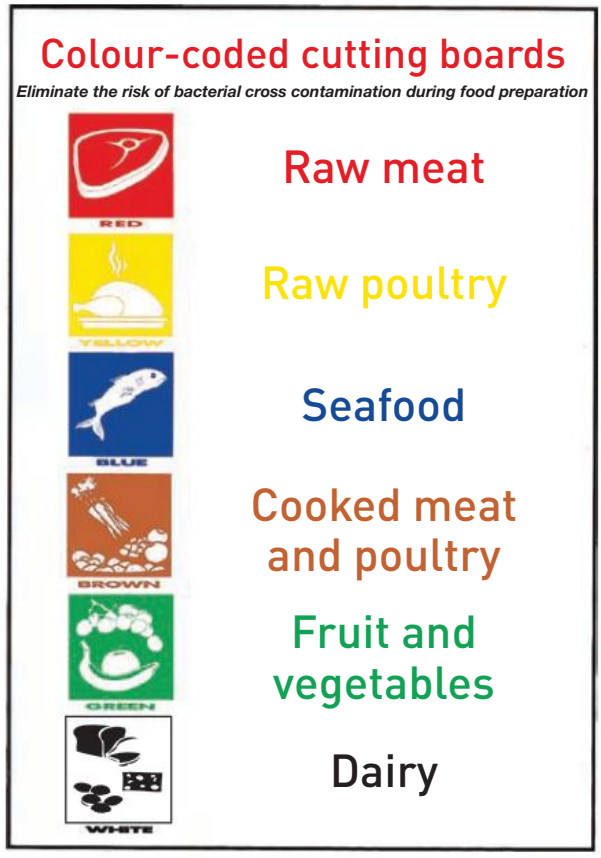

Figure 5.68 To avoid cross contamination, it is standard practice to prepare foods using different coloured chopping boards.

personal protective equipment (PPE) essential items that must be worn while performing specific tasks to reduce the risk of injury

sanitising killing or reducing the number of bacteria and other microorganisms to a safe level using a chemical or heat

linen garments or articles made from cloth, such as cotton napkins and tablecloths

The importance of cleaning services

Cleaning and maintenance services are essential in the hospitality industry in order to ensure that hygiene and safety standards comply with legislation and regulations. Effective cleaning procedures extend the life of surfaces and items in the establishment, provide guest satisfaction, maintain hygienic and safe premises and protect employees' and customers' health.

The combination of routine checks, external services such as maintenance contractors, and vigilance by all employees assist in maintaining a professional environment.

For a business to run effectively, all employers and employees need a complete understanding of the work health and safety guidelines and regulations relating to general workplace safety, **cleaning agents and chemicals**, hazardous substances, equipment, manual handling and storage requirements. This prevents injuries and illness.

cleaning agents and chemicals any materials with a chemical composition that aids with the removal of dirt, bacteria, dust and mould

Standards for the presentation of kitchen premises

First impressions are very important in the hospitality industry. If premises and equipment are not clean, guests will notice straightaway and may not want to stay. They will also be unlikely to recommend the business to other people.

INDUSTRY LINKS

NAME AND SHAME

A cafe that was named and shamed on the NSW Food Authority website was also fined $20 000 after the local council environmental health officer (EHO) found the kitchen to be in a bad condition.

The EHO found live cockroaches, rat droppings and large amounts of excess grease around equipment, and dirt and food waste lying on the floor. Rubbish was found under benches and fixed equipment such as fridges, and the EHO found rotting food in the bottom of the refrigerator. All bins were overflowing.

The inspector could not find any cleaning equipment and there appeared to be no procedures in place for the sanitising of equipment, utensils and surfaces. The EHO found that staff were not trained in safe food handling, and noted 30 breaches of the Food Act.

The local council was initially notified via a customer complaint. The officer closed the premises for one month and the owners had to rectify the problems.

The cafe is now safe and clean, and staff are all trained in safe food handling practices.

RESPOND

1 List six breaches of the *Food Act 2003 (NSW)* found by the EHO.
2 Explain how these breaches could make food unsafe to eat.
3 Other than the $20 000 fine, describe the consequences of breaching the Act for customers, staff and owners.

NSW Food Authority offence registers

FOCUS QUESTIONS

CLEANING, SANITISING AND MAINTENANCE

1 Explain the importance of regular cleaning for a hospitality establishment.
2 Identify areas of a kitchen that need to be cleaned.
3 Outline the difference between cleaning, sanitising and maintenance.
4 Explain how kitchens can avoid cross contamination.

Cleaning regimes

Cleaning schedules should be established for each area within the enterprise. This ensures that all areas are maintained and cleaned adequately. Cleaning schedules also outline how employees should conduct their duties and list how frequently different areas should be cleaned, such as daily, weekly, monthly or annually. For example, stovetops need to be cleaned by the chef or kitchen hand as required or at the end of every shift, whereas a walk-in cool room would be cleaned weekly by a kitchen hand.

A cleaning schedule, which can also be referred to as a cleaning roster, details:

- what needs to be cleaned
- how it is to be cleaned
- when it is to be cleaned
- how often it is to be cleaned

- who will clean it
- a place to sign and date, indicating completion of the task.

Cleaning of kitchen premises and equipment

Cleaning is a regular routine in a kitchen. A well-organised kitchen has a set cleaning schedule to ensure that cleaning is performed regularly and thoroughly. As well as the schedule, most kitchens will also have:

- a daily cleaning worksheet so the cleaner or kitchen hand knows what they need to do each day
- cleaning instructions for particular pieces of equipment.

The manager or supervisor writes the cleaning schedule. It is displayed somewhere everyone can see it easily, e.g. next to the staff roster.

Cleaning schedules inform staff how frequently premises and equipment should be cleaned, along with the timing of the cleaning – such as during or at the end of a service period or at the end of a shift – and includes tasks that need to be completed.

Cleaning tasks are timed so they do not interfere with the running of a kitchen, and to keep food safe. For example, a kitchen hand wouldn't scrub the floor while the chefs are busy cooking in the middle of service, unless they have to clean up a spill.

Table 5.34 shows an example of a typical cleaning schedule for a cafe.

Table 5.34 Sample cleaning schedule for a cafe

HARRY'S CAFE CLEANING SCHEDULE					
Task	**Performed**	**When**	**Equipment/ chemicals**	**Products**	**Who**
Benches	Twice daily and between working with raw and cooked foods	Morning and afternoon	Wash with hot soapy water, a scourer and sponge. Sanitise and wipe with a soft cloth.	Detergent Sanitiser	Chefs
Sinks	Twice daily and as required	Morning and afternoon	Wash with abrasive cleanser and a scourer. Sanitise and wipe with a soft cloth.	Cleanser Sanitiser	Kitchen hand
Utensils	After use and between raw and cooked foods	As required	Wash, sanitise and dry in the dishwasher or with a tea towel.	Detergent Sanitiser	Chefs and kitchen hand
Meat slicer	After use and between raw and cooked foods	As required	Follow the instructions on the slicer and take apart before washing. Wash, sanitise and dry in the sink or dishwasher.	Detergent Sanitiser	Chef
Bain-marie	Daily and as required	Before close	Make sure it is turned off. Read the instructions next to the bain-marie. Wash with hot soapy water and a soft cloth. Sanitise and wipe with a soft cloth.	Detergent Sanitiser	Chef

→

HARRY'S CAFE CLEANING SCHEDULE					
Floors	Daily and as required	Before close	Sweep. Mop with hot soapy water that has a sanitiser in it.	XY detergent FJ spray sanitiser	Kitchen hand
Walls	Monthly	Monday morning	Wash with a wall mop and mild detergent.	MN detergent	Kitchen hand
Refrigerator	Daily and as required	Morning	Wipe down with hot soapy water and a soft sponge. Sanitise and wipe with a soft cloth.	Detergent Sanitiser	Kitchen hand
Dry store	Weekly	Friday afternoon	Check for any evidence of pests. Sweep and mop the floor using hot soapy water. Dust the shelves, then wash with hot soapy water and a scourer if required.	Detergent	Kitchen hand
Coolroom	Fortnightly	Every second Monday morning	Follow instructions for entry into the coolroom on the wall outside. Wash the shelves with hot soapy water and a scourer sponge. Mop the floor with hot soapy water.	Detergent	Kitchen hand
Inside and outside bins and outside garbage area	Daily and as required	Before close	Wash inside and outside the bins with hot soapy water. Sanitise and leave to air dry. Hose down the outside area using the trigger nozzle.	Detergent Sanitiser	Kitchen hand

FOCUS QUESTIONS

CLEANING SCHEDULES

1 Identify what should be cleaned:
   - **a** during a service period
   - **b** at the end of a service period
   - **c** at the end of a shift

2 Outline the purpose of a cleaning schedule and list the information it should include.

3 Explain why timing and frequency of performing cleaning tasks is important.

4 Look at the images of fixed equipment below. When would be the best time to clean each one?

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Rangehood

Shutterstock.com/gmlykin

Deep-fryer

Cleaning utensils, equipment and serviceware

Serviceware such as crockery and cutlery are usually washed in a commercial dishwasher at 80 °C during the rinse cycle. Some dishwashers use a chemical rinse agent or sanitiser. Dishes should be air dried, not with a tea towel, to avoid bacteria being transferred back onto the dish. Cutlery is further polished and placed facing the same direction in clean containers. This minimises contamination by hand when being removed later.

Pots are washed separately in a large sink and are usually rinsed and scoured prior to washing. If food particles are left on the inside or outside of pots or equipment, bacteria growth will develop.

All equipment should be cleaned properly to prevent food poisoning and keep it maintained. Cracked or pitted pots and pans should be discarded, as the cracks can harbour bacterial microbes.

Dishes, pots and pans are soaked to remove coarse leftovers and then rinsed off. They are then hand washed in hot water with detergent and rinsed again.

Iron pans should be seasoned by brushing with oil to prevent rusting after washing.

For an efficient, logical washing-up procedure, wash in order from least dirty items to most dirty items to prevent excessive water and energy use.

Once utensils, equipment and serviceware have been washed and sanitised, they must be stored properly, and not touched with dirty cloths or hands.

Cleaning linen

In the hospitality industry, a lot of linen is used. This includes items made from linen, cotton, polyester or other fabrics. In a commercial kitchen this may include:

- tea towels
- aprons
- tablecloths and napkins
- uniforms
- oven mitts
- serving cloths
- cleaning cloths.

Germs from linen can be passed to hands or equipment and then to food, so linen must be washed and stored separately. Every workplace has its own arrangements for washing linen. The linen may be:

- sent out to an external laundry to be washed using industrial washing and drying machines, which wash and dry at high temperatures

- washed in the workplace laundry using industrial washing machines
- washed in the workplace laundry using domestic washing machines.

Different types of linen may be washed differently and should be separated to prevent cross contamination.

Linen may need to be sorted and put into separate bags ready for washing. Linen is generally sorted by:

- quantity
- size
- type or use
- colour.

Every establishment has its own procedures for sorting linen, but here are some general guidelines:

1. Separate the linen according to how it will be washed. For example:
   - anything that comes into contact with food, such as tea towels, must be washed and sanitised separately
   - separate cleaning cloths from other linen, as these must be washed separately
   - white linen is washed separately from coloured linen to avoid colour runs
   - large items such as tablecloths may be washed separately from smaller items such as napkins.
2. Remove loose dirt or food crumbs from the linen.
3. Separate damaged items such as torn tablecloths and burnt tea towels and set aside for repair or disposal.
4. Separate items that may need special treatment, such as stains of grease, red wine or blood.
5. Place soiled linen in the laundry bags and label them clearly.
6. If the linen is going to an external laundry, count the linen after sorting it to make sure the correct amount is sent back.
7. Always wear gloves, and wash your hands after handling soiled linen.
8. Sort soiled linen away from food or kitchen equipment.
9. When removing soiled linen from the kitchen area, keep it in a closed bag. Avoid food areas and areas where there are guests.

Cleaning premises

Floors

Kitchen floors get dirty very quickly and can become slippery and dangerous. Floors must be swept, washed and sanitised at the end of the shift or day. They may also need to be cleaned at other times during the day, such as when food is spilt.

Don't fill or empty the cleaning bucket in the same sink that dishes are washed in. Always use the waste sink.

Table 5.35 Guidelines for cleaning floors

1 Pre-clean	• Put up a 'Wet floor' A-frame sign. • Sweep floors to get rid of visible dirt, collect in a dustpan and put it in the bin.
2 Wash	• Fill a mop bucket with hot water and detergent. • Clean the floor with a mop using a 'figure 8' movement. • Change the water as needed.
3 Sanitise	• After washing, use a fresh bucket of warm water and add sanitiser. • Mop the floor again to sanitise.
4 Dry	• Leave the floor to dry, keeping the safety sign up.
5 Clean up	• Remove the 'Wet floor' sign when the floor is dry. • Wash mops in hot soapy water and sanitiser, then leave them to air dry.

Walls and ceilings

Walls and ceilings are usually washed each month, depending on how dirty they get at the particular workplace. Each workplace will have its own procedures, but most will include the following steps:

- Put up a 'Wet floor' warning sign, as water may drip onto the floor, making it slippery.
- Use a special cleanser and scourer on the greasy walls behind the stoves. Be careful not to damage the paint or the wall.
- Wash other parts of the walls and the ceiling using a detergent or all-purpose cleaner and a wall mop. Sanitise walls with a spray-on sanitiser and allow to dry.

- Clean the walls from bottom to top, as the bottom of a wall is usually dirtier than the top. This way the water does not run through the dirt and cause streaking.

Windows

Clean as required and at the end of each month.

- Remove fly screens (where fitted) and remove visible dirt by spot-cleaning.
- Wash windows inside and out using spray-on glass cleaner, warm water and a squeegee.
- Rinse and polish with a soft, lint-free cloth.

Shelves

Shelves in the dry store areas need to be checked for signs of pests and dusted on a weekly basis. Depending on what the shelves are used for, they may require washing with hot soapy water and scrubbing with a scourer.

Cleaning food preparation areas

Benches and work surfaces

Benches are used for food preparation, so they need to be continually cleaned throughout the day and then thoroughly cleaned and sanitised at the end of each shift. It is the responsibility of the chefs, cooks, apprentices and kitchen hands to clean benches. Stainless steel benches scratch easily, so scourers should not be used.

Table 5.36 Guidelines for cleaning benches

1 Pre-clean	• Remove food from the bench and store it away. • Sweep off food scraps and put them in the bin.
2 Wash	• Wipe down benches with warm water and a detergent, using a clean sponge or cloth.
3 Sanitise	• Spray benches with a food-grade sanitiser. • Leave sanitiser for the time specified by the manufacturer, then wipe off.
4 Dry	• Leave benches to dry.
5 Clean up	• Wash sponges and cloths in hot soapy water and a sanitiser, then leave them to air dry.

Cleaning kitchen fittings and appliances

All kitchen equipment needs to be cleaned, whether it is used for food preparation, storage or display. This includes stoves and ovens, microwaves, toasters, salamanders, mixers, pie warmers, deep fryers, bain-maries, dishwashers and extraction fans.

Equipment may need to be taken apart before being washed and then put back together again. Employees must be shown how to wash equipment before attempting this themselves, and they must follow the instructions to prevent injuries or damage the equipment.

Every workplace will have their own equipment and procedures. Here are some general guidelines for cleaning equipment.

- Turn off and unplug electrical equipment before cleaning it.
- Be careful with any equipment that has sharp edges or blades.
- Employees should always wear correct personal protective equipment (PPE), such as gloves, glasses, rubber apron and face mask.
- Stoves and ovens may need to be cleaned using strong chemicals. The oven should be thoroughly rinsed to ensure all the chemicals are removed, or it will smell the next time it is turned on.
- Sanitise equipment according to workplace procedures.

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Figure 5.69 Gloves should be worn when cleaning kitchen appliances.

Table 5.37 Guidelines for cleaning fittings and appliances

EQUIPMENT		HOW TO CLEAN
Daily	Dishwasher	• Clean as required during trade and at the end of the shift. • Follow manufacturer's instructions. • Empty the food tray and drain the machine. • Use manufacturer's chemicals to clean the inside of the dishwasher. • Rinse and allow to air dry.
	4-ring gas stove burner	• Clean under the rings as required during trade and at the end of the shift. • Scrape difficult areas with a scraper. • Wipe to remove food and debris. • Wash with hot water and detergent, rinse and sanitise. • Rinse and allow to air dry.
	Microwave	• Clean the microwave as required during trade and at the end of each day. • Wipe away loose debris and dirt with a clean cloth. • Spot-clean or scrape problem or difficult areas. • Wash with detergent and hot water, rinse and sanitise. • Rinse and allow to air dry.
Weekly	Oven	• An oven cleaner should be used and left on the surface for a short period of time in order to be effective. • Rinse off the cleaner with a damp cloth and give the oven a final wipe with a hot cloth. • Leave oven doors open to air dry.
	Extraction fans	• Clean at the end of each week. • Wipe the canopy with a wet cloth to remove surface grease. • Wash the canopy or hood with detergent and hot water, rinse and sanitise. • Rinse and allow to air dry. • Soak filters in a solution of hot water and degreaser for 30 minutes, agitate (move around) then hose down or rinse. • Allow to air dry.

FOCUS QUESTIONS

CLEANING EQUIPMENT

Have a look at the standard operating procedure for cleaning parts of the kitchen at Harry's Cafe on pages 271–72, then answer the following questions.

1 What pieces of equipment need to cleaned?

2 Underline the actions that involve handling chemicals.

3 What should you do to protect yourself and food from contact with chemicals?

Cleaning storage areas

Fridges and freezers

Empty the fridge or freezer shelves. You will need to turn off the freezer and allow it to defrost. Using a food-grade cleaning product, wipe down the shelves and the inside of the fridge or freezer and sanitise with a food-grade sanitiser.

Food should not be left out of the refrigerator for any more than 30 minutes. A supervisor should be informed if any food is stale or out of date.

Coolrooms

Coolrooms are large walk-in refrigerators. They require particular methods of cleaning.

Table 5.38 Guidelines for cleaning coolrooms

1 Pre-clean	• Move food from the coolroom to other place of refrigeration. • Remove any food matter on the floor, walls or shelving.
2 Wash	• Wash the interior (including seals and shelving) and exterior walls with a food-grade detergent and hot water.
3 Sanitise	• Rinse and sanitise with a food-grade sanitiser.
4 Dry	• Rinse coolroom and allow to air dry.
5 Clean up	• Return food to coolroom.

Dry storerooms and cupboards

Storerooms and cupboards need to be cleaned regularly. Sweep and wash the storeroom floor at least weekly. Dust, clean and sanitise shelves regularly, and clean any spills as they happen.

While cleaning, check for:

- anything that is in the wrong place or is out of date
- anything that is broken, spilled, or has come out of its packet
- signs of pests (vermin) such as rats, mice, cockroaches or other insects, including:
  - mouse droppings
  - chew marks on containers
  - eggs and cocoons
  - moths flying around
  - grubs or moths in containers
  - spots on walls and surfaces
  - spider webs.

Pests spread diseases. If there are any signs of pests, tell your supervisor immediately.

Cleaning waste bins

Rubbish areas must be kept clean to ensure that the kitchen stays safe, as food waste can attract pests and vermin.

Every workplace has its own procedures for handling waste, but Table 5.39 gives some general guidelines.

Table 5.39 Procedure for cleaning bins

1 Pre-clean	• Wear gloves and a disposable apron. • Clean up anything that has fallen out of the bins onto the floor. • Remove the filled bin liner from the bin. Tie the top and correctly dispose of the rubbish.
2 Wash	• Scrub the outside and inside of the bin and lid with hot soapy water and detergent. • Wash the area around the bin, such as floors and walls.
3 Sanitise	• Rinse kitchen bins with hot water then disinfect them. • Hose commercial bins with cold water then disinfect them. Use a nozzle spray to save water.
4 Dry	• Rinse bins, allow to air dry and line with a new bin liner.
5 Clean up	• Wash hands thoroughly after finishing task.

FOCUS QUESTIONS

CLEANING PROCEDURES

1 List three kitchen utensils and the recommended cleaning procedure for each.

2 List three pieces of fixed equipment and the recommended cleaning procedure for each.

3 Explain why dishwashers are an effective method for cleaning chopping boards.

4 Describe the procedures for cleaning:
- **a** equipment
- **b** linen
- **c** floors
- **d** benches

5 Explain why the following steps are important when cleaning waste areas:
- **a** Line rubbish bins.
- **b** Don't let bins overfill and remove rubbish from the kitchen regularly.
- **c** Tie the top of the bin liners before disposing of rubbish.
- **d** Carry rubbish bins away from your clothes and body.
- **e** Always use correct PPE.
- **f** Wash hands after handling bins.

Clean and sanitise

Safe and hygienic work practices

Under Workplace Health and Safety laws, health and safety procedures must be followed to avoid injuries when cleaning. An employer must provide employees with safe substances and equipment to use when performing cleaning duties. This means the equipment and chemicals must be safe to the employee using the chemicals and to those in the vicinity. Employers must provide adequate information, instructions, and training on using equipment and chemicals in a safe manner. It is important for employees to ensure they:

- are trained and follow the training. Employees must be shown how to use equipment and chemicals, and how to perform cleaning tasks. This might happen during training or during the induction into the workplace. Employees must follow all workplace procedures.

- follow safety signs and information. Under Workplace Health and Safety laws, warning signs need to be displayed when cleaning duties are being performed, to reduce the risk of injury. Signs or cones include:
  - wet floor and/or
  - cleaning in progress.

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Figure 5.70 A 'caution, wet floor' sign

iStock.com/Tatomm

Figure 5.71 A 'cleaning in progress' sign

- have good personal hygiene and sanitise and dry equipment and materials so germs are not spread whilst cleaning
- use correct PPE, including:
  - non-slip shoes or waterproof boots
  - thick rubber gloves
  - goggles
  - face masks
  - overalls
  - rubber aprons.
- follow correct manual handling procedures, and know how to lift heavy items to avoid getting hurt. Ask for help or use trolleys or lifts. See chapter 2 for more details on manual handling.
- know the appropriate accident and emergency procedures, the location of the SDS file, where the emergency numbers are and how to contact the first-aid officer.

Cleaning, sanitising and disinfecting

Cleaning can be broken down into two main components, both of which are vital in the maintenance of good cleaning regimes.

Cleaning

Cleaning involves the removal of unwanted soil, dirt, food and other elements from preparation surfaces, knives, benches, floors and all other areas of food premises. Get rid of anything that you can see on the surface, such as grease, food scraps, dust and spills, by sweeping, scrubbing, vacuuming, mopping or wiping.

Remember that there could still be germs on the surface that you can't see, so you may need to take another step, called sanitising.

Sanitising

Sanitising reduces the number of bacteria, fungi and some viruses on food-contact surfaces to safe levels, but it doesn't kill them all. Sanitising is very important for areas where food is prepared. There are two methods of sanitising:

- spray, rinse or wipe the surface or item with a food-grade chemical sanitiser
- use heat, steam or boiling water to kill germs.

If using heat, steam or boiling water, be careful not to burn or scald yourself.

Table 5.40 Reasons for cleaning and sanitising

REASONS FOR CLEANING	REASONS FOR SANITISING
• Prevents contamination • Maintains equipment in good working order • Prevents oxidation • Prevents pests and vermin	• Minimises the breeding ground to prevent bacterial growth

Disinfecting

Disinfectants are chemical agents used on hard surfaces to kill microorganisms. Surfaces and areas such as stainless steel bench tops, washbasins, vanities, floors and toilets need disinfecting to remove uric acid build-up, fats and oils, mildew and soap scale. Once a surface or item has been cleaned, chemical disinfectants

are used to kill microorganisms, reducing them to a safe level. Chemical sanitisers include bleach, eucalyptus oil and alcohol-based cleaning products.

There is a difference between sanitising and disinfecting. Only sanitisers should be applied to food contact surfaces – this is required as part of the food code. Disinfection is appropriate for frequently touched surfaces and surfaces that are likely to harbour pathogens. Sanitising is not anti-viral, so will not kill the flu or other viruses commonly found on surfaces, whereas disinfectant labels make anti-viral claims, meaning they must be able to kill 99.99 per cent of pathogenic microorganisms.

Product labels, safety data sheets (SDS) and associated workplace documents

Safety data sheets (SDS) provide detailed information about the hazardous chemicals that are used in the workplace. They provide more information than labels. The manufacturer of the chemical provides the SDS for users of that chemical.

All chemicals must have a SDS that contains the following information:

- name of the product
- properties of the product – what it is made from
- instructions for its use, including dosage and dilution requirements
- safety requirements, including personal protective clothing and equipment
- first-aid instructions in case of exposure to the product.

Safety data sheets should be clearly displayed on site, and staff should have access to them at all times.

Safe preparation and use of chemicals

It is important that employees read the cleaning schedule and the labels on chemicals to ensure that the right chemicals are used for the job and the correct PPE is worn. It is important to match the cleaning agent to the cleaning task at hand. If the wrong cleaning agent is used, it may cause damage or decrease the life of surfaces and equipment.

Quite often, chemicals are pre-mixed so they don't need to be diluted. It is important to follow the label's recommended dosage and dilution. If the solution is too weak it will be ineffective, but if it is too strong it could damage surfaces. Chemicals should be diluted in a suitable container and never mixed in a food container. When multiplying the quantity or diluting, a calculator can be used to determine the correct dosage.

Table 5.41 Types of cleaning, sanitising agents and chemicals used for kitchen premises and equipment

TYPE OF CLEANER	USE
Abrasive cleaners	For cleaning and scouring ceramic or enamel surfaces, e.g. the cleaner's sink. Don't use on surfaces that scratch easily, such as stainless steel. Abrasive cleaners can be hard to rinse away; wipe and rinse as soon as possible after you use them.
Detergents	Come in different strengths; always follow dilution instructions on the label. Some detergents are for heavy-duty cleaning, e.g. fat, oil and grease on steel, most plastics, ceramics, glass, and concrete. They are often used in glass-washing machines and dishwashing machines.
Chlorine or bleach	To disinfect, bleach and deodorise. They can damage plastic, rubber and aluminium. They should never be mixed with other cleaning chemicals as they may give off toxic fumes.
Sanitisers	To reduce bacteria and fungi on a surface. Use sanitisers on food preparation surfaces.
Disinfectants	To kill germs and microorganisms in rubbish bins and other non-food preparation areas. Disinfectants sometimes have a strong scent, therefore they are not suitable for use in a kitchen or food preparation area.
Specialist cleaning agents	For a specific cleaning task, e.g. to remove difficult stains from small areas, clean windows and glass, clean stainless steel or clean rubbish bins.
Polishes	To protect surfaces such as wood and leather from spills. Floors may be slippery after they have been polished.
Pesticides	To remove or kill pests such as rats, mice and cockroaches.

PRACTICAL APPLICATIONS

USING RATIOS TO DILUTE CLEANING CHEMICALS

Below are the instructions on the label for diluting Shyne Window Cleaner with water.

The bucket holds 10 litres.

WATER	CHEMICAL	RATIO
1 litre	10 mL	1:10
× 10	× 10	
= 10 litres	= 100 mL	10:100 = 1:10

TIPS FOR DILUTING CHEMICALS

- Always measure chemicals. Never guess how much to use.
- Always follow the manufacturer's instructions.
- Always put the chemical into the water so there is no splashing.
- Never pour water into the chemical.

RESPOND

1 You have been instructed to mix up floor washing detergent in a 10 litre bucket. On the label it says to use 20 mL of chemical per litre of water. Calculate the amount of detergent that you should put in the bucket.

WATER	CHEMICAL
1 litre	____mL
× 10	× 10
= 10 litres	= ____ mL

2 The detergent cap can also be used as a measuring cup. It holds 20 mL. Calculate how many caps of detergent to put in the bucket.

Safe use and storage of hazardous substances

Some cleaning chemicals are **toxic** if you breathe the fumes or touch them, or if they get into food.

If you use a product wrongly you could:

- harm yourself or the people you work with, e.g. splash chemicals into your face or eyes, or mix the wrong chemicals together, producing toxic fumes
- damage surfaces by using the wrong chemical on them
- poison food so it is unsafe to eat.

toxic poisonous

Guidelines for using and storing cleaning chemicals safely

1 Use the correct PPE to protect yourself from spills or splashes.
2 Put all cleaning products back where they belong after you have finished using them.
3 Don't use or spray cleaning chemicals near food.
4 Never light a cigarette or a match near chemicals or chemical storage areas.
5 Never deliberately smell a chemical, as you might burn the inside of your nose or faint.
6 Follow the manufacturer's instructions exactly when using or diluting chemicals.
7 Always read labels or warning signs about cleaning products.
8 If you don't know what a chemical is, don't use it.
9 Always add the chemical into water rather than water into the chemical, to ensure there is no splashing.
10 Know where the SDSs are kept and how to use them.
11 Store all cleaning chemicals in a locked storeroom or secure place.
12 Never store chemicals in food containers; keep them in their original container.

13 Large, heavy containers of chemicals should be placed on lower shelves. Ensure that the shelves are strong enough to hold them.

14 Use the correct lifting method for heavy containers of chemicals. Bend from your knees, not from your back, and ask someone to help you lift if necessary.

15 An appropriate fire extinguisher should be located within the area.

16 Store and prepare chemicals in a well-lit, clean and well-ventilated area away from food products.

17 Any chemicals not used by their recommended use-by date should be disposed of appropriately.

Dealing with chemical-related accidents

Even when using chemicals in a safe manner, accidents may still occur. If injury does occur, it is important to read the label of the chemical container to follow the correct first-aid procedures associated with that chemical. Call the Australian Poisons Information Centre on 13 11 26 for directions, or emergency services on 000. Always follow workplace policies and procedures, and report all accidents to a supervisor or manager.

Table 5.42 Chemical-related accidents

TYPE OF CHEMICAL INJURY	FIRST AID
Chemicals absorbed through the skin	• Take care to remove any contaminated clothing, avoiding contact with the chemical. • Keep cool running water on the area for 15 minutes, taking care not to contaminate any other parts of the body. • Call emergency services or the Poisons Information Centre for advice, depending on the severity of the spill.
Chemical burns	• Cool the burnt area under continuously running cold tap water (approximately 15 °C) for 20 minutes. • Do not apply ice to any burn. • Do not apply any creams or lotions to burns. • Cover the burn with a sterile, non-adherent dressing. If not available, use plastic wrap or a clean wet cloth. • Once first aid has been applied, seek medical advice for any chemical burn. If possible, take the chemical SDS with you.
Chemicals ingested	• Do not induce vomiting. • Allow the injured person to sip on water. • Call emergency services immediately and note the chemical ingested.
Chemical fumes inhaled	• Without placing yourself at risk, try to get the person to fresh air immediately. • Open doors and windows to allow for fresh air if safe to do so. • Seek medical help. • If symptoms such as dizziness, headaches, drowsiness or throat and nose irritation persist, seek medical advice.
Chemical splashes in the eye	• Flood the eye with water from a cup, jug or running water for 20 minutes, holding the eyelids open. • Don't rub the eye, as this may cause further damage. • Do not use eye drops. • Call emergency services or contact the Poisons Information Centre.

FOCUS QUESTIONS

SAFE USE OF CHEMICALS

1 Differentiate between
   a cleaning and sanitising
   b sanitising and disinfecting
2 Outline four procedures an employee should follow when.
   a handling chemicals
   b storing chemicals
3 Describe the use of four different types of cleaning agents.
4 Explain the function of an SDS.
5 Outline first-aid procedures that should be administered when chemical injuries occur.
6 Describe the first aid that should be administered if a chemical is splashed in the eye.
7 How can employees and employers meet their responsibilities in regard to PPE?
8 List the equipment, chemicals and PPE that would be used to clean the following areas, fixtures and equipment:

ITEM	EQUIPMENT	CHEMICALS	PPE
Pots and pans			
Kitchen bench			
Oven			
Tiled kitchen floor			
Crockery			
Marble restaurant floor			
Window			
Gas stovetop			
Garbage bin			

Workplace policy and procedures

All hospitality establishments must ensure all food preparation, dining and waste disposal areas are cleaned and sanitised in accordance with the *Food Act 2003* (NSW), which is enforced by the NSW Food Authority. The NSW Food Authority works with local councils and NSW Health to ensure effective food safety and food quality management, building confidence in the state's food industry and reducing the incidence of food poisoning.

© State of New South Wales through the NSW Food Authority www.foodauthority.nsw.gov.au

Figure 5.72 NSW Food Authority

Cleaning equipment

Many different types of cleaning equipment are used to clean a commercial kitchen, and each piece of equipment has a special purpose.

Smaller establishments may use domestic cleaning equipment, kept in a cupboard. Larger hospitality establishments have commercial or industrial equipment, which is more powerful, and is built for constant use. They may also have a purpose-built cleaning storeroom where equipment, cleaning products and protective clothing is kept.

Tables 5.43 and 5.44 list types of cleaning equipment commonly used to clean kitchens.

Table 5.43 Manual cleaning equipment

MANUAL CLEANING EQUIPMENT	FUNCTIONS, MAINTENANCE AND STORAGE
Broom	• Used for sweeping dirt and other rubbish off floors and other surfaces. • Shake dirt and dust from bristles after each use; occasionally wash with hot soapy water and air dry. • Check that the handle is secure and not damaged or bent, and that the bristles on the head are clean and not worn down; replace both as necessary.
Cleaning cloths (may be microfibre) and sponge	• Used for wiping and polishing wet or dry hard surfaces such as benches, furniture and sinks. • Cleaning cloths have very small synthetic fibres to catch dirt, with no chemicals needed, and should be rinsed out after use. • Other cloths (e.g. sponges, tea towels, wet, polishing) need to be washed and dried between each use.
Scourer and scraper	• Used for cleaning saucepans, stovetops and hard-to-remove dirt.
Scrubbing brush	• Used to clean areas that are very dirty, such as a floor where something has been spilt.

→

MANUAL CLEANING EQUIPMENT	FUNCTIONS, MAINTENANCE AND STORAGE
Window squeegee 	• Used for cleaning windows.
Dusters (including cob-webber) 	• Used for cleaning surfaces where there is dust, light dirt or cobwebs. • Clean regularly by shaking outside. Occasionally wash in hot soapy water, then rinse and air dry.
Disposable gloves 	• Worn to protect hands when cleaning, and also when handling chemicals. • Gloves should be disposed of after each use, not re-used.
Cleaning safety signs 	• Used to warn people that cleaning is in progress or that there is a cleaning hazard, such as wet floors.

MANUAL CLEANING EQUIPMENT	FUNCTIONS, MAINTENANCE AND STORAGE
Rubbish bin liner 	• Used for putting food and other waste in before it is collected.

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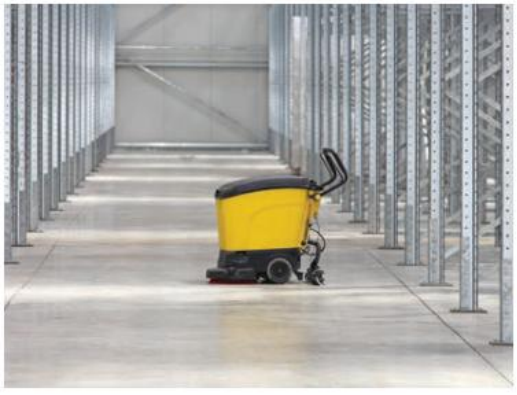
Table 5.44 Electrical cleaning equipment

ELECTRICAL CLEANING EQUIPMENT	FUNCTION, ASSEMBLY AND STORAGE
Cleaner's sink 	• A low sink used to fill and empty buckets and wash mops. • Sinks should be washed and scrubbed down after each use and at the end of a shift.
Dishwasher 	• Washes dishes, cutlery, crockery and pots and pans. • Also washes parts of kitchen equipment, such as the blades from the meat slicer.

→

ELECTRICAL CLEANING EQUIPMENT	FUNCTION, ASSEMBLY AND STORAGE
Pressurised water hose/cleaner	• Uses a high-powered stream of water to remove stains and food from cooking equipment. • Useful when hand scrubbing does not work or when the problem area is hard to reach. • Important in the rinsing process to prevent excess remaining food entering the dishwasher.
Floor scrubber 	• Used to wash large areas of hard floors. The dirty cleaning solution is sucked up under the machine, leaving the floor clean and almost dry. • Check the cord regularly and repair if any damage is evident. Ensure polishing brushes are clean and attached properly, and that there is no structural damage (e.g. cracked body). • Requires proper training for safe and efficient use. • Wipe down and then coil up cord, without kinks, for storage.
Vacuum cleaner	• Removes dirt and dust from large floor surfaces. • There are different types of vacuum cleaners, such as wet and dry vacuums, and backpack, upright and barrel floor types. • Check cord regularly and repair if any damage is evident. Ensure hose is free of blockages, not twisted or split. Check for proper suction; ensure there is no structural damage (e.g. broken wheel, cracked body). • Empty and replace dust bag as necessary. • Wipe down and then coil up cord, without kinks, for storage.

Top to bottom: iStock.com/trainman111; iStock.com/wakila; iStock.com/pastoor; Shutterstock.com/Baloncici; Shutterstock.com/YAKOBCHUK VIACHESLAV

Disassembling and reassembling kitchen equipment

Kitchen equipment should always be cleaned according to the manufacturer's instructions, which will explain how to use, clean and maintain the equipment. Hospitality equipment is often expensive, and incorrect cleaning procedures can damage or destroy equipment. When cleaning kitchen equipment, the following steps should be carried out:

1. Power should be switched off before unplugging the cord from the power source.
2. Hot water from bain-maries and hot oil from deep fryers should be cooled before being drained. Oil should be strained through a filter if it is to be re-used, otherwise it should be poured into containers and disposed of correctly.
3. Disassemble any components of the equipment that need to be washed.
4. Remove any visible food scraps.
5. Pre-rinse dirty parts of equipment by spraying them with a pressured hose in the sink.
6. Wash the parts with detergent, or place in the dishwasher. Pots and deep fryers will need a degreaser.
7. Rinse off detergent using hot water above 75 °C.
8. Allow to air dry.
9. Reassemble the equipment, ensuring safety guards are put back in place.

Pest control procedures

Rats, mice, cockroaches, flies and weevils are the most common pests found in hospitality kitchen environments. These vermin and pests carry microorganisms on their bodies and in their droppings, and present a major health hazard if found within a food preparation area.

To control pests:

- implement a cleaning roster
- wipe spills immediately
- routinely employ professional pest controllers
- repair any cracked, chipped or broken wall tiles and floor coverings
- dispose of any food or packaging that has been contaminated by pests
- report signs of infestation to supervisors or managers.

To avoid attracting pests:

- never leave food out overnight
- never leave food unprotected
- always remove garbage at the end of the service period
- never leave screen doors or entrances open.

Recording and reporting

If an employee notices something wrong, or notices that equipment is faulty, they should report this to their supervisor immediately. They should not use the equipment.

PRACTICAL APPLICATIONS

ASSEMBLING AND REASSEMBLING EQUIPMENT

Your teacher/trainer will show you how to:

- take a piece of equipment apart, such as a blender, mixer, juicer or Thermomix
- clean it
- put it back together.

When you are confident, take the piece of equipment apart and clean it, using the correct equipment and products. Then put the equipment back together.

As you do this activity, explain to your teacher/trainer what you are doing and why.

Alamy Stock Photo/Hugh Threlfall

Figure 5.73 A Thermomix is new technology that is used in both domestic and commercial kitchens. It is important to understand how to clean the expensive piece of equipment without damaging its parts.

Some examples of damaged equipment, utensils and serviceware include:

- broken or chipped plates and glasses (these should be disposed of and not served to customers)
- frayed electrical cords on kitchen equipment and cleaning equipment
- broken switches on equipment
- cracked hose on the vacuum cleaner
- screws coming loose or missing from kitchen equipment or cleaning equipment
- strange noises or rattles in the equipment
- smells, smoke or sparks coming from the equipment
- warning light, or temperature gauge not working
- broken accessories
- broken handles
- lack of power in an electric machine.

Hospitality equipment, utensils and serviceware can be expensive to repair or replace. Employees may need to fill in a workplace report form and inform their supervisor about the damages.

Environmentally sustainable work practices when cleaning

Hospitality businesses need to comply with environmental legislation and regulations to ensure that the environment is not negatively affected by improper use of cleaning chemicals. Legislation that should be followed includes the *Protection for the Environment Operations Act 1997* (NSW) as amended and the *Protection for the Environment Operations Act 2005*. The Act aims to:

- protect, restore and enhance the quality of the environment in New South Wales
- provide greater opportunities for public involvement in environment protection
- reduce risks to human health and prevent harm to the environment
- reduce discharge of substances likely to cause harm to the environment
- eliminate the production 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*.

Environmental impacts of cleaning

Environmental issues relate not only to the natural environment and the impact that hospitality activities have on it, but also to the consumption of energy and the management of waste. Commercial kitchens are usually the highest users of power and resources within the hospitality industry, so greater environmental awareness is needed and positive strategies must be implemented.

Workplace strategies to reduce negative environmental impact

Negative environmental impact within the hospitality industry can be reduced through an establishment:

- being sustainable
- having a waste-management process in place
- practising efficient energy use
- ensuring resource use is efficient
- implementing a policy for water resource management
- introducing a recycling and re-use policy.

Employees and employers need to work together to implement policies to reduce waste and start programs for recycling and re-using in all sectors.

The kitchen, accommodation and food and beverage sectors need to work together to implement strategies to manage all types of waste.

Environmentally responsible cleaning products and practices

There are many ways in which hospitality establishments can ensure their cleaning products and practices are environmentally friendly, such as:

- using environmentally friendly sanitisers (these may be labelled 'biodegradable', 'non-toxic', 'phosphate-free' or 'green')
- using steam cleaners, rather than chemicals, to clean and sanitise
- using microfibre cloths for cleaning. These are made of a special material that removes dirt, grease and dust without chemicals.
- choosing biodegradable cleaning products, which are less harmful to the environment than chemical cleaners.

Efficient use of resources, water and energy

Resources

There are many ways that hospitality establishments can manage their resource use in order to reduce the environmental impact of the business, such as:

- washing and re-using linen, rather than using disposable items such as paper serviettes and tablecloths
- buying products in bulk, and avoiding overpackaged products
- filtering and re-using cooking oils, and hiring specialist oil companies to remove the oil and process it for recycling.

Getty Images/Justin Sullivan

Figure 5.74 Specialist companies collect used oil and take it away for processing.

Water

Establishments can manage their water use in order to minimise environmental impact by:

- rinsing dishes by filling up another container with clean water, rather than rinsing under running water
- noting any dripping taps so they can be fixed quickly
- not using the dishwasher until it is full
- only use as much water as needed (e.g. if you only need to wash a few things, don't fill the sink), and using cold water rather than hot if possible, as this will save electricity
- using spring-loaded taps and hoses, which reduce the amount of water being used and prevent wastage
- using water tanks to collect rainwater, which can then be used for cleaning (but should not be consumed).

Energy

Reducing energy use is another way the hospitality industry can practise sustainability. Switching to environmentally sustainable energy sources such as solar or wind-generated power will help reduce the amount of coal-fuelled energy consumed by the hospitality industry. Other environmentally sustainable practices include:

- swapping lighting to energy-efficient options
- installing lighting that turns off automatically after everyone has left the room
- setting air-conditioning to no cooler than 23 °C, with an auto turn-off if no-one is present within a certain timeframe
- using energy efficient equipment, and getting older equipment tested to see how energy efficient it is
- changing to natural gas, which is a more environmentally friendly energy source than electricity
- minimising the use of resources such as paper, plastic and wood
- regularly defrosting fridges and freezers so they will work better and use less electricity
- training staff about using equipment in an energy efficient manner, and techniques to use to reduce energy usage and resources.

Workplace systems to manage kitchen waste

Recycling has become a common practice in Australian businesses and households. Recycling is the practice of collecting and sorting materials such as paper, plastic and glass, and then the processing of these materials into new products. Recycling preserves the raw materials used to make new products, and therefore helps with sustainability and resource management.

The hospitality industry can contribute to recycling by being aware of the products it uses and putting recycling and re-use policies into place, which may involve re-using materials you would otherwise throw away, such as containers, boxes or bottles.

Sorting garbage is good environmental practice for a hospitality establishment. Staff should be trained in the sorting and disposal of waste. Good practices include:

- sorting recyclable packaging such as glass, aluminium and paper products into designated recycling bins
- correctly labelling garbage bins to make sorting waste easier
- removing food scraps from the kitchen regularly during a shift to keep the bin from overflowing
- ensuring all rubbish is removed from bins in a bin liner and sealed or tied up before being placed in a larger waste unit, to prevent odours and pests

- disposing of damaged serviceware separately from general waste. Broken serviceware is often sharp and can tear the bin liner and be hazardous to the workers handling the waste.

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Figure 5.75 Many kitchens sort their food waste separately and use it as compost for surrounding agriculture and gardens.

Imagefolk/Javier Larrea

Figure 5.76 Kitchen waste can be sorted into general waste, recyclables and composting.

INDUSTRY LINKS

PULPMASTER

Many large hospitality establishments now incorporate an organic waste recycling system using a company such as Pulpmaster Australia. A machine called the Pulpmaster transforms food waste into recyclable pulp, which is then used to produce organic fertiliser. It's a simple and cost effective way to save money and reduce the kitchen's environmental footprint. Pulpmaster Australia claims, 'From the time the cycle button is pressed the food waste is pulped and transferred into the tank within 45 seconds'. This is much easier than emptying kitchen rubbish bins constantly throughout the working day, and means staff do not have to carry them to the skip bin/s outdoors, thus reducing the risk of an injury occurring. The main environmental advantages of using machinery such as a Pulpmaster in a commercial kitchen are:

- improved efficiencies in food waste handling in commercial kitchens
- a likely reduction in insects and rodents in the waste bin storage area
- less chance of oil and grease entering the sewer system
- less contamination with other recyclable waste, such as cardboard and glass.

RESPOND

1 Describe how the Pulpmaster works.
2 Outline three environmental advantages of the Pulpmaster.
3 Outline three benefits to the employer and employee when using the Pulpmaster in a commercial kitchen.

Pulpmaster

Hazardous substances

Many chemicals can still be dangerous to human health and the environment, even when used properly. When these hazardous substances are thrown away, they become hazardous waste. Hazardous waste is most often a by-product of a manufacturing process – material left over after products are made. Some hazardous waste from the hospitality industry is the same as from our homes. For example, our garbage can include hazardous wastes such as cleaning chemicals, oil, paint thinners, old batteries and insect spray cans. Regardless of the source, unless we dispose of hazardous waste properly, it can be dangerous.

When hazardous wastes are released into water, air or on land, they can spread, contaminating even more of the environment and posing greater threats to people's health. Humans, animals and plants can be exposed to hazardous substances through inhalation, ingestion or contact with the skin.

When diluting chemicals with water, only use the exact amount on the label. Using more won't make things any cleaner, and puts extra chemicals into the environment.

Many cleaning chemicals used in the hospitality industry are hazardous to the environment. Establishments should use biodegradable cleaning products wherever possible.

Alamy Stock Photo/Sara Stathas

Figure 5.77 Biodegradable cleaning products

FOCUS QUESTIONS

REDUCING ENVIRONMENTAL IMPACT

1. Identify the types of waste produced in a commercial kitchen.
2. Describe six workplace systems for managing waste.
3. How should used cooking oils be disposed of?
4. Outline one efficient environmental practice used in the hospitality industry to manage:
   - **a** water
   - **b** energy
   - **c** waste
5. List five aims of the *Protection for the Environment Act 1997*.
6. Identify hazardous substances used within the hospitality industry.
7. Describe correct environmental practices for using and disposing of hazardous substances.

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5.4 PARTICIPATING IN SAFE FOOD HANDLING PRACTICES

Food must be handled safely at all stages as it passes through a commercial kitchen, including receiving, storage, preparation, display, service and disposal. These stages are governed by predetermined procedures outlined in the food safety programs of hospitality workplaces. By following the appropriate procedures, it is possible to avoid hazards to your own safety and the safety of colleagues and customers.

food safety program a food business's systematic examination of food handling operations in order to identify food safety hazards

hazard anything with the potential to cause harm to a person or damage equipment or property

Safe food handling

Safe work practices when handling food are vital to ensuring the health and safety of those consuming the food. If safe work practices are not observed, food poisoning may occur. Food poisoning is the result of consuming contaminated food or beverages.

Food may become spoiled as a result of poor handling practices and poor storage conditions. Physical changes in colour, taste, smell and appearance can be an indication that the food's quality is poor. However, it is not always evident that food products are contaminated – the food may not look, smell or taste bad. In the case of food spoilage, food products may taste foul, but may not always be harmful.

Food hygiene involves protecting food from any contamination and eliminating microorganisms that may be present, so that food is safe for human consumption. Over the past decade, the incidence of food poisoning has risen due to increases in:

- the number of meals consumed outside the home
- the amount of take away meals consumed.

Food eaten outside the home is handled in a commercial environment. Commercially prepared food is usually stored for a longer period of time, whereas food prepared and cooked at home is usually served straight away.

safe work practices actions and behaviours in the workplace designed to prevent injury and accidents

food spoilage food no longer fit for consumption because of poor storage, incorrect handling or cross contamination

FOOD SAFETY FOR FOOD BUSINESSES

Watch the video of the key issues for food safety in retail food service businesses on the NSW Food Authority website and then answer the following questions.

NSW Food Authority: starting a food business

RESPOND

1 Identify three issues food retailers should be aware of to ensure food safety for their customers.
2 Who created the video for businesses? Explain why.
3 Identify two environmental hygiene and two personal hygiene issues presented in the video.

From paddock to plate

The 'paddock to plate' concept refers to the agri-food chain, essentially, where our food originates. The agri-food chain is the production and supply of food for the consumer, and can be broken down into four sectors: agriculture and fisheries, food processing and manufacturing, food service and catering and food retail. It is essential that food safety and quality control is implemented throughout all sectors to mitigate the risk of food-borne illnesses caused by food supply processes. Food quality is central to ensuring food safety.

The agri-food chain is reliant on the success of each sector, so no sector is independent. A food-borne outbreak in one sector of the agri-food chain constitutes a break in the chain and can compromise food safety in the other sectors, affecting supply, production and people's health.

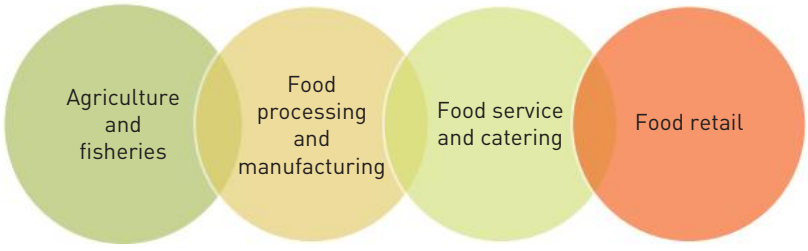

Figure 5.78 Four sectors of the agri-food chain

The NSW Food Authority ensures safe food handling by increasing skills through training and animal welfare. The Authority trains food retailers in safe food handling to minimise outbreaks of food-borne illnesses such as salmonellosis, and works with the sectors to ensure safe production processes. The NSW Government works with industry across the supply chain to ensure safe, reliable, high-quality food products. On a national level, Food Standards Australia New Zealand (FSANZ) works with government agencies to develop standards across all sectors of the agri-food chain and ensure a safe food supply is maintained in Australia and New Zealand.

Safe work practices when handling food

There are many hazards that compromise food safety at each stage of the food catering cycle – receipt of stock, storage, preparation, cooking, display, service and disposal.

In hospitality workplaces, appropriate hygiene measures are applied across the three areas of personal, environmental and food hygiene.

Personal hygiene refers to an individual's own standard of cleanliness and hygiene, which must meet employer and guest expectations. Employers set and enforce personal hygiene standards, which all staff must conform to.

Environmental hygiene refers to the physical cleanliness of the premises. Environmental hygiene is concerned with the hygiene of all front- and back-of-house areas, including food preparation and food storage areas, food display and service areas as well as the hygiene of areas where food is disposed.

Food hygiene concerns the measures taken to ensure the safety of food. This includes the elimination of hazards and the destruction of all bacteria that are harmful to food, through either cooking or sanitising. Food hygiene involves the protection of food from contamination.

Food safety policies and procedures are developed and implemented into all workplace food safety plans. Policies and procedures detail the tasks and responsibilities of each staff member and service area to ensure good food safety and hygiene in all areas. In addition to internal policies, food safety is also governed by national, state and territory legislation. This legislation takes a preventative approach by setting strict rules governing the way food is prepared, served and stored.

Examples of hygiene policies and procedures include:

- regular handwashing
- correct food receiving and storage practices
- avoidance of cross contamination
- hygienic cleaning practices
- correct temperature controls
- appropriate handling and disposal of garbage
- pest control
- personal hygiene standards, including personal grooming and uniform
- following the organisation's Food Safety Program (FSP)
- meeting requirements of the national Food Safety Code.

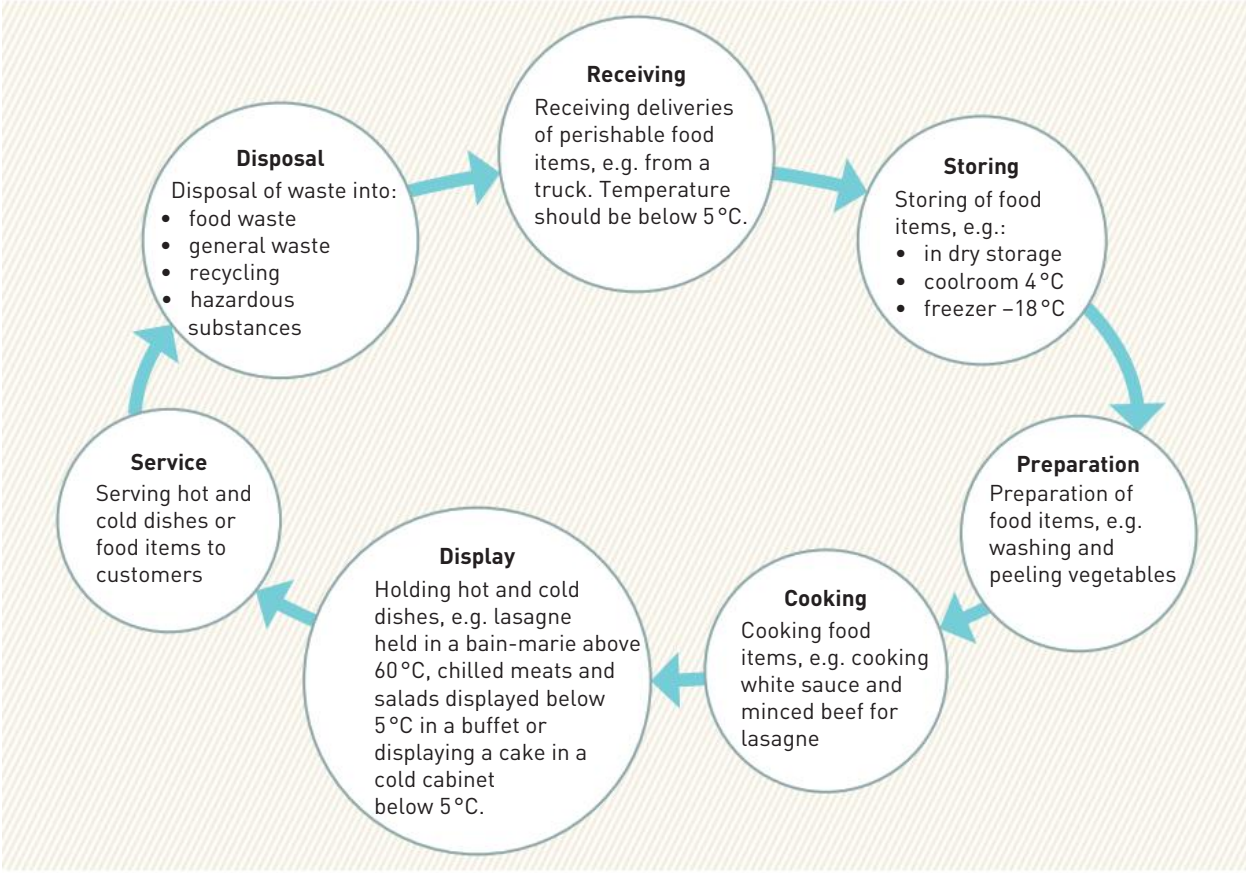

Figure 5.79 Safe work practices must be followed throughout the food production cycle to prevent the occurrence of food poisoning.

Food storage

Perishable food should be stored immediately after it is delivered to avoid spoilage and microbial growth. Perishable food items should be stored in their appropriate areas, such as the fridge or coolroom, freezer and dry store. If the environmental conditions in which the food is stored are inappropriate, the safety and suitability of the food will be compromised, food deterioration will be rapid and the growth of harmful bacteria can occur, along with cross contamination. Correct storage also means ensuring that all foods are covered in all areas to avoid the presence of pests and vermin and prevent physical contamination. **Stock rotation** such as first in, first out (FIFO) must be practised, and stock should never be used past its use-by date.

perishable food that will decay, rot or rapidly reduce in quality if it is not stored correctly

stock rotation the process of using older food stock before newer food products

Table 5.45 Safe food storage examples

PRODUCT	STORAGE PLACE AND TEMPERATURE	SHELF LIFE
Fresh chicken	Refrigerator 1 °C	2–4 days
Fresh fish	Refrigerator 0–2 °C	1–3 days
Butter	Refrigerator 2 °C	2–4 weeks
Hard cheese	Refrigerator 3 °C	4–6 months
Fresh fruit (excluding bananas)	Refrigerator 0–2 °C	Fruit dependent
Pre-portioned meat	Refrigerator 0–3 °C	2–4 days
Frozen chicken	Freezer –18 °C	3–6 months
Ice-cream	Freezer –18 °C	2–4 months
Canned vegetables	Dry stores 11–18 °C	8–12 months

Food preparation

Food preparation involves the cooking and processing of food items for consumption. Preparation and processing is the stage when food is most at risk, as this is when it is most likely to be exposed to the temperature danger zone (5–60 °C), and also because it is being physically handled by chefs, cooks and other staff.

Preparation includes activities such as:

- washing, thawing, cleaning and drying
- chopping, cutting, slicing and mixing
- cooking, such as boiling, steaming, baking, roasting, frying, grilling, smoking
- stirring, shaking, turning
- cooling, storing, reheating.

During food preparation, it is important to ensure that food is not held in the danger zone for too long. The danger zone is between 5 °C and 60 °C, with 40 °C being the optimal temperature for bacteria to grow.

It is also important to ensure high standards of personal and environmental hygiene. Failure to do so can lead to cross contamination, such as bacteria being transferred from contaminated utensils to uncontaminated food. Food handlers should wear disposable gloves, change them frequently and not physically handle food unnecessarily. Food handlers should use tongs and never touch prepared foods with bare hands.

Food display

Prepared foods may be held in either hot or cold display. Hot foods may be displayed in a bain-marie or held in a **hot box**.

hot box a storage facility similar to a large oven, maintained at a temperature that keeps food hot without drying it out. Food stored in this way is often pre-plated or in large dishes to facilitate the service at large functions.

Shutterstock.com/Roman Sigaev

Figure 5.80 Hot food must be held above 60 °C.

Shutterstock.com/elxeneize

Figure 5.81 Cold food must be held at or below 4 °C.

The temperature of the food being held in a bain-marie or a hot box should not be allowed to fall below 60 °C. Cooked foods must be disposed of after four hours if not consumed.

There are various cold food display units in hospitality. For example, sandwich bars and salad bars use cold display units. Cold foods on display must not be allowed to rise above 4 °C.

Food service

Food service includes serving food items or dishes to a customer's table or placing food into containers or onto plates for takeaway. All food service staff must follow good personal hygiene standards, such as using correct hand washing procedures. Staff should always use clean linen, such as clean tea towels, to wipe spills and smudge marks before service to avoid contaminating crockery and food. Chipped or cracked crockery should never be used, as this can harbour bacteria, and single-use items should never be re-used and must be discarded appropriately.

Effective handwashing is the most effective way food handlers can prevent the spread of microorganisms. It is important to wash hands correctly. Handwashing signage should be posted throughout hospitality establishments.

In the workplace, food handlers should wash their hands:

- before starting work and after taking a break
- before handling any food
- immediately after handling raw food
- after using the toilet
- after eating or drinking
- after coughing, sneezing, blowing their nose or using a tissue or handkerchief
- after smoking
- after touching any part of their body, such as hair, skin, scalp or clothes
- after handling garbage
- after handling money
- after handling chemicals.

Shutterstock.com/piyapongrot

Figure 5.82 The steps to effective handwashing

Disposal of food

Food that is not safe for consumption should be placed into lined bins and disposed of so that tampering by people and pests is not possible. This type of food waste may be leftovers from customers' plates, food that has been held on display for more than four hours or food with expired use-by dates. Single-use items or containers, such as take-away food containers or sugar sachets that have been handled by customers must be disposed of.

The food should be placed into lined and covered bins. The liners are tied when full and removed from food preparation areas. Bins should be emptied regularly to avoid waste spilling out and should be washed, sanitised and dried before relining.

Vulnerable customer groups

Food contamination affects customer groups in various ways. Vulnerable customer groups are those at the highest risk of harm from unsafe food handling procedures because their immune systems are not as strong as other people's. They are more likely to react badly to bacteria that may be in foods, even very low levels that other people may be able to cope with. These groups include:

- pregnant women
- babies and children
- elderly people
- people with immune deficiencies
- people with allergies.

FOCUS QUESTIONS

HYGIENIC PRACTICES

1 Outline the importance of food hygiene from paddock to plate.

2 Define the term 'hazard'.

3 Outline the consequences of unsafe food practices to the customer and to the food business.

4 Reproduce the food production cycle. Beside each stage, list three practices that could pose a hazard to food safety.

5 Explain:
- **a** personal hygiene
- **b** environmental hygiene
- **c** food hygiene.

Compliance for food businesses and food handlers

Requirements of food businesses

There are a number of requirements for businesses involved in the preparation and service of food. In New South Wales, these requirements are controlled by the NSW Food Authority. Failure to meet them results in serious penalties.

Notification of the operation of a food business

Before a food business commences any food handling operations, it must give the local council the following information:

a contact details for the food business, including the name of the food business and the name and business address of the proprietor;

b the nature of the food business; and

c the location of all food premises of the food business that are within the jurisdiction of the enforcement agency.

Licensing ensures that a business has the capacity to produce safe food before it is supplied to the market. In New South Wales, some businesses, including home-based businesses, large food manufacturers and wholesalers and businesses transporting live poultry, must also notify the NSW Food Authority.

Nomination of a food safety supervisor

Food businesses in New South Wales are required to designate at least one food safety supervisor (FSS), whose role is to identify food safety hazards; monitor and control risks; implement safe food handling procedures; take immediate corrective action; and train and supervise all food handlers.

Appointing a FSS adds an on-site level of protection for day-to-day food safety. People who complete FSS training will hold a nationally recognised qualification stating they have skills and knowledge to handle food safely.

The objective is to improve food safety across Australia by taking a preventative risk management approach. A FSS must be trained by a registered training organisation (RTO) approved by the NSW Food Authority. After appointing and training an FSS, the business owner must notify the relevant enforcement agency (usually local council) of who their FSS is.

Implementation of a food safety program

Food safety programs (FSPs) are practices and procedures that businesses need to produce and follow to manage food safety. FSPs generally follow the seven steps of a Hazard Analysis and Critical Control Point system (HACCP). Food safety programs are covered in more detail on pages 302–304.

Inspections of food and premises

The NSW Food Authority works in partnership with the local councils across New South Wales, who conduct regular inspections of retail food businesses in their local area.

Health inspections are a requirement under food safety standards, and are conducted by an Environmental Health Officer (EHO) who is employed by the local council. A food business can be inspected by an EHO at any time. Owners and operators cannot prevent or restrict entry to the EHO.

EHOs can audit the business's food safety program, inspect food processes and premises, collect samples of food for testing and issue penalty infringement notices. If a business fails to comply with the findings and requests for improvement or repairs, an officer can order the business to stop preparing and selling food.

National and state/territory food safety laws, standards and codes

All hospitality workplaces are bound by nationally legislated food safety standards. At a Commonwealth level, safety standards for Australia are contained in the Australia New Zealand Food Standards Code (FSANZ 2016a).

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. The Act aims to protect the health of the public by preventing the sale of unsafe food. The Act prevents misleading behaviour relating to the sale of food. It clearly states who is officially responsible for enforcing the Act and describes in detail their powers. The legislation establishes rules for maintaining clean and sanitary premises (environmental hygiene) such as equipment, utensils and surfaces, as well as personal hygiene requirements, powers of inspection of food premises, breaches and fines. Many policies, procedures and food safety plans referred to throughout this chapter are found in the Food Standards 3.2.1 of the *Food Act 2003* (NSW).

Food Regulation 2015 (NSW) (as amended)

The *Food Regulation 2015* (NSW) (as amended) covers in detail everything related to the handling of food, the food handler, premises, equipment and the transportation of food and food products. It details cleanliness and hygiene for persons who handle food for sale and protection of food from contamination. The regulation states that packaging and labelling of food and appliances used to handle food for sale must be clean and unbroken, and not made from certain materials.

Australia New Zealand Food Standards (ANZFS) Code

Food Standards Australia New Zealand (FSANZ) is the organisation responsible for developing, carrying and administering standards for food in Australia and New Zealand. It is a bi-government body established under the *Food Standards Australia and New Zealand Act 1991*.

FSANZ Act 1991

The object of this Act is to ensure a high standard of public health protection throughout Australia and New Zealand by means of the establishment and operation of a joint body to be known as Food Standards Australia New Zealand to achieve the following goals:

a a high degree of consumer confidence in the quality and safety of food produced, processed, sold or exported from Australia and New Zealand

b an effective, transparent and accountable regulatory framework within which the food industry can work efficiently;

c the provision of adequate information relating to food to enable consumers to make informed choices

d the establishment of common rules for both countries and the promotion of consistency between domestic and international food standards.

Source: Federal Register of Legislation, www.legislation.gov.au

The role of the NSW Food Authority in food safety

The NSW Food Authority works with agencies including local councils and NSW Health to ensure effective food safety and food quality management throughout New South Wales.

The NSW Food Authority works with the state's varied food industries (including meat, egg, dairy, poultry, seafood and shellfish, plants), vulnerable population and retail sectors to deliver quality, safe and healthy food in New South Wales.

The Authority works to ensure manufactured foods sold in New South Wales are monitored and safe at every step, from paddock to plate.

The NSW Food Authority's ongoing process of measuring and promoting food safety across all industries, along with its role in educating consumers, empowers the New South Wales community to make more informed and educated food choices.

For more information on the role of the Food Authority and its commitment to food safety, visit the NSW Food Authority website.

NSW Food Authority

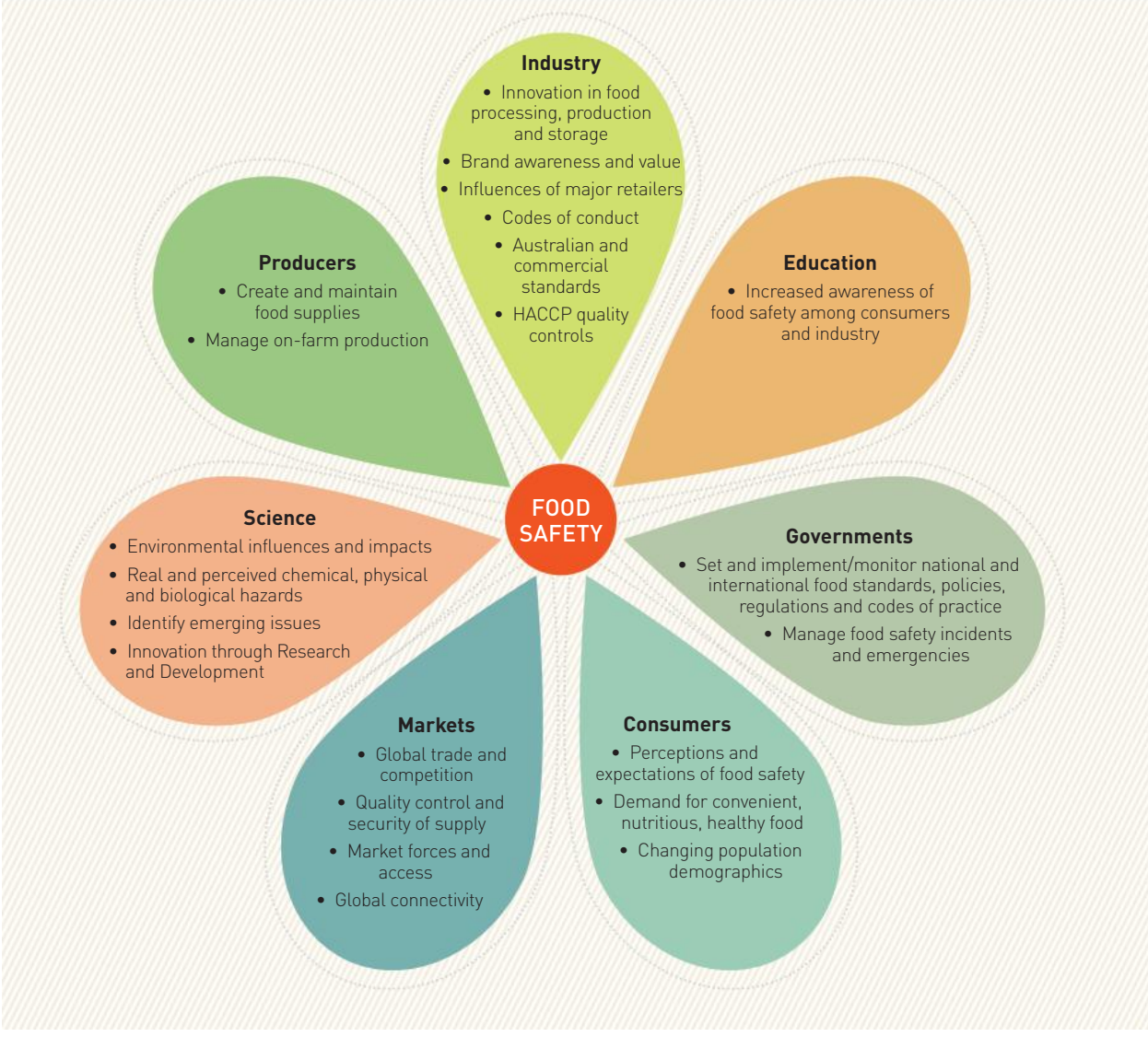

Figure 5.83 The NSW Food Authority works with the above sectors to ensure food safety.

FOCUS QUESTIONS

LEGAL REQUIREMENTS FOR FOOD ESTABLISHMENTS

1 Explain the requirements of a new food business.

2 What is a food safety program? What are its aims?

3 Explain the role of the NSW Food Authority in ensuring food safety.

4 Identify the drivers in food safety and provide one example for each.

5 Explain the concept of 'paddock to plate'. Provide examples of how the NSW Food Authority governs practices throughout the agri-food chain, including agriculture and fisheries (primary production), food processing and manufacturing, food service and catering, and retail.

6 Outline the aims of FSANZ.

7 Explain the aims of the *Food Act 2003*.

Local government food safety regulations and inspection regimes

Local councils employ environmental health officers (EHOs), who are appointed and authorised under legislation. EHOs are authorised to inspect any part of a food premises.

EHOs may take samples of food away for further investigation or analysis. They may do this to establish if the food contravenes other food regulations (e.g. sausages containing too much fat), or if they believe the food may be contaminated. When an EHO requests a food sample, they must do so strictly in accordance with the Act. This involves dividing the same food sample or same batch into three samples: one for analysis, one to be retained by the proprietor in case they want to conduct their own analysis, and one to be kept in case there is a dispute and it needs to be tested again to verify the contamination.

If the EHO feels the premises are not meeting required standards, they may:

- issue a clean-up notice
- order specific repairs or improvements
- issue fines
- demand immediate closure of the establishment
- destroy or prevent the sale of food where they consider that there is a risk to public health.

While it is the EHO's job to enforce food laws, they would prefer to help people comply with requirements, rather than having to prosecute.

INDUSTRY LINKS

NSW FOOD AUTHORITY 'NAME AND SHAME' LIST

The NSW Food Authority publishes lists of food businesses that have breached or are alleged to have breached New South Wales food safety laws. Publishing these lists means consumers have more information to help them decide where to eat or buy food.

Individuals and businesses may receive either a penalty notice for their offence or be prosecuted before a court. Each offence is listed separately, such as:

- on-the-spot fines (register of penalty notices) issued by the environmental health officer
- court fines (register of offences, prosecutions).

RESPOND

1 Visit the NSW Food Authority 'Name and Shame' website and find food businesses within your local council that have been named and shamed.
   - **a** Find at least three businesses, and note the offence and the penalty given to each business.
   - **b** What was the largest fine amount you found? What was the offence?

2 What do you believe the effects of a food business being named and shamed would have on the establishment?

NSW Food Authority Name and Shame list

'Scores on Doors' is another NSW Food Authority initiative. This is a food hygiene scoring program that displays the results of food premises inspections. This tells the public how well local restaurants, takeaway shops, bakeries, pub bistros and cafes are complying with NSW hygiene and food safety requirements. Public visibility of the Scores on Doors ratings helps create competition, and offers an incentive for food premises to maintain and improve their food safety standards. This can lead to greater levels of compliance and can also mean fewer incidences of food-borne illness, and fewer consumer complaints.

Table 5.46 'Scores on Doors' rating guide

POINTS	SCORE	DEFINITION
0–3	Excellent *****	The highest expected level of compliance with hygiene and food safety standards.
4–8	Very good ****	Very good hygiene and food safety practices. Some minor areas need to be addressed to get a higher result.
9–15	Good ***	Good general standard of hygiene and food safety. Some non-critical areas need attention to get a higher result.

Newspix/Phil Rogers

Figure 5.84 'Scores on Doors' certificates are displayed for customers to view, giving them confidence in the food safety of the establishment.

Legislative and regulatory requirements

A food handler is anyone who works in a food business and handles food or surfaces that are likely to come into contact with food, such as plates and cutlery. A food handler may be involved in food preparation, production, cooking, service, display, packing or storage. Food handlers should ensure effective and regular hand washing and follow personal hygiene requirements. If they are sick or ill they should report this to the manager or owner, and not handle food if there is a likelihood of food contamination as a result of the illness.

A good food handler will ensure that correct food handling procedures are followed. It is the responsibility of the owner, manager, kitchen staff and all staff to have training and maintain high standards of hygiene, and to report any incidents to a manager or owner. Owners, managers and all staff should ensure:

- the premises are clean and do not smell
- all floors, walls, ceilings and light fittings are clean
- tables, benches and equipment are in good repair
- ventilation and lighting is adequate
- utensils are adequately washed
- equipment is adequately cleaned
- crockery and cutlery are correctly stored
- refrigerators, cool rooms and freezers smell clean and fresh
- cooked foods are protected from raw foods
- there is no evidence of rodents or cockroaches
- food is protected from flies and dust
- food handlers' clothing and uniforms are clean
- the establishment has a handwashing basin with soap and towel or a hand dryer
- perishable foods are held at correct temperatures
- garbage is stored and removed correctly.

It is an offence to sell substandard, **adulterated**, falsely described or contaminated food. The food handler has an obligation to follow the requirements of the Acts, regulations and standards in order to provide the best product to the customer by ensuring safe food handling practices are followed.

adulterated tampered with or interfered with

Failure to observe these requirements can result in:

- customer complaints
- food contamination
- possible food poisoning cases
- poor 'Scores on Doors' results
- warnings, fines and closures being issued by the EHO
- poor reputation of the business, leading to loss of profit
- being named and shamed on the NSW Food Authority's website.

FOCUS QUESTIONS

FOOD HANDLING RESPONSIBILITIES

1 Explain the purpose of 'Scores on Doors'. Describe how it is enforced.
2 Who is a 'food handler'?
3 Outline the roles and responsibilities of a food handler.
4 Outline five consequences if the food handler fails to observe safe food handling practices.
5 List 10 hygiene responsibilities of all staff working in a food business.
6 Describe the consequences of staff members failing to observe safe food practices.
7 Explain the role of an environmental health officer.

Food safety programs

A food safety program (FSP) is a preventative measure that is implemented to ensure food is safe for consumers by controlling all hazards that can affect food production. All food enterprises should have a FSP in place to decrease incidents of food contamination and poisoning. FSPs They are a quality assurance tool that food enterprises follow to prevent the occurrence of food poisoning. If a hazard is present, the food safety program states how to control the hazard.

Food safety programs are designed to help businesses identify and manage hazards to food safety. When designing a food safety program, food enterprises may ask:

- What are the hazards associated with the company's food production cycle?
- What causes these hazards to occur?
- What action should be taken if a hazard is present?
- What action will be taken if hazards cannot be controlled?
- What evidence can be provided to show that the hazards have been controlled?

A food safety program makes food handlers aware of the standards that should be met at each stage of the food production cycle. Such food programs also ensure food enterprises are complying with food legislation.

Essential elements of a food safety program

A Hazard Analysis and Critical Control Point (HACCP) plan is a major component of a food safety program. HACCP requires the adoption of seven principles in a commercial food setting. The seven steps deal with issues of thorough cooking and cooling, which are the major causes of food-borne illness. For the HACCP principles to be effective in reducing the risk of food-borne illness, standard procedures for personal hygiene, sanitation and food storage need to be developed and followed. Other factors that should be considered include the types of food that will be prepared, the number of food handlers involved in the food production and the equipment used.

Essential elements of HACCP or a food safety program include:

- identify potential hazards that may occur in all food handling operations carried out in the business
- identify where these hazards can be controlled and the means of control
- monitor these control methods
- provide corrective actions when a hazard is found to be not under control
- establish, document and verify detailed pre-requisite programs
- regular reviews for adequacy (at least every 12 months)

Food businesses should keep appropriate records and retain copies of action taken demonstrating compliance with the food safety program. The business should also be audited by a food safety auditor.

The business should have a written copy of the food safety plan, and the appropriate records must be made available to the food safety auditor or EHO when requested. The food business should also retain all written reports of all food safety audit results for the previous four years so they can be inspected by a food safety auditor or authorised officer when requested.

Putting a food safety program such as HACCP into practice requires commitment from everyone in the food business. Knowledge of the process, product and potential hazards is needed to ensure the system will work effectively. Businesses are also advised to gather further information to help them understand how to control the hazards related to the food industry and products.

Main components of a food safety program

For a food safety program to be successful, support programs must be established, such as cleaning and sanitation, and personal hygiene. These will serve as a solid foundation to the effective implementation of a food safety program.

Businesses who are having difficulty developing their program can seek advice from consultants. This would be important when performing the hazard analysis, deciding on control measures for the hazards and determining critical control points (CCPs) and critical limits.

Documentation associated with food safety programs

Documentation of safe food handling practices is important to the application of a food safety plan. This provides documented evidence that food handlers within the enterprise have participated and followed the instructions and procedures outlined in the food safety program.

The development of a food safety plan involves:

- developing the necessary work procedures or instructions
- developing the necessary checklists/worksheets
- training staff in the monitoring and recording of critical control points and corrective action.

Examples of workplace procedures and instructions include:

- personal hygiene, such as how to effectively wash hands
- temperature logging, such as how and when to measure cool room temperatures
- receiving goods, such as how to visually inspect delivered food items.

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Figure 5.85 Visual signage in the workplace promotes personal hygiene standards.

Record for cooling cooked food for period ...

Cooling procedure

Cooked food is to be placed in stainless steel cooling trays within 30 minutes of cooking to a depth of no more than 5 cm.

Trays must be covered with cling wrap and labelled with date and time food cooked and time placed in refrigerator on racks to allow air circulation.

Validation of cooling procedure

This procedure was validated on _____ [insert date] for all the foods to which it applies to ensure these foods are cooled in accordance with subclause 7(3) of Standard 3.2.2 *Food Safety Practices and General Requirements*.

Corrective action

Food that has not been cooled in accordance with the procedure stated above must be discarded.

If food is not covered, it must be discarded if it is contaminated or reasonably suspected of being contaminated. Otherwise it is to be covered.

Unlabelled food to be discarded unless the information required can be determined and hence the food labelled as specified under control.

Staff to be re-trained in correct procedures.

Food	Food in correct trays for cooling, not overfilled, covered and labelled as per above procedure	Food placed in fridge within 30 minutes of cooking	Date and time food checked	Action taken if procedure not being followed	Name of person
Rice					
Beef goulash					
Sweet and sour pork					
List additional foods to be cooled					

Reviewed by Food Service Manager ..... Date.....

Figure 5.86 Monitoring food safety, an example of a recording sheet for the cooling of cooked food

FOCUS QUESTIONS

FOOD SAFETY PROGRAMS

1 What is a food safety program (FSP)?

2 Outline the seven essential elements of a food safety program.

3 Outline correct procedures for washing hands thoroughly.

4 Provide three examples of documents to support a food safety program.

5 Design a poster demonstrating:
   - **a** a personal hygiene procedure
   - **b** a food safety procedure.

6 Refer to Figure 5.87 for an example of a recording sheet for cooling cooked foods.
   - **a** What is the cooling procedure for cooked foods such as beef goulash?
   - **b** List four procedures (corrective actions) staff should follow if a cooked food was not cooled correctly.

7 Discuss why cooked foods such as sweet and sour pork need to be placed into shallow trays within 30 minutes of being cooked.

8 Explain why it is important for records and documents to be signed and dated.

Hazard Analysis and Critical Control Points (HACCP)

HACCP is an internationally recognised food safety system. HACCP originated in the United States. It was designed by NASA as a food safety system for astronauts, to ensure they did not become ill in space as a result of eating contaminated food. Many food enterprises employ HACCP Australia to certify their food production systems to ensure food safety.

HACCP is a proactive system that aims to identify and manage physical, chemical and biological hazards in the food production process and so prevent food posing a health risk to customers. HACCP is implemented throughout the food production cycle, as hazards can be present at each stage.

Key principles of HACCP

Hazard analysis

The aim of a hazard analysis is to develop a list of hazards throughout the food production cycle that are likely to cause illness or injury if they are not controlled. Hazards can be categorised into chemical, biological and physical hazards. Once potential hazards have been identified, the likelihood of each hazard actually occurring should be assessed.

Determine critical control points (CCPs)

Critical control points (CCP) are steps where controls can be applied to prevent, eliminate or reduce hazards to an acceptable level in situations where food contamination is most likely to occur, or where food spoilage is likely to be triggered throughout the food production process. CCPs are procedures that apply at different stages, such as food purchase, delivery, storage, preparation, holding or displaying, cooling and storage, re-heating and service. To determine CCPs, enterprises should consider the following questions:

- At this food preparation step, can food become contaminated and/or can contamination increase?
- Can this hazard be prevented through corrective action?
- Can this hazard be eliminated, prevented or reduced by steps taken later in the preparation process?
- Can we monitor the CCP?
- How will we measure the CCP?
- Can we document the CCP?

CRITICAL POINTS AND CRITICAL CONTROL POINTS

It is important to remember:

- CP (critical points) are stages in the food production cycle where hazards can be removed or controlled.
- A CCP (critical control point) is the only stage in the food production cycle where a particular hazard can be controlled.

Establish critical limits of CCPs

Critical limits are implemented and act as a benchmark to ensure control. Critical limits must be something that can be monitored by measurement or observation. Examples include temperature, time, pH levels and water content. Critical limits could measure what temperature a food should be upon delivery, how food should be packaged or what food should look like. There should be no contamination present. The critical limit is the standard that ensures a biological, chemical or physical hazard is controlled by the CCP.

Monitoring

Monitoring can include observations and measurements to assess whether the CCP is being met. Monitoring can include visual checks, temperature checks or time checks. If monitoring indicates that the critical limits are not being met, corrective action must take place to bring the process back into control. An establishment should outline:

- What is to be monitored?
- Who will monitor it?
- How will it be monitored?
- When will it be monitored?

Monitoring systems should be easy to use, assigned to specific individuals and they should be trained in the monitoring technique.

Taking corrective actions

If food does not reach the benchmarks or critical limits required and the CCP is not being met, some type of corrective action must be taken to eliminate hazards and keep the food safe. Corrective actions could include: continue cooking until the established or benchmark temperature is reached; or throw out or discard the food product it the hazard cannot be

controlled or eliminated. Corrective actions will bring a hazard under control before it leads to a food safety problem. Food hazards have not been controlled when the following situations occur:

- dirty utensils and equipment are used
- insects or vermin are present in the food production environment
- spoiled or contaminated food is ingested, causing food poisoning
- customers find a physical contaminant in their food, such as a piece of plastic or hair
- food products have exceeded their use-by dates but have still been used.

Verification

Verification means checking if the HACCP plan is working according to plan to ensure the safe production of food. Verification can be completed by conducting internal and external audits, obtaining expert advice and scientific studies, observations, measurements and evaluations. Verification can be conducted on a quarterly basis within the establishment and once per year by an external auditor, for example. Every establishment will have their own HACCP and verification plans.

Record keeping and documentation

Record keeping and documentation procedures should be clear and simple. Staff should be trained in completing documentation, and need to understand that this is an important aspect of their job. Examples of records include temperature log books, time log books and checklists. It is very important to keep these records in case there is an allegation of food poisoning towards the establishment or food manufacturer. The log books, checklists and records will provide proof that the establishment has monitored and maintained correct storage and temperatures of their food items.

FOCUS QUESTIONS

HACCP

1 What does HACCP stand for?

2 Explain the purpose of a HACCP plan.

3 Explain what critical control points (CCP) are.

4 Explain why monitoring is important in a HACCP plan. Provide three ways food can be monitored.

5 Provide an example of a critical limit when roasting a whole chicken in the oven.

6 Outline three corrective actions that can be taken to ensure food safety if a hazard has not reached its critical limits.

7 What corrective action should take place if a staff member notices that dirty equipment has been used to prepare foods?

8 Explain the importance of documentation and record keeping in a HACCP plan.

Potentially hazardous foods

Potentially hazardous foods include meat and poultry, smallgoods, fish, milk, milk products, desserts and eggs.

Raw meat and poultry must be stored below 5 °C, and their time in the danger zone during preparation should be limited to under 2 hours, otherwise bacteria will multiply to unsafe levels. Meat and poultry should be cooked or heated through to 75 °C, otherwise pathogens will not be killed. This temperature could be a critical limit applied to ensure the hazard is controlled at the cooking stage. Cooked meat and poultry should be held above 60 °C, as any step after cooking is regarded as a CCP. If the cooked meat needs to be stored for later consumption, it should be cooled to below 5 °C within two to four hours.

Smallgoods such as salami, ham and deli items that will not be cooked should be stored below 5 °C and their time in the danger zone should be limited to two hours. If the smallgoods are kept in the danger zone for more than two hours, they should be discarded.

A critical limit for raw fish being cooked should ensure that the fish reaches 70 °C for a short period of time. Processed fish products such as fish pieces and smoked salmon must be purchased and delivered below 5 °C, and their time in the danger zone should not exceed two hours.

Food products containing milk or milk products are highly perishable. It is essential that cold desserts remain chilled and that their time in the danger zone is vigilantly monitored to ensure it does not exceed two hours.

potentially hazardous foods foods that must be kept at certain temperatures to minimise or prevent the growth of pathogenic microorganisms and toxins, such as raw and cooked meat, dairy products, eggs, seafood, smallgoods, prepared salads, cooked rice and pasta and ready-to-eat foods

Eggs are a potentially hazardous food, as bacteria from dirt or chicken droppings on the outside of the shell can enter the egg through cracks that are sometimes too fine to see. Once inside the egg, bacteria can grow, increasing the risk of illness. When purchasing eggs, a number of steps must be taken to keep food safe, including:

- Before purchasing, open the carton and check that the eggs look clean and are not cracked.
- Be aware that larger eggs can have thinner shells and are more likely to crack and let in bacteria.
- Dirty or cracked eggs should be discarded.
- Use eggs before their use-by date and always keep them refrigerated.

Food hazards

Potential food hazards

Food businesses are required to keep all potentially hazardous foods under temperature control. Foods that are potentially hazardous include foods that:

- might contain the types of food-poisoning bacteria that need to multiply to large numbers to cause food poisoning
- will allow the food-poisoning bacteria to multiply.

The following foods are examples of potentially hazardous foods:

- raw and cooked meat (including poultry and game), or foods containing raw or cooked meat, such as curries, casseroles and lasagne
- smallgoods such as deli meats, including ham and chicken loaf
- dairy products such as milk and custard, and dairy-based desserts such as cheesecakes and custard tarts
- seafood (excluding live seafood), including seafood salad, patties, fish balls, stews containing seafood and fish stock
- processed fruits and vegetables, such as salads and cut melons
- cooked pasta and rice
- foods containing eggs, nuts, beans, or other protein-rich foods such as quiche, fresh pasta and soy bean products
- foods that contain these foods, such as sandwiches, rolls and cooked and uncooked pizza.

Actual food hazards

Food moving through the food production cycle is exposed to various risks or hazards that may cause contamination to the food or risk the health and safety of consumers. Hazards are classified into three categories, as outlined in Table 5.48.

FOCUS QUESTIONS

POTENTIALLY HAZARDOUS FOODS

1. Which two factors determine a food to be potentially hazardous?
2. Identify storage temperatures for potentially hazardous foods such as smallgoods, fish, milk and eggs.
3. What is the maximum time that milk and chilled desserts can be left in the 'danger zone'?
4. Explain why eggs are a potentially hazardous food.
5. Identify the three categories of food hazards that can cause food contamination.
6. Provide two examples for each type of hazard.
7. List three procedures to eliminate chemical contamination.

Table 5.47 Types of food hazards

	EXPLANATION	EXAMPLE	SUSCEPTIBLE FOOD
Biological	Biological hazards include: • bacterial growth • viruses • yeasts and moulds. Most microbial hazards and contamination are invisible to the eye.	• Microorganism growth such as salmonella, clostridium botulinum, and listeria • Contamination through infected food handlers or contaminated utensils and equipment	• Meat • Poultry • Dairy • Bread • Fruit
Chemical	Chemical hazards are chemicals that are poisonous. They can be synthesised or naturally occurring, such as poisonous rhubarb leaves.	• Sanitisers and detergents, which can harm if not rinsed off utensils and equipment properly • Fruits and vegetables sprayed with pesticides, herbicides, fertilisers or fungicides that have not been washed before preparation • Green parts on potato indicate the presence of a naturally occurring poison that grows when exposed to sunlight • Food additives and preservatives • Heavy metals such as mercury present in food	• Seafood • Fruit • Vegetables • Contaminated water • Chemical residue left on food preparation benches
Physical	Physical hazards include foreign objects or living things in or on food.	• Hair, fingernails or nail polish from the food handler(s) • Broken or splintered food packaging, such as a shard of glass or plastic • Insect or rodent droppings	• All foods are susceptible if hygiene standards are not met

Causes of contamination

Cross contamination occurs when **pathogenic bacteria** are transferred to clean surfaces or items and to food through unclean hands, such as through contact with contaminated surfaces, contaminated food or other sources. The most common occurrences of cross contamination involve the transfer of pathogenic bacteria from raw foods to cooked foods. This can be the result of poor hygiene of food handlers, or chopping boards or utensils not being adequately cleaned between uses.

pathogenic bacteria harmful bacteria that are present everywhere and are easily transferred from one item to another

FOCUS QUESTIONS

CROSS CONTAMINATION

1 Define 'cross contamination'.

2 Provide three examples of cross contamination.

3 Celery has been placed on a shelf underneath uncovered raw meat in a refrigerator. Explain why this is an example of cross contamination, and outline the correct storage procedures for these foods.

Critical control points in high-risk areas

Purchasing and taking delivery of food stock

To ensure quality control when sourcing food products, it is important to deal only with well-established and reputable suppliers. Set quality control standards when ordering, such as specified gradings, size, weights and quantity requirements. It is also important to establish inspection procedures to be followed upon delivery, such as checking for:

- damage to packages
- leaks
- odours
- moisture
- surface moulds
- bruising
- swelling in cans
- partial thawing
- insect damage
- date stamping.

Delivery areas should be kept free of debris and scraps, and all personnel must observe high standards of personal hygiene.

It is also important to check the temperature of foods on arrival. Frozen foods should be kept frozen below –18 °C. Potentially hazardous foods should be kept below 5 °C, and hot foods kept at above 60 °C.

INDUSTRY EXAMPLE

A proprietor of a deli orders fifteen 2-kg blocks of ham from the wholesaler each week. When this order is delivered, the hams are inspected. During one of these inspections, it is noticed that part of the packaging around one of the hams is split. All of the hams are then inspected and it is found that another three hams have split packaging. The proprietor rejects the four hams with split packaging and returns them to the supplier.

When receiving potentially hazardous food, a food business must take all practical measures to ensure the foods are only accepted if they are at a temperature below 5 °C or above 60 °C.

Potentially hazardous foods need to be kept below 5 °C or above 60 °C to prevent the growth of pathogenic microorganisms. Potentially hazardous foods must be kept at these temperatures during transport. If this is not possible, the time that the food is outside these temperatures needs to be monitored to ensure that it does not affect the microbiological safety of the food.

INDUSTRY EXAMPLE

A cafe serves quiche with salad for lunch. The cafe does not make the quiches – they are produced at a bakery that is a 15-minute drive away. The proprietor of the cafe has asked the owner of the bakery to deliver freshly made quiches by 11.30 a.m. each day, and to make sure that the quiches provided have not come out of the oven earlier than 10.00 a.m.

The owner of the bakery agrees to the conditions and uses a colour-coding system on the quiches to ensure the time limits are met. The temperature of these quiches is less than 60 °C when delivered. The cafe ensures that the quiches are placed in a refrigerator operating at 5 °C within 15 minutes of delivery. The quiches are then warmed just before serving.

The example above is safe, provided that the total time that the quiches are outside of temperature control before being placed in the refrigerator is never more than two hours.

Food storage and stock control

Food is considered to be 'stored' if it is not being processed, packaged, displayed, transported or identified for disposal. A food business must store the food so that it is protected from any chance of contamination. During storage, food may become contaminated in the following ways:

- microbiologically: raw foods stored above ready-to-eat foods, resulting in cross contamination
- chemically: food items not being stored in food-grade containers or chemicals accidentally being spilt onto food
- physically: foreign objects such as pests, glass, dirt, hair and metal coming into contact with food.

To prevent food from becoming contaminated during storage, the following steps should be taken:

- Food should be stored in food-grade containers and covered with lids or clingfilm if there is any likelihood of contamination.
- Raw foods should be stored separately, below or away from ready-to-eat foods to avoid cross contamination.
- Storage areas should be kept clean to minimise dirt, food scraps, etc. contaminating stored food.
- Storage areas should be kept free of pests such as cockroaches.

Alamy Stock Photo/Image Source

Figure 5.87 A large coolroom in a commercial establishment. Systems for quality management and stock control are clearly visible to the right of the door.

Food and beverage preparation

When preparing food and beverages, a food business must ensure that:

- only safe and suitable food is processed
- food is protected from contamination
- if necessary, pathogens that may be present in the food are reduced to safe levels
- the time that food remains in the danger zone, at temperatures that permit the growth of pathogenic microorganisms, is minimised.

A food business must take all practicable measures to prepare only safe and suitable food by:

- sourcing ingredients and products from reputable suppliers
- specifying to the supplier the quality parameters needed for the food ingredient, such as dried fruit being free of stones or the food being free of any detectable salmonella bacteria
- determining whether packaging is intact, if the packaging is needed to protect it from contamination
- inspecting the food for visible signs of contamination
- inspecting the food to determine whether it is damaged, perished or has deteriorated
- for potentially hazardous food, determining whether the food has been kept at temperatures that minimise the growth of pathogenic bacteria
- removing contaminants that may be present in the food before use (for example, washing fruits and vegetables)
- ensuring that utensils used to prepare raw food are not used to prepare ready-to-eat food unless they have been cleaned, sanitised and dried
- minimising contamination from food handlers
- using clean and dry equipment that is in good working order to process food.

Cooking or processing food

When processing foods, a business must take all necessary steps to prevent the likelihood of food being contaminated. This means:

- ensuring chemicals are stored separately from food processing areas
- minimising the likelihood of contamination from the areas where the food is being processed, including contamination from dirt and dust, pests, and foreign objects such as metal and glass
- not mixing different batches of food together, to avoid contamination from one batch of food to another.

When using tongs or knives in food preparation, avoid keeping them in containers of water between uses. Bacteria from tongs or knives may grow in the water and can then be transferred to the food when the tongs or knives are used. This is likely to occur even if the water contains a sanitiser, as any food residue in the water will lessen the effect of the sanitiser. Such utensils should not be stored in water unless the water is very cold (5 °C or less) or very hot (60 °C or more), or is changed regularly, such as every hour.

Cooling and reheating food

COOLING

When food businesses cook potentially hazardous food that they intend to cool and use later, the food must be cooled to below 5 °C as quickly as possible. The less time that cooked, potentially hazardous, food is between 5 °C and 60 °C during cooling, the less likelihood there is that food-poisoning bacteria will multiply.

Food businesses are required to cool food from 60 °C to 21 °C in a maximum of two hours, and from 21 °C to 5 °C within a further maximum period of four hours.

If food is taking longer than six hours to cool, the following suggestions may assist food to cool rapidly:

- Reduce the bulk of the food by dividing it into smaller and/or shallower containers.
- Cut large joints of meat and poultry into smaller portions before cooling.
- Ensure there is space around food containers so that the cold air in the coolroom or refrigerator can circulate freely.

iStock.com/bloodstone

Figure 5.88 Large quantities of hot food should be stored in shallow containers in the fridge to speed up cooling.

REHEATING

When a food business reheats potentially hazardous food, they must reheat it rapidly to above 60 °C. This applies to foods that need to be held hot, such as on the stove or in a display unit.

It is best practice to reheat the whole container of food to 60 °C within a maximum of two hours. This is to minimise the amount of time that the food is between 5 °C and 60 °C while it is being heated.

When reheating food for hot-holding or immediate service, it is best practice to reheat food to temperatures above 70 °C (steaming hot). This will destroy any food-poisoning bacteria that may have contaminated or multiplied in the food while it was prepared and stored.

When thawing potentially frozen hazardous foods, the food should be in the danger zone for as little time as possible. There are a number of ways that frozen potentially hazardous food can be thawed, such as in a refrigerator (maintained at a maximum of 5 °C) or in a microwave. Food should not be at room temperature for any longer than necessary.

When thawing food, it is important to ensure that the thawing food does not contaminate ready-to-eat foods. Food being thawed in a refrigerator should either be placed in a dedicated refrigerator, or on the bottom shelf of the refrigerator or coolroom, to make sure that it does not contaminate ready-to-eat food. Thawed food should be used immediately, or stored in the coolroom for no longer than 48 hours.

Ensure that food products are entirely thawed before they are cooked, unless they can be cooked without thawing, according to manufacturer's instructions. Do not re-freeze thawed food. Thawed food has a limited **shelf life**, because excessive moisture on the surface will allow more rapid microbial growth.

When cooling cooked potentially hazardous food, the food must be cooled:

- from 60 °C to 21 °C within two hours
- from 21°C to 5 °C within a further four hours.

Ensure large quantities are separated into shallow trays, 5 cm deep, to allow for faster cooling and to reduce time in the danger zone.

shelf life the life expectancy of food products in maintaining their quality and fitness for purpose

Holding or displaying food

When displaying food, a food business must take all practicable measures to protect the food from the likelihood of contamination.

Most displayed food is protected from contamination by packaging. Food businesses should ensure packaging remains intact. Food that may be contaminated due to damaged packaging must be removed from display.

Unpackaged ready-to-eat foods on display are particularly vulnerable to contamination, and food businesses need to ensure these foods are adequately protected. Businesses need to ensure supervision, provision of separate serving utensils and physical barriers. These requirements apply to all unpackaged ready-to-eat food that is available for self-service, including self-service salad bars and self-service confectionery, smorgasbords, and self-service breads.

Food on display for sale or service must be:

- maintained at temperatures that minimise the growth of pathogenic microorganisms
- displayed for a period of time that does not allow dangerous levels of pathogens to grow
- effectively supervised, so that any food that may have been contaminated by a customer is removed without delay
- displayed with separate serving utensils for each food, or other dispensing methods that minimise the likelihood of the food being contaminated. This discourages consumers from handling the food and prevents contamination from one food being transferred to another. Most food businesses will provide tongs, serving forks or spoons to comply with this requirement.
- displayed with protective barriers in place that minimise the likelihood of contamination by customers. Physical barriers between customers and the food discourage direct hand contact, but also ensure that contamination from airborne particles (from customers' coughs and sneezes) is minimised.

A food business must not display for sale on any counter or bar, any ready-to-eat food that is not intended for self-service unless it is enclosed, contained or wrapped so that the food is protected from likely contamination. Whole raw fruits and vegetables can be displayed on bars and counters unpackaged, provided they are intended to be peeled, hulled, or washed by the consumer.

Shutterstock.com/Bolyuk Rostyslav

Figure 5.89 A buffet should have sneeze guards above the food and different service equipment to prevent cross contamination.

Packaging food

When packing food, a food business must only use packaging material that is appropriate for its intended use. For example, some packaging materials may not be appropriate for acidic foods.

Packaging may need to be suitable for dry storage, refrigeration, freezing or microwaving. Whether the material is reusable or recyclable should also be considered.

Food enterprises should only use material that will not cause food contamination. Food can be contaminated by packaging:

- by leaching chemical substances into the food
- through the transfer of microorganisms, dirt or other foreign material that may be contaminating the packaging material itself
- if parts of the packaging material break off into the food.

Packaging materials that have been used to store non-food items such as cleaning or agricultural chemicals must come into contact with food. Even if the packaging material has been thoroughly cleaned, harmful chemical residues could remain and contaminate the food.

During packaging, food may be exposed to contamination from:

- the packaging equipment itself – for example, the equipment may be dirty, or a substance on the equipment, such as machinery grease or oil, may contaminate the food
- foreign matter such as dirt, dust, insects, glass, plastic and metal
- food handlers coming into contact with the food – for example, if items such as jewellery worn by the food handler fall into the food.

Transporting food

Transporting food means moving it from one place to another, either within premises, such as to wards in a hospital, or from one premises to another, such as in vehicles.

When transporting food, a food business must protect all food from the likelihood of contamination. Packaging may become damaged by poor handling or by being exposed to rain or other environmental factors, and it can become contaminated through exposure to poisonous chemicals. Food should not be transported with poisonous chemicals unless the chemicals are packaged separately from food items.

Unpackaged food is vulnerable to contamination during transportation. The vehicle itself can provide some protection, if the section of the vehicle where the food will be placed is clean and enclosed. For example, meat carcasses are transported unpackaged but are enclosed safely within the transport vehicle.

Shutterstock.com/Irina Fischer

Figure 5.90 Raw meat hanging on hooks in a refrigerated truck

If different types of foods are transported unpackaged within a truck, care must be taken to ensure that cross contamination does not occur. For example, ready-to-eat foods must be protected from contamination from raw meats.

During transport, potentially hazardous foods must be maintained either at below 5 °C or above 60 °C. If the food business delivers potentially hazardous foods at a temperature between 5 °C and 60 °C, it has committed an offence.

Potentially hazardous foods that need to be kept cold during transportation should be transported in vehicles with refrigeration equipment fitted. Food may also be kept cold using insulation and ice bricks. Potentially hazardous food that is intended to be transported frozen must remain frozen during transportation.

Service of food and beverages

According to the Food Standards Code, 'A food handler must take all reasonable measures not to handle food or surfaces likely to come into contact with food in a way that is likely to compromise the safety and suitability of food.' Regarding the health of food handlers, the code stipulates:

1 A food handler who has a symptom that indicates the handler may be suffering from a food-borne disease, or knows he or she is suffering from a food-borne disease, or is a carrier of a food-borne disease, must, if at work:
   - **a** report that he or she is or may be suffering from the disease, or knows that he or she is carrying the disease, to his or her supervisor, as the case may be;
   - **b** not engage in any handling of food where there is a reasonable likelihood of food contamination as a result of the disease; and
   - **c** if continuing to engage in other work on the food premises — take all practicable measures to prevent food from being contaminated as a result of the disease.

2 A food handler who suffers from a condition must, if at work:
   - **a** if there is a reasonable likelihood of food contamination as a result of suffering the condition — report that he or she is suffering from the condition to his or her supervisor; and
   - **b** if continuing to engage in the handling of food or other work — take all practicable measures to prevent food being contaminated as a result of the condition.

3 A food handler must notify his or her supervisor if the food handler knows or suspects that he or she may have contaminated food whilst handling food.

Source: FSANZ Food Standard 3.2.2

Disposal of food

Food is usually disposed of by sorting and placing it in the rubbish. However, if large amounts of food need to be disposed of, special arrangements may need to be made. An enforcement authority may require the food to be destroyed in some manner before it is dumped, to prevent it being taken from the tip and used or resold.

The food may be able to be used for purposes other than human consumption, such as animal feed. Food may also be held, separated and identified for return to the supplier. Circumstances in which food may be returned to the supplier include:

- food that is subject to recall
- incorrect orders or deliveries
- food that has deteriorated or perished within its stated shelf life.

Food may be recalled if it:

- contains dangerous levels of pathogens
- contains foreign matter such as glass, metal, insects
- has faulty packaging
- is incorrectly labelled
- is not processed to specification, for example, incorrect ingredients.

Food businesses will not know whether a food is unsafe or unsuitable. However, if the food business suspects a food of being unsafe or unsuitable, the food is considered to be 'food for disposal'. Examples include:

- food that is reasonably suspected of being contaminated by foreign matter
- food that is reasonably suspected of being damaged, or having deteriorated or perished
- potentially hazardous food that has been at temperatures between 5 °C and 60 °C for too long, and may therefore be unsafe
- food that has not been processed correctly and may therefore be unsafe.

A food business must not sell food that has been already served to another person unless the food was completely wrapped when served and has remained completely wrapped.

Unpackaged food (and beverages) served to a person in a restaurant, cafe or bar must not be resold.

FOCUS QUESTIONS

AVOIDING FOOD CONTAMINATION

1 Describe three ways foods may be contaminated during packaging. Suggest a strategy to prevent the contamination from occurring.
2 How may foods become contaminated or spoilt during transportation? Describe strategies to prevent this from occurring.
3 Identify examples of food that is 'safe for disposal'.
4 When may foods be recalled?

Implementing HACCP

Within a food establishment the HACCP team work together to produce a HACCP plan. Many government websites, such as the NSW Food Authority, provide templates and guidance for small businesses setting up a food safety program. Larger food enterprises usually seek external expertise to develop a food safety program.

A format for HACCP plans needs to be developed, and these vary depending on the stages of the food production cycle. A HACCP plan may be developed for each dish on the menu and kept on file or in the recipe folder for chefs to access, and another format may be developed for storing, preparing and cooking different food groups.

Once recipes, ingredients, processes, possible hazards and methods of monitoring and controlling are identified, a HACCP plan can be developed for each food group or menu item.

The application of HACCP practices

HACCP teams within a food enterprise usually include the head chef, the sous chef and other trained FSP staff members. Any team member within the enterprise can seek advice from their HACCP leaders if food production practices are inconsistent with their FSP. Effective training will enable all staff to recognise the importance of food safety and their role in achieving this within the enterprise. By following food safety policies and procedures set by the food business, staff members will be able to easily identify hazards that pose a threat throughout the food production cycle. Trained staff can use their initiative to solve problems and make decisions to ensure food is received, prepared, cooked and stored safely.

Routine work HACCP activities include measuring temperatures of foods at certain stages within the food production cycle. Food enterprises need to ensure correct thermometers are available for staff to carry out these workplace practices.

Preparation, storage and service

Environmental conditions for preparation, storage and service of food

Throughout the food production cycle, food passes through many environments. This includes where it is stored, where it is prepared and where and how it is served. It is important that correct temperatures are maintained to ensure food safety, protect against cross contamination and to maximise the freshness, quality and appearance of the food. The simplest way to meet these requirements is to ensure that potentially hazardous food is kept either very cold (5 °C or colder) or very hot (60 °C or hotter).

Different food types require different storage and preparation techniques.

Fresh, frozen and cooked foods

When preparing fresh, frozen or cooked foods, the food should be at room temperature for as little time as possible. This can be achieved by preparing the food in batches and placing each batch in the refrigerator as soon as it is ready.

Food businesses should follow the two-hour/four-hour rule indicating how long food can be kept at room temperature and remain safe.

Potentially hazardous food can be held at room temperature only for very short time periods. As with any food preparation, it is important to follow these essential food safety practices:

- do not contaminate the food – ensure it is prepared hygienically and protected from contamination
- cool cooked foods quickly and within the legally required times and temperatures.

Dry, cold and frozen storage

Food businesses should ensure their coolrooms and refrigerators are working effectively and that the temperature remains below 4 °C. Freezer temperatures must remain below –18 °C. Dry store commodities should be held in airtight containers between 10 °C–15 °C.

Optimum storage times for a range of food types

Storage conditions will affect the shelf life of commodities. Shelf life reflects the period from the time of manufacture until the time the food is no longer safe for human consumption. The expected shelf life or use-by date is assessed on the assumption that the food item will be stored under appropriate conditions. If foods are handled and stored correctly then the food item will retain its correct flavour, texture, colour, freshness and other relevant quality indicators. If foods are stored in inappropriate temperatures and conditions, then food deterioration will be rapid and cross contamination and growth of harmful bacteria can occur.

Dry store

When storing foods in a dry store, the following considerations will help ensure food safety:

- store foods in sealed containers
- foods and containers must be stored on shelves, never on the floor
- if food is removed from the original packaging, ensure the use-by date is written on the new container
- ensure the dry-store area is clean, dry, well ventilated, not in direct sunlight and free of pests
- always clean up any spills, as these will attract vermin and pests.

Cold storage

When storing foods in cold storage, the following practices should be adhered to:

- wrap or cover foods, then label and date them
- foods should be stored at less than 4 °C. Some establishments may have separate storage areas for meats, fruit, vegetables and dairy.
- freezers should be set at –18 °C or below
- store foods on shelves, not on the floor
- store raw and cooked foods separately. Never store raw foods above cooked foods, as juices containing bacteria can drip onto cooked foods, contaminating them.

Table 5.48 Recommended storage guidelines for a variety of foods

STORAGE	STORAGE TEMPERATURE	RECOMMENDED SHELF LIFE
Dry store	Dry store 10 °C–15 °C	Months for flour, sugar, rice, etc.
Frozen foods	Freezer –4°C	Beef 6–12 months, seafood 1–3 months
Fresh meats	Refrigerator 1 °C– 3 °C	3–5 days
Mince	Refrigerator 1 °C–3 °C	1–2 days
Fresh poultry	Refrigerator 1 °C–3 °C	1–2 days
Fresh fish	Refrigerator 0 °C	2–3 days
Smallgoods	Refrigerator 2 °C–<5 °C	3–10 days optimum
Milk and dairy foods	Refrigerator 0 °C–< 5°C	5–7 days
Fresh fruits and vegetables	Refrigerator 6 °C–8 °C	1–2 weeks
Ice-cream	Freezer –18 °C	2–4 months

- store food once it has cooled sufficiently
- clean coolrooms and freezers regularly
- separating foods into shallow containers, smaller portions or thin slices will cool foods more rapidly.

Getty Images/Hero Images

Figure 5.91 Stock should be stored and used according to the FIFO rule.

HACCP PLANS

Visit the NSW Food Authority website and navigate under 'Industry' to find advice given to small businesses and templates provided for a HACCP plan.

NSW Food Authority HACCP guidelines and templates

Stock rotation as it relates to food safety

Rotation and maintenance of stock is important in order to:

- maintain hygienic storage areas
- ensure stock is not infested with pests and vermin
- maintain the quality of food
- monitor slow-moving food items.

When stock is received it should be rotated to ensure that old stock is used before new stock. This will reduce wastage. All food items, whether dry goods, refrigerated or frozen, should be stored following the FIFO (first in, first out) rule. This involves rotating stock by storing the food that went in the storage area most recently behind the already stored foods, ensuring the older foods are used first. More information on the FIFO rule and stock rotation can be found on page 214.

FOCUS QUESTIONS

QUALITY CONTROL

1 A food business receives a delivery of fresh meat and chicken. Identify what signs the receiver of the goods should look for to ensure food quality and safety.

2 At what temperature should the following foods be delivered?
   - **a** fresh
   - **b** frozen
   - **c** hot

3 Explain how to safely store:
   - **a** dry foods
   - **b** cold foods
   - **c** frozen foods

4 What are the optimal storage conditions and temperature for:
   - **a** frozen fish
   - **b** dried rice and flour
   - **c** fresh chicken

5 How would the receiver of the foods listed above check for temperatures?

6 Suggest three ways food may become contaminated during storage.

7 Outline five ways cross contamination and food safety can be prevented during food preparation.

8 Explain three strategies for cooling hot foods at a faster rate. Explain why it is important to be able to do this.

9 What is stock rotation? Why is it important for food hygiene?

10 Describe three safe ways of thawing frozen foods.

11 Describe six safe practices when displaying foods.

Time and temperature controls

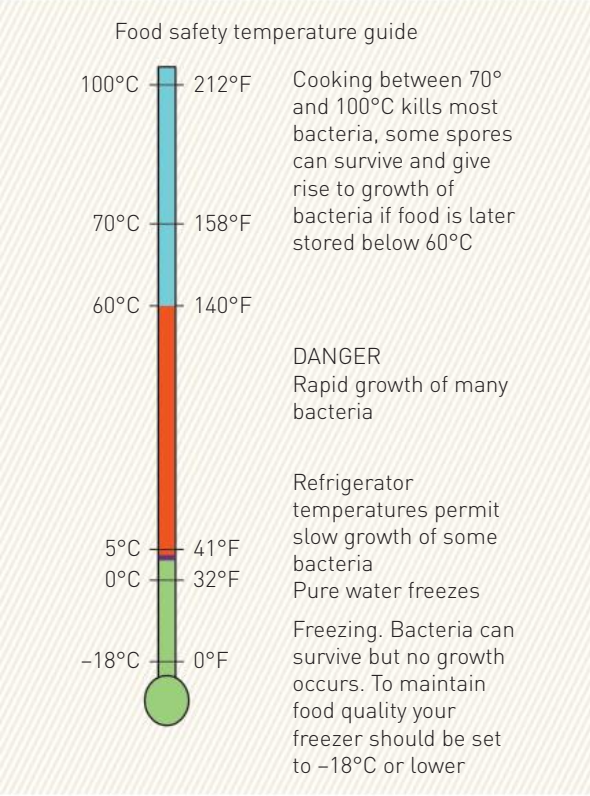

Figure 5.92 Food safety temperature guide

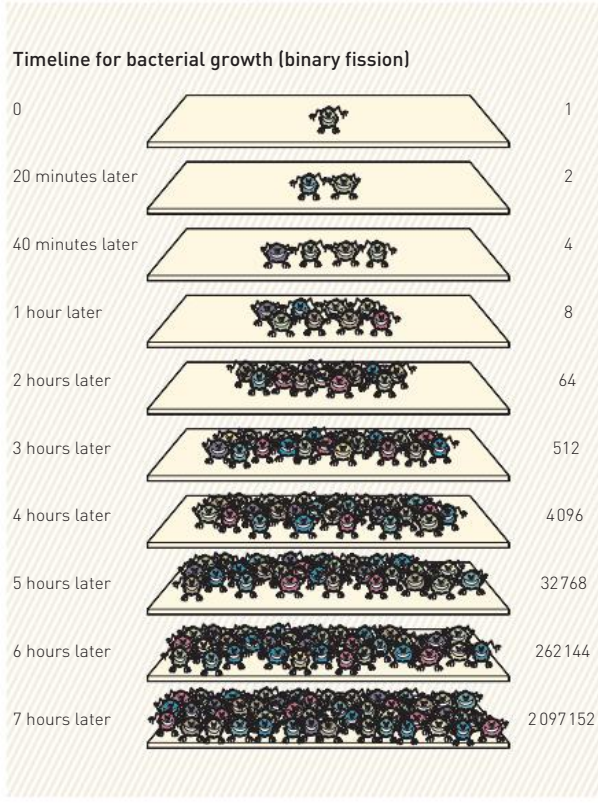

Figure 5.93 It would only take six hours for one single-cell pathogenic bacterium to multiply to 262000 cells.

Time and temperature controls

To ensure microbiological safety

Bacteria are single-cell living microorganisms that have the potential to cause food poisoning. Disease-causing bacteria are called pathogenic bacteria. Some microorganisms, such as yeasts and moulds, cause food spoilage, but some are used in food production processes such as beer, cheese and bread making.

Bacteria are present in the air, in our skin, noses, hair, mouths and intestinal tracts, and in food, soil, surfaces, equipment, plants, animals and water, so it is not difficult for bacteria to transfer. Bacteria multiply through a process of binary fission, where each bacterial cell separates into two cells (see figure 5.93). These two cells then separate into two more cells, and so on. Each separation takes approximately 20 minutes. Remember, it is not a single cell that is being transferred, but millions.

It is not difficult for bacteria to grow. All hospitality environments provide ideal conditions for the growth and spread of bacteria if poor food handling practices and poor personal and environmental hygiene are present. Table 5.50 shows the conditions bacteria need to survive and multiply.

Table 5.49 Factors affecting the growth of bacteria

Food	Bacteria will grow on almost anything, anywhere. They particularly love high-protein foods.
Water	The host source must contain reasonable moisture content. This means that bacteria cannot multiply on dry foods.
Temperature	Above 5 °C and below 60 °C. Lower or higher temperatures do not necessarily kill bacteria, but will halt the binary fission process.
Time	20 minutes for individual cells to separate into two.
Oxygen	Aerobic bacteria require oxygen to grow; anaerobic bacteria do not. Others can reproduce with or without oxygen.
Acidity	In general, bacteria prefer food low in acid. Yeasts and moulds prefer food high in sugar and acid.

Some bacteria are able to form spores. These are a body that can form inside a bacterial cell if conditions as outlined in Table 5.50 become unfavourable for the bacteria's survival. Spores lie dormant within the cell until the conditions are favourable. They then revert to

the cell state and begin binary fission reproduction. Spores can survive extreme conditions and heat.

Other varieties of bacteria can produce **toxins** that can reproduce while the bacteria are multiplying in the food, even after consumption. Toxins remain active and poisonous in the host food for a long period, and many toxins are resistant to heat. Bacterial toxins such as botulinum can cause the most serious of food poisoning outbreaks.

toxins poisonous substances produced by living organisms such as bacteria because of their metabolism. The toxin can be produced while the bacteria are multiplying in the food or once it has been eaten

Table 5.50 Types of food-poisoning bacteria

VARIETY	SOURCE	SYMPTOMS	ONSET
Salmonella • killed easily by heat • cooked food should be rapidly cooked or held at 60 °C	• animal and human intestines • all poultry, eggs and egg products • raw salads • fish and shellfish • meat products • mayonnaise, dairy products	• severe abdominal pain • fever • cramps • diarrhoea • vomiting • symptoms may last several days	between 5 and 72 hours
Staphylococcus aureus • excretes toxins • can survive with or without oxygen • cool cooked foods rapidly • killed easily by heat	• human nose, throat, saliva and bowel • contact with skin disorders and infected wounds • poultry • gravies and sauces • all milk and milk products • fish • high-protein leftovers	• nausea • vomiting • dehydration • cramps • diarrhoea • symptoms last for up to 24 hours	between 1 and 8 hours
Clostridium perfringens • spore-forming • anaerobic	• dirt and dust • animal intestines • raw meat • vegetables that are not properly washed • food cooled slowly after cooking • meat pies and gravies • cooked meat and poultry	• abdominal pains • diarrhoea • nausea • symptoms last for up to 24 hours	between 8 and 24 hours
Clostridium botulinum • produces toxins • anaerobic	• fish (via contaminated water) • dirt and dust • non-sterile packaging, for example, canned foods, processed foods, smoked fish	• difficulty in breathing and swallowing • impaired speech and sight • vomiting and nausea • can be fatal	between 2 and 7 days

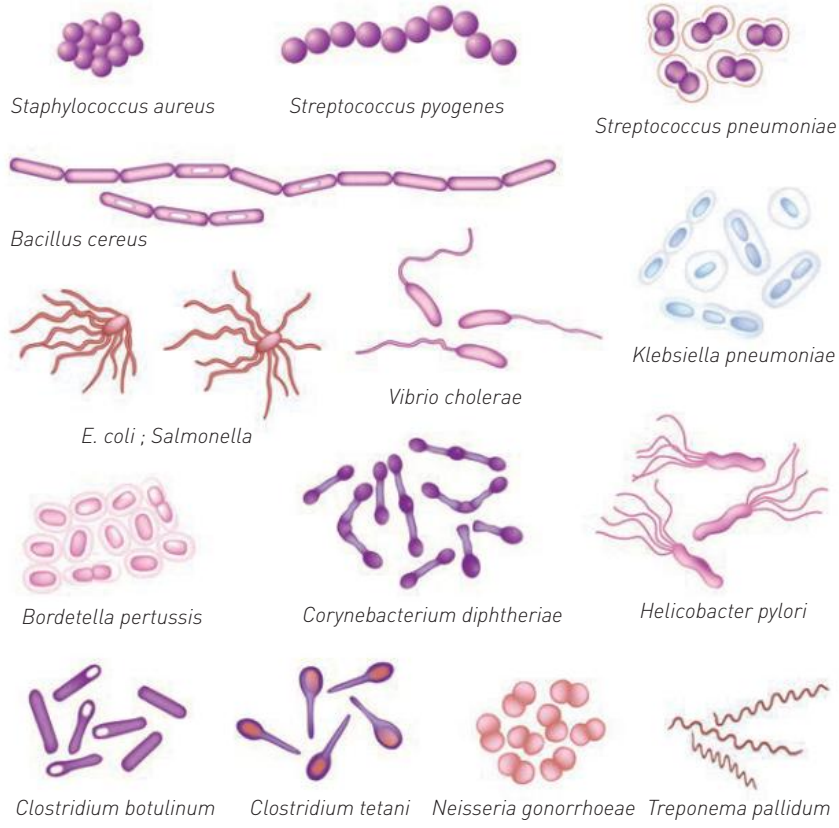

Figure 5.94 Common forms of bacteria

Temperature danger zone

Bacteria rapidly multiply and grow at unsafe levels when perishable food items are kept in the danger zone. This is the range of temperature between 5 °C and 60 °C.

Foods that can cause food poisoning should be kept below 5 °C for cold foods, or held above 60 °C for hot foods.

Temperatures below 5 °C prevent bacteria that may be present in food from multiplying to dangerous levels. Temperatures above 60 °C will destroy or kill bacteria and viruses, making food safe to eat.

FOCUS QUESTIONS

SAFE STORAGE OF FOOD

1 Describe the temperature danger zone. How does it help manage food hygiene?

2 What factors affect bacterial growth?

3 Identify the main sources from which food poisoning caused by the following bacteria is likely to occur:
   - **a** salmonella
   - **b** clostridium perfingens
   - **c** clostridium botulinum
   - **d** staphylococcus

4 Explain the term 'food spoilage'. Give four indicators that food is spoiled.

5 Outline how to thaw food safely.

6 Describe how bacteria multiply through binary fission.

'Two-hour/four-hour' rule

The 'two-hour/four-hour' rule applies to potentially hazardous foods and ready-to-eat foods. It provides guidance on how long these types of foods can be held safely at temperatures between 5 °C and 60 °C (the danger zone), and what should happen to the foods after certain times. The times refer to the life of the food, including receiving, preparation, cooling and display times, so it is important to add up the total time that the food has been in the danger zone.

The two-hour/four-hour rule applies to potentially hazardous foods, or perishable food items. The rule provides guidance on how long the perishable food item can be held safely in between 5 °C and 60 °C, and what should happen to the food at certain times.

The times indicate the life of the food within the danger zone as it is being prepared or cooled.

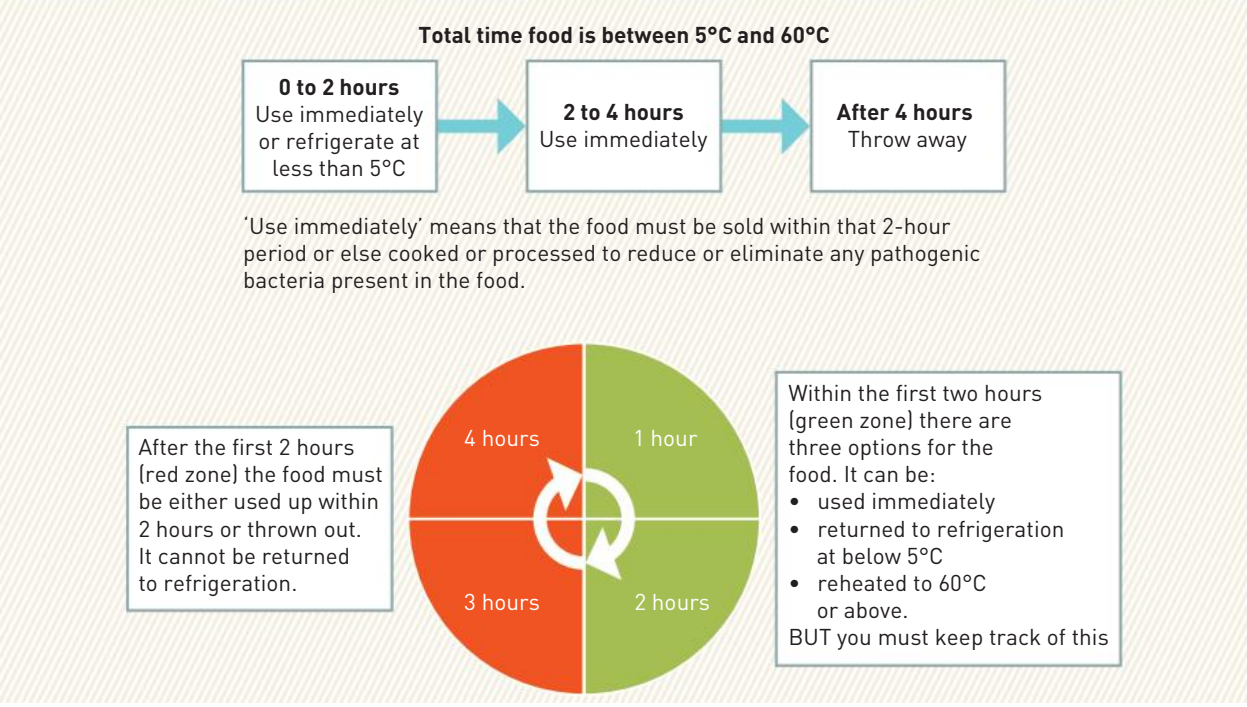

Figure 5.95 The length of time food spends in the 'danger zone' should be minimised in order to keep food safe.

TWO HOUR/FOUR HOUR GUIDE EXAMPLE

Sandwiches are made at a cafe each morning for display at lunchtime. They are not refrigerated. The business develops work instructions for staff based on the two-hour/four-hour rule.

These work instructions indicate that the sandwiches must be prepared between 7.00 a.m. and 8.00 a.m. and placed in the coolroom. They must not be put on display before 11.00 a.m., and any sandwiches remaining unsold at 2.00 p.m. must be disposed of. The business was inspected and the EHO was shown a copy of the work instructions. They noted that at 10.30 a.m. the sandwiches were in the coolroom as set out in the instructions. This follows the two-hour/four-hour rule and the sandwiches remain safe.

Temperature probe

A temperature probe or thermometer will enable the food business to monitor the temperature of potentially hazardous food, thus ensuring it is complying with the temperature requirements in the standard. Any food business where potentially hazardous food is handled and prepared must have a temperature measuring device that:

- is readily accessible
- can accurately measure the temperature of potentially hazardous food to +/– 1 °C.

Thermometers that cannot be used to accurately measure the temperature of the food do not comply with this requirement. Establishments should purchase thermometers with a narrow temperature range, as these thermometers will provide greater accuracy. Thermistor-type thermometers are readily available and have a high degree of accuracy because they operate over a narrower temperature range. Mercury or glass thermometers may also be used, provided they are accurate to +/– 1 °C. If glass thermometers are used, they should be encased in a shatterproof protector.

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Figure 5.96 Testing the core temperature of steaks

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Figure 5.97 Many large establishments use a laser temperature gun to measure fresh, frozen and hot foods upon delivery, storage and serving. Laser temperature guns only measure the surface temperature of food.

CALIBRATION OF THERMOMETERS

The calibration of thermometers is best performed by the supplier of the thermometer. Electronic thermometers are typically calibrated annually. Only food businesses that have the necessary knowledge, skills and equipment should calibrate their own thermometers. If a correction of more than 1 °C is required, the thermometer should be returned to the supplier.

Some thermometers are now fitted with a calibration test device, which enables the user to determine whether the thermometer is working correctly

USE OF THERMOMETERS

When measuring the temperature of food, the food business should be aware of the following:

- Temperature readings are not instant. The person taking the measurement should wait until the temperature has stabilised before noting the measurement.
- When taking measurements of hot and cold food with the same temperature probe, the probe should be allowed to return to near ambient temperature before being used again, to minimise incorrect readings.
- The temperature of a food being measured may not be even. For example, if a food is being cooled in a refrigerator, the surface temperature may be cooler than the core of the food.
- When measuring the temperature of frozen food, the length of the thermometer probe should be placed between two frozen packages of the food.
- When measuring the internal temperature of a soup or curry, a ladle of the food should be scooped from the bottom and then the temperature taken to receive the internal core temperature of the food.
- Packaged chilled food should be measured by placing the thermometer probe between two packages of the food to avoid destroying the packaging.
- All parts of potentially hazardous food must be at the same temperature. If any part of the food is not at the specified temperature, the food does not meet the temperature requirement.

CLEANING THERMOMETERS

Any probe of a thermometer that is inserted into a food for a temperature reading needs to cleaned and sanitised between uses to prevent contamination of food.

Cleaning and sanitising the probe component of a thermometer should be carried out by:

- wiping away any food waste or other visible contamination
- washing the probe with warm water and detergent
- sanitising using an appropriate sanitiser (alcoholic swabs are often used)
- rinsing with water if a sanitiser is used
- allowing the probe to completely air dry or thoroughly drying with a single-use towel before reusing it.

Monitoring

The staff member who monitors each stage of the food production cycle and takes temperatures should record the temperatures taken on their HACCP forms and sign them. The date and time is usually recorded, too.

FOCUS QUESTIONS

MONITORING TEMPERATURE

1 Explain how the 'two-hour/four-hour' rule ensures food safety.
2 At what intervals should food be measured by temperature?
3 Provide five correct and safe procedures to follow when taking the temperature of different food items.
4 Explain why it is important to monitor and record temperature results.

Storage and display of single-use items

Single-use items are provided for customers for a variety of reasons. They reduce cleaning time and cost, ensure a higher level of hygiene and reduce food handling. They provide a hygienic service for customers and enhance practicality and convenience.

Single-use items include:

- disposable cutlery, cups, plates and bowls
- chopsticks
- serviettes
- straws
- disposable gloves
- individually packaged sugar, jams, condiments, tea, coffee and milk.

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Figure 5.98 Bamboo chopsticks should never be re-used.

Food standards require the hospitality establishment to ensure that single-use items:

- do not contaminate food
- are never reused
- do not pass on any illness.

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Figure 5.99 Single-use UHT milk packets, which are hygienically sealed, can be re-used provided they remain sealed.

Ways to ensure single-use items keep food safe include:

- Contain bulk quantities of single-use items such as sugar sachets within a secondary packaging to protect them from damage.
- Use dispensers that will allow only the customer who will use the single-use item to touch it.
- Store the single-use items away from chemicals in storage areas.
- Throw away or discard the single-use item if it has been used, damaged, touched or in any way contaminated.

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Figure 5.100 Sauce dispensers are used for large functions. These allow for single use and avoid cross contamination.

Workplace policy and procedures for food safety

According to the Australian Food Safety Information Council, more than 4 million Australians are affected by food-borne illness or disease every year.

All employers and employees in the hospitality industry need to follow workplace policies and procedures related to food safety. Hygiene policies and procedures are applied through workplace practices relating to personal and environmental hygiene that are a direct response to legal requirements.

The workplace policies and procedures for food safety apply from the paddock to the plate or at all stages of food handling,including:

- purchase, delivery and storage of food
- preparing food
- cooking, cooling and heating food
- displaying or holding food
- serving food.

Workplace food safety program

A food safety program, set by the food business, is a written document indicating how the business will control the food safety hazards associated with the activities of the business. Only certain high-risk food businesses are required to have food safety programs. The following information is summarised from the Food Standards Code.

- Businesses that serve or process potentially hazardous food to be served to vulnerable people are required to comply with Standard 3.2.1. This includes businesses providing food to hospital patients, aged care residents and children in childcare centres. It also applies to organisations that prepare food for delivery to vulnerable people.
- Seafood businesses that primarily produce, process or manufacture bivalve molluscs must implement a documented food safety management system that effectively controls hazards. These businesses can comply with the requirements by following Standard 3.2.1 and Standard 4.2.1 – Primary Production and Processing Standard for Seafood.
- Businesses producing manufactured and fermented meats are required to develop a food safety management system in accordance with Standard 4.2.2 (Poultry Meat) and Standard 4.2.3 (Meat).

Failure to observe workplace food safety policy and procedures

Failure to observe food safety regulations can affect customers, employers and employees, and can result in a number of negative consequences, including:

- fines – individuals and businesses can face fines from the government for failing to meet the food safety standards detailed in the Act. The amount of the fine or penalty will depend upon the breach.
- loss of business – businesses can be forced to close for failing to meet food safety standards. Businesses may also be publicly 'named and shamed' to make consumers aware of offenders. This initiative was set up in 2003 by the NSW Food Authority. They post updates to their website and social media informing the public of who the current offenders are and what fines or penalties they received.
- litigation – individuals and businesses can have charges brought against them in court for failing to meet the food safety standards detailed in the Act. These charges can be brought by customers who have been exposed to unsafe food, or by the government.

Monitoring, reporting and recording related to food safety

Personal hygiene, staff behaviours and work practices all have implications for food hygiene, safety and health. It is important that staff meet the enterprise's policies and procedures through their own personal hygiene standards and by reporting breaches or issues of concern, such as unclean food handling or poor cleaning standards. Ignoring requirements to use personal protective clothing and ignoring appropriate personal hygiene and health issues are hazards that compromise food safety. It is important that staff report any of these issues to a supervisor or manager.

Support programs that contribute to food safety

Support programs are the general food safety and hygiene requirements that all food businesses have to follow. They include good hygienic practices or good manufacturing practices, and are necessary to support the controls for establishing food safety. Support programs include a wide range of activities and are a component of a business's food safety program, along with its HACCP plan.

Approved suppliers

Food businesses need to set up a system for approving and reviewing their suppliers. Some businesses may decide to purchase high-risk foods only from suppliers who have a food safety system in place.

Businesses should have a list of all suppliers used, their contact details and materials they supply, to assist with traceability. A record of all suppliers and a copy of their HACCP certification should also be kept. Ideally, the performance of suppliers should also be monitored – this may include a history of their ability to supply within an agreed specification.

Calibration of equipment

Scales and thermometers are used to conduct food safety system checks, and they need to be calibrated. The accuracy of all equipment used to conduct inspections and testing must be monitored to ensure that it is reading correctly. For example, if a thermometer used to check a critical heating temperature is not reading accurately, you may not know that process requirements are not being met.

Kitchen premises and equipment

Cleaning and sanitising schedules

A cleaning and sanitation program should be set up to include a cleaning schedule and documented cleaning procedures. The procedures should cover processing areas, storerooms, amenities, coolrooms, washrooms etc., as well as utensils and equipment, floors, walls and drains. The following should be included in the schedule:

- how the cleaning/sanitation is conducted
- the frequency of cleaning
- use of chemicals.

Food handling areas should be cleaned at least daily, and food contact surfaces, equipment and utensils should be sanitised more frequently. Cleaning detergent solution strengths, times and temperature requirements must be in accordance with the manufacturer's specifications.

Pest control

A pest control program must be established and documented. The program must be effective without posing any risk to food safety.

A pest control program should include a documented procedure for regular inspections. It should cover the effectiveness of doors, flyscreens, insectocutors and air locks, and results should be recorded.

Businesses should document the location of any bait and insect stations used. Bait and insect stations are not permitted to be placed in areas where food is stored or processed.

When using chemicals, ensure that:

- all chemicals are used in accordance with the manufacturer's instructions
- chemicals are not used near food
- chemicals are not applied to food contact surfaces. If chemicals contaminate food contact surfaces and equipment, affected areas must be washed well before use.
- all chemicals used for pest control must be stored away from any food.

Maintenance

Premises and food handling equipment should be designed, constructed and maintained in a way that will reduce the chance of food becoming contaminated. Poorly maintained or damaged equipment and buildings can result in possible physical, chemical and biological contamination of food.

A maintenance program should be established, and should include:

- a system to regularly review the condition of building structure and equipment, e.g. a monthly maintenance check of the building's fixtures and equipment by the manager or delegated employee, and daily checks prior to work commencing to ensure equipment is safe to use
- documentation of all corrective action
- preventative maintenance where machinery servicing is scheduled.

Personal presentation, health and hygiene of workers

Personal hygiene, staff clothing and headwear must comply with Food Standards Code requirements. Policies and procedures should be set to ensure that staff and their conduct do not adversely impact on food safety. Procedures must also be in place to ensure that food handlers who may be suffering from a food-borne disease or may be a carrier of a food-borne disease are not in contact with food.

Name of pest control company	*Insert company name*
Contact name(s)	*Insert contact name(s)*
Address of company	*Insert address*
Phone no.	*Insert phone number*
Additional contact details	*Insert mobile number*
Contract period	*Insert start and finish dates of contract*
Agreed review date	*Insert date program to be reviewed (must be at least annually)*
Purpose/hazard	• Prevent physical and/or microbiological contamination introduced by pests, e.g. insects, rodents.
Control	• Pest control company contracted to carry out activities deemed necessary to control pests on the food premises (list or attach agreed controls and frequency), e.g. regular spraying, setting bait stations.
Monitoring	• Food business to ensure the pest control company carries out activities as contracted, including returning to the premises at the agreed time intervals. • Food business to also conduct regular internal checks of evidence of pests.
Corrective action	• If pest company contracted to control pests is not meeting its obligations under the agreed contract, draw this to the attention of the company for appropriate action. If problems continue to occur, reconsider contract. • If there is any evidence of pests observed, contact the pest control company for immediate action.
Review	• At least annually and in consultation with the pest company contracted, review the adequacy of the pest control program and revise if necessary.
Records	• Refer to where records are kept of all monitoring, corrective actions and reviews undertaken.

Figure 5.101 Example of a support program documentation for pest control

Staff training

All staff must be adequately trained to ensure that they can perform their job safely and competently. All new staff should receive an induction providing instructions on how to perform their duties, ensuring good food handling procedures are followed. They need to be trained on good personal hygiene, food handling procedures, and cleaning and sanitation, including correct storage and handling of chemicals and correct dilution of chemicals.

Training of staff should be recorded, including the date training was completed and proposed future training for all staff.

Waste management

As discussed earlier in the chapter, food and kitchen waste need to be sorted into:

- general waste – this includes food scraps, disposable napkins, single-use items and non-recyclables. These should be placed into bins lined with durable plastic bags. The bags should be sealed when full and removed from the kitchen regularly into larger skip bins. This reduces the likelihood of vermin and pests coming into the kitchen.
- food waste – in the past, food waste has been incorporated and disposed of with general waste. Many establishments are making a conscious effort to turn their organic food waste into compost to help the environment by reducing landfill (see page 263).
- food identified for disposal – this may be food that is faulty or contaminated and is unsafe to the consumer. Large quantities of this food type need to be disposed of properly to ensure the food is not re-used or re-sold.
- recyclables – food packaging such as glass, paper, cardboard and aluminium cans should be sorted into recyclable bins and not placed with general

waste. These items can be recycled into new products, reducing landfill.

- damaged serviceware – should be placed in separate containers or directly into the large skip bins, not into plastic lined bins, to ensure staff do not hurt themselves.

Refer to chapter 6.8 for more information on waste minimisation techniques.

Workplace records and documents

Thorough recording and documentation of support programs is vital in the hospitality workplace. Environmental health officers and other officials can ask to see this documentation at any time for up to 12 months. Failure to undertake record keeping and documentation or store records appropriately could cause serious issues for a hospitality business. The following guidelines apply to ensure the effective completion and storage of workplace records and documents:

- All documents should be identified, authorised and dated.
- Obsolete and invalid documents must be removed.
- Current documents may be held in a master manual, which can either be a 'working' manual or held electronically.
- Diaries are an accepted document in smaller operations.
- Ticks or crosses are generally not acceptable records.
- Data entry or records need to be signed.

Records of HACCP checks and compliance provide evidence to auditors and management that the system is being complied with. Records include cleaning, data recorders, coolroom temperature data and temperature loggers. Records can be held electronically but must be accessible and retained for a minimum of 12 months.

FOCUS QUESTIONS

FOOD HYGIENE

1 Identify three types of food thermometers.

2 Describe the procedure for checking the temperature of different food types.

3 What is the connection between supplier choice, food hygiene and purchasing food?

4 Explain the temperature danger zone. How does it help manage food hygiene?

5 Explain the consequences of failing to observe workplace food safety policies and procedures.

6 How may an establishment:
- **a** monitor food safety
- **b** report food safety
- **c** record food safety?

5.4 Focus area review

MULTIPLE CHOICE

1 A cartouche is used to:
- A separate liquids from solids.
- B remove scum from the surface of a liquid.
- C clarify liquids and stock.
- D keep foods submerged while poaching.

2 The temperature for simmering is:
- A 75–78 °C
- B 87–90 °C
- C 79–82 °C
- D 95–98 °C

3 Which of the following practices should be undertaken when storing chemicals?
- A Store chemicals that have been bought in bulk on the top shelf.
- B Store chemicals in a confined area away from food.
- C Store chemicals in food containers with a SDS attached.
- D Store chemicals in a dark area with no ventilation.

4 In the hospitality industry, which of the following practices will most likely reflect the three concepts of the 'reduce, reuse, recycle' campaign?
- A Buying bulk packs of detergent
- B Using energy-efficient lighting
- C Sorting waste according to various end uses
- D Installing water-saving shower heads

5 When water is used to sanitise equipment, the temperature of the water should be at least:
- A 60 °C
- B 77 °C
- C 40 °C
- D 45 °C

SHORT ANSWER

6 Outline the role of the environmental health officer in enforcing the regulations of the *Food Act 2003* (NSW).
(2 MARKS)

7 a Outline the benefits of managing kitchen waste effectively.
(2 MARKS)

b Describe practices that commercial kitchens use to manage kitchen waste effectively.
(4 MARKS)

8 How does the transfer of heat differ for conduction and convection cooking methods?
(2 MARKS)

9 Compare the purposes of cleaning procedures and sanitising procedures in a kitchen environment.
(2 MARKS)

EXTENDED RESPONSE

10 a Describe the criteria that should be used for the selection and storage of dairy products and eggs.
(5 MARKS)

b Explain potential food hazards and high-risk situations that a chef must be aware of to ensure a high standard of food safety. In your answer, provide industry examples.
(10 MARKS)

index

A

à la carte 123, 235, 236
  setting 127, 129
abusive customers 114
accidents 47, 48
  chemical-related 281
  costs of 24
  recording and reporting 51
  responding to 49
  strategies to reduce 48
  through unsafe work practices 33
  see also workplace injuries
accommodating (conflict resolution) 97
accounts and finance 59
accreditation schemes 67, 68
acidity (coffee) 168
acting within your responsibility 26
active listening 91, 106
Acts 9, 27
  see also specific Acts, e.g. *Food Act 2003* (NSW)
actual food hazards 306
adjustable furniture 43
adrenaline autoinjector 15–16
aeration (using butter) 207
affogato 165
afternoon tea 122
aggressive individuals 96
agree on a solution (complaints) 118
agreements 71
agri-food chain 293
alcohol, responsible service of 65
allergens 13, 14
allergies *see* food allergies
allied industries 56
almond milk 166
alternate drop menu 123, 235
ambience and comfort 132–3
American breakfast 122
anaphylaxis 15
Anti-Discrimination Act 1977 (NSW) 74
Anti-Discrimination Board of NSW 74–5
anti-discrimination legislation 74, 75
apologies 107, 111
apple corers 198
approved suppliers 323
apps 88, 128, 141
arabica coffee beans 161, 162
aroma (coffee) 167
assertive individuals 96
assistance animals 103
Australia New Zealand Food Standards Code 9–10, 64, 297, 312, 322
Australian Consumer Law 65
Australian Hotels Association 25, 72
Australian Services Union 73
Australian standards 9
  AS1319-1994 – safety signage 29
  AS5034-2005 – installation and use of inert gases for beverage dispensing 160
avoidance (conflict resolution) 97
awards 71

B

Bacillus cereus 21
back-of-house staff 138
background noise 132
bacon 211
bacteria 316
  common forms 318
  food poisoning 17, 317
bacterial contamination of food 13, 14, 16–17, 307, 317, 318
bacterial growth 316
bacterial toxins 16, 17, 317
bain maries 4, 121, 205, 241
baked foods 241, 242
baking 241–3
  cooking temperatures and times 242
  effect on nutritional value of food 242
  potatoes 243
  principles and practices 242
  problems 261
balancing the register 149
balloon whisks 201
bandages 6
bar attendant 124
bar useful 124
barbecuing 249
barding 252
baristas 124, 161, 168, 169, 189
bars 121
basic research skills to obtain and use information 54–5
basic tomato sauce, preparation 225–6
bathrooms 139
batters 222, 223, 247
beef 211, 229
benches, cleaning 275
beurre manié 257
beverage handling 6
beverage preparation
  environmental work practices 180
  non-alcoholic beverages 180–4
  safety and hygiene 178, 180, 309
  time management 180
beverage service 188–9
  hygiene 5
  procedures 176–7, 181
  turnaround time 177
beverages
  establishing customer needs 176
  matching preferences 176
  non-alcoholic 151–5, 176–7
  serving 177
  workstations 181
  see also espresso coffee
binary fission 316
biological hazards 307
bistros 121
bitterness (coffee) 168
black tea 154
blackboard 123, 235
blanching 244
blenders 157, 203–4
blind baking 241
blow torch 202
body (coffee) 167, 187
body language 95

9780170400268

boiled eggs, cooking times 245
boiled foods 244
boiling 243–5
  effect on nutritional value of food 245
  principles and practices 245
  problems 261
  times 245
boning knife 194
bony fish 209
bottled water 154
bouillabaisse 257
bouquet garni 221
braille menu 114
braised foods 246
braising 246, 261
bread dough 208
bread making 208
breakfasts 122
brewing tea 183–4
broiling 249
brooms 283
brown stews 257
brunoise 227
buffet menu 121, 235
buildings
  general access areas 46
  locking up 149
  secure areas 46
bullying 73, 74
bun dough 208
business success and quality service 109
busser 124
busy periods 171
butter 207–8
BYO 122

C

cafe latte 164
cafes 120
  cleaning schedule 271–2
cafeterias 120, 121
calibration of equipment 320, 323
calling of orders 177
camellia sinensis 154
Campylobacter 17
cappuccino 164
carbon dioxide extinguishers 51
carbon steel knives 192
carbonated beverages 151, 159
career pathways 69–70
carry-over cooking 252
carrying and placing plates 144, 146
carrying drinks with a tray 178
carte du jour 123
cartilaginous fish 209
cartouche 250, 251
carving forks 202
cash handling procedures 45
cash-in-hand payments 64
cash payment 147
cashier 124
casual dining 120–1
  establishments 120–1
  menu types 122, 123
  service periods 122
  styles of service 121
  terminology 120
casual employment 71
catering operations 120
ceilings, cleaning 274–5
ceramic knives 192
chafing dishes 121
cheese 207, 210
chef's knife 194
chemical contamination 14
chemical hazards 307
chemical-related accidents 281
chemicals 270
  biodegradable 291
  diluting 280
  safe preparation and use 279, 291
  see also hazardous substances
chicken 212
  stir-fry 255
chiffonnade 228
chilled display cabinets 4
chinois 202
chocolate shaker 170
chopping boards 155, 195–6
  colour-coding 6, 196, 269
cleaner's sink 185
cleaning 149, 278
  clean-up procedures 44
  environmentally sustainable practices 288–90
  equipment and appliances 275–6
  floors 274
  food preparation areas 6, 275
  importance of 269–70, 278
  kitchen premises and equipment 268–91, 323
  and sanitising 5, 269, 323
  storage areas 276–7
  walls and ceilings 274–5
  windows 275
  workplace policy and procedures 282
cleaning agents and chemicals 270, 279
  environmentally responsible 288, 291
  guidelines for using and storing 280–1
  safe preparation and use 279
  using ratios to dilute 280
cleaning cloths 283
cleaning equipment 282–6
cleaning regimes 270–1
  cafes 271–2
  kitchen premises and equipment 271–7
cleaning safety signs 278, 284
clearing tables 144–5
cleavers 194
cloaking facilities 135, 139
closed questions 54, 91, 107
closing down after service 126–7, 148–50
Clostridium botulinum 17
Clostridium perfringens 17, 317
clubs 120
coatings 223, 247
cocktail menu 235, 236
cocktail shaker 155
codes of conduct 72
codes of practice 9, 27–8
coeliac disease 238
coffee
  abbreviations for orders 142
  non-espresso styles 151–3
  sensory analysis 167–8
  terminology 161
  see also espresso coffee
coffee art 161, 189
coffee beans
  from planting to cup 161–2
  processing 162
  roasting 162
coffee blends 162
coffee grinders 173
  cleaning and maintenance 175
  preparation for service 174
  problems with 175
  safety checks 173
coffee service 185, 188–9
coffee shops 121
Coffee Taster's Flavour Wheel 167
cold drip coffee 151
cold storage 314–15
colleagues 102
  feedback from 79, 111
collegial working relationships 90, 110

colour of food 266
combi ovens 205
commercial kitchens
  cleaning, environmental issues 288
  cleaning equipment 281–7
  cleaning regimes 270–7
  hygiene and cross-contamination issues 269
  standards for presentation 270
  work environments 268–70
communication
  barriers to 91, 92
  between staff 138, 219
  clear, accurate, concise and courteous 108
  during handover 150
  effective questioning and listening techniques 54–5, 91
  effective verbal, written and non-verbal 91, 107
  face-to-face, telephone and electronic 107–8
  and quality service 110
  types of 90–1
  in the workplace 88, 90–3
communication methods/equipment 92–3
communication process/cycle 90
competition 62, 97
complaints by customers 20, 46, 146
  causes of 116
  effective responses to 118
  policy and procedures for handling 114–15, 116–17
  recording 119
  referring the customer or seeking advice 98, 118–19
  skills to handle 117–18
  value of 119
  see also delays or deficiencies in service
complaints by staff 76
compliance
  for food businesses and food handlers 296–300
  food hygiene and safety 9–12
  work health and safety 27–30
  workplace policy and procedures 67
  see also non-compliance consequences
complimentary 107
compromising (conflict resolution) 97
concasse 228
condiments 223, 252
conduction 239, 240
confidentiality 64, 88
conflict 96
  causes of 96
  as positive and negative 97
  when to seek assistance 98
conflict management 97
  approaches 97
  policies and procedures 98
conflict resolution 97, 117–18
constraints (time and task management) 84
contactless payment technologies 88
contaminants 13, 14
contamination 4, 13
  bacterial, toxin and viral 16–18, 307
  by food handlers 312
  causes 14–15, 307
  conditions leading to 14–15
  cooling and reheating food 309–10
  displayed food 310–11
  during cooking or processing 309
  during storage 308–9
  food and beverage preparation 309
  food delivery 308
  and food disposal 312–13
  hygienic practices to minimise 18–19
  maintenance program to prevent 323
  packaging food 311
  reporting 20–1
  transporting food 311–12
  vulnerable groups 296
  see also cross contamination
continental breakfast 122
contract employment 71
contracts 71
convection 239, 240
convection ovens 205
cooked foods, storage 314
cooked meats and poultry 305
cookery methods 213, 239–67
  dry and moist methods 213, 240–1
  effect on food types 213
  gas versus electricity 239
  heat transfer methods 239–41
  see also specific types, e.g. boiling
cooking oils and fats 247
cooking process
  environmentally friendly work practices 263–4
  problems in 260–2
  safe and hygienic work practices 260, 309
cooling food 309–10
coolrooms 206, 224, 276
corkage 122
corrective actions (HACCP) 304–5
counter service 121, 137
countertop post-mix 159
court-bouillon 243, 250, 251
covers 150, 259
  adjusting according to customer choices 142–3
cream 208
creating ambience and comfort 132–3
credit cards 147
crema 161, 168, 187
crepes 222–3
critical control points (CCPs)
  determining 304
  establishing critical limits 304
  in high-risk areas 308–13
  monitoring 304
  and potentially hazardous foods 305–6
crockery 131, 170, 188, 264, 265
cross contamination 7, 8, 13, 14, 16–17, 206, 269, 307
cross-cultural communication skills 95–6
croutons 221
crumbing down 145
crumbing process 223
crustaceans 209
cultural awareness 94
cultural beliefs 142
cultural diversity 94–6
cups and saucers 170
current products and services 61–2, 78
customer accounts 146
  calculations 146–7
  presenting the account 147
  processing payments 147–8
customer choices, adjusting covers according to 142–3
customer demands, increasing 62
customer dissatisfaction *see* complaints by customers
customer diversity 112

9780170400268

customer expectations 104–5
matching, beverage service 176
meeting 110
customer-focused workplaces 109
customer inquiries 115–16
establishing the nature of the inquiry 115
recording 115
sources of information 115
timeframes to respond to 116
types of 115, 139–40
customer needs 104–5
categories 104
establishing 106–7, 137, 176
factors influencing 104
matching to products or services 110
customer preferences 104
customer service 61, 104–5
additional requests 141–2
establishing quality customer service 111–12
food and beverage service 126, 138–48
in the hospitality industry 105
industry approaches to service delivery 61
policies and procedures 112–15
safety and hygiene 138
standards of 109
tailoring to a range of customers 143
what does it involve? 61
work practices and quality assurance 68
customers 102, 134–7
complaints by 20, 46, 98, 114–15, 116–19, 146
developing rapport 112
with dietary requirements 104, 238
with different service requirements 103–4
difficult or abusive 114
establishing contact with 112–14
farewelling 137, 146
feedback from 79, 87, 111, 119, 149
and food allergies 16, 141–2
greeting and seating 135
illness and injury 48
interacting with 102–19
and security 46
serving 135–7, 143, 144
with special needs 103, 112–14, 143
techniques for approaching 112
types of 102–3
cutlery 131
à la carte setting 129
table d'hôte setting 130
cuts and abrasions 6
cutting surfaces 195–6
see also chopping boards
cyclic menus 123, 235

D

dairy free options 238
dairy products 207–8, 210
damaged food, signs of 13
dangerous goods 27, 43
data codes 214
Death Cap mushrooms 18
debriefing 149
decaffeinated tea 154
decision making 26, 118
décor 132
deep-fried foods 247, 248
deep fryers 105, 248
deep frying 247–8
cooking temperature and time 248
effects on nutritional value of food 248
principles and practices 248
problems 261
degustation menu 123
delays or deficiencies in service 107, 111, 145–6
delivery to the table (beverages) 177
demitasse 161
departments, sections or work areas (hospitality establishments) 58–9
interrelationships between 59
occupational areas/job titles 59
deteriorated food, signs of 13
dietary requirements 104, 238
difficult customers 114
dining areas
re-setting for next day 149
setting up 127–30
dinner 122
direct discrimination 74
direct feedback 79
direct steaming 256
discrimination 74–5
consequences of 75
policies and procedures to eliminate 75
dishwashers 285
disinfecting/disinfectants 278–9
displayed food 295, 310–11
disposable gloves 284
dissatisfaction *see* complaints by customers
docket books 141
doneness 252
doppio 163
dosing (coffee) 168, 186
dough 208, 209
dough cutters 198
drinks order 135
drips, avoiding/removing 266
DRSABCD (first aid principles) 51
dry heat cookery methods 213, 240–1
dry ingredients 209, 210, 212
classification 221
storage 314
weighing and measuring 224
dry processing (coffee) 162
dry store 314
dry storerooms and cupboards, cleaning 277
dusters 284
duty of care 25, 51
duxelles 222

E

economic costs of workplace injury 24
economic significance of hospitality industry 63
effective questioning 54–5, 91
effective verbal, non-verbal and written communication 91, 107
EFTPOS 147
eggs 306
elderly 103
electric mixers 203
electrical cleaning equipment 285–6
electrical tagging 43
electricity 44, 85
versus gas 239
electromagnetic radiation 258
electronic communication 108
electronic ordering systems 141, 177
electronic records 45, 46
email 92
emergencies 47, 48
DRSABCD first aid principles 51
and manageable first-aid 48
procedures to follow 49–51
recording and reporting 51
responding to 49
role of personnel in 51
seeking assistance 49

emergency contact numbers 49
emergency exits 49
emergency signals and alarms 49
emergency situations 49
emergency tasks 82
emotional needs 104
empathy 104
employee groups 73
employees *see* staff
employer groups 72–3
employers
  dealing with discrimination and harassment 75
  and EEO 72
  and quality assurance 67
  responsibilities 71
employment 69–76
  awards, agreements and contracts 71
  career pathways 69–70
  codes of conduct 72
  discrimination, harassment and bullying 73–5
  employer and employee rights and responsibilities 71–2
  equal employment opportunity 72, 95
  industry body roles and functions 72–3
  types of 71
end of service period
  preparation for next service period 149
  tasks and procedures 127, 148
end of shift duties 127, 149
energy efficiency 85, 180, 232, 263, 289
English breakfast 122
enterprise agreements 71
Environmental Health Officers (EHO) 297, 299
environmental hygiene 7
environmentally sustainable practices 77, 85–6, 146, 179, 180, 232–4
  cooking processes 263–4
  when cleaning 288–90
Epipen 15–16
equal employment opportunity (EEO) 72, 95
equipment
  accuracy 65
  baking 241
  boiling 244
  braising 246
  for cleaning 283–6
  cleaning of 275–6
  correct placement 42
  deep frying 105, 248
  disassembling and reassembling 287
  faulty, reporting 287–8
  grilling 249
  for making espresso coffee 170–1
  for making non-alcoholic beverages 155–60
  meat preparation 230
  microwaving 259
  poaching 250
  preparation, food and beverage service 131–2
  processing orders 140–1
  roasting 252–3
  safe use 43, 206
  security 45
  shallow-frying 254
  steaming 256
ergonomics and posture 42–3
Escherichia coli (E. coli) 17
espresso, meanings 161
espresso (short black) 163
espresso coffee 161, 162
  consistency in quality 189
  equipment 170–1
  ingredients 186
  making 168, 186
  milk types 166
  mise en place 185
  monitoring 187
  preparation 185–7
  sensory analysis 167–8, 187
  service 185, 188–9
  serving 176–7
  styles 163–6
  sugar and accompaniments 189
  workstation 185
espresso coffee machines
  cleaning and maintenance 172–3
  dangers when working with steam 175
  preparation for service 171, 185
  problems with 173, 174
  safety checks 171
espresso recipe 168, 187
ethical issues 64–5
evacuation 49, 50
evaluating coffee 167–8, 187
external customers 102
extraction (espresso) 161, 168, 186, 187

F

face-to-face communication 107
Fair Work Act 2009 (Cwlth) 66, 73
families 103
family service style 121
farewelling 137, 146
farinaceous dishes 243, 245
The Farm Byron Bay 233–4
feathered game 209
feedback 75, 78
  benefits of 78, 87, 119
  dealing with 79
  from customers 79, 87, 111, 119, 149
  from supervisors and colleagues 79, 111
  responsibility to provide and use 79
  types of 78–9
filleting fish 231
filleting knife 194
filter baskets 161, 170, 175
filter coffee 152
finfish 209
fire blankets 50
fire evacuation plan 50
fire extinguishers 50–1
fire fighting, basic process 50–1
fire hose and reel 51
first aid 26, 48, 51
  DRSABCD principles 51
first in, first out (FIFO) 214, 294, 315
fish 209, 212, 231, 305
  filleting 231
fixed equipment 204–6
flat white 164
flavour (coffee) 168, 187
flavoured milk 153
flavoured tea 154
flavourings 208, 223
float 149
floor scrubber 285
floors, cleaning 274
flours 208, 210
food
  carrying and placing plates 144
  collection from the kitchen 143–4
  plating and presentation 266
Food Act 2003 (NSW) (as amended) 9, 64, 80, 138, 215, 268, 282, 297
food allergens 13, 14

9780170400268

food allergies 15, 141–2, 238
  anaphylactic treatment 15–16
  common symptoms 15
  emergency responses 15
  when a customer has an allergy 16
food and beverage attendant 124
food and beverage department 58
food and beverage manager 123
food and beverage personnel, roles 123–4
food and beverage service 120–50
  closing down after 126–7, 148–50
  in the local area 125
  policies and procedures 125–7
  preparing for 125–6, 127–34
  providing service to customers 126, 138–48
  workflow 139
food-borne illnesses 3, 9, 16–18, 312, 322, 324
food businesses
  approved suppliers 323
  compliance 296–300
  food safety programs 297, 301–3, 322
  inspections of food and premises 297
  nomination of a food safety supervisor 297
  notification of the operation of 296
food containers 155
food contamination *see* contamination
food display 295, 310–11
food disposal 296, 312–13, 325
food handlers 11–12, 18, 295
  and Food Standards Code 312
  legislative and regulatory requirements 300
  reporting by 20
food handling 6
  safe work practices 7, 292, 293–6, 302–3
food hazards 6–7, 20, 307
  actual 306
  eliminating and minimising 7–8
  potential 306
  see also potentially hazardous foods
food hygiene *see* hygiene
food inspection upon delivery 308
food poisoning 4, 16–18, 19, 294
food poisoning bacteria 17, 317
food preparation 209–12
  and cookery, logical sequence 219
  mise en place 216
  safe and hygienic work practices 214–34, 295, 309
  time and task management 218–20
  work instructions 217–18
food preparation areas 4, 275
food preparation equipment 192–207
food preparation surfaces 6, 275
food presentation 264–7
  considerations when plating food 265–7
  importance to the dining experience 264
  industry and workplace standards 267
food processors 203
food production *see* kitchens
food quality and freshness indicators 210–12
food recall 312
Food Regulation 2015 (NSW) (as amended) 9, 64, 138, 297
food safety
  compliance 9–12
  factors affecting 6–7
  monitoring, reporting and recording 20–1, 322
  in retail food service businesses 292
  support programs that contribute to 323–5
  workplace policy and procedures 322
  see also legal requirements for food hygiene and safety
food safety programs 11, 297, 301–3, 322
  documentation 302–3
  essential elements 301
  main components 302
  see also HACCP
food safety supervisors 11, 12, 297
food safety temperature guide 4, 8, 14, 15, 17, 232, 305, 313, 316
food service, hygiene 5, 295
food spoilage 292
  conditions leading to 14–15
Food Standards Australia New Zealand 10, 293
Food Standards Australia and New Zealand Act 1991 297–8
Food Standards Code 9–10, 64, 297, 312, 322
food storage
  environmental conditions for 313–15
  and handling 15, 209–12, 232, 294, 305
  recommended guidelines 314
  and stock control 308
food storage areas 4, 276–7
food types 207–14
food waste 290, 296, 324–5
formal discussions (WHS) 31
formal feedback 79, 119
formal meetings (WHS) 31
formal reports 21, 29
frappes 153
free-pour coffee art 189
freezers, cleaning 276
French press/plunger coffee 152
fresh fish 212, 232
fresh foods, storage 314
fresh meat 232
fresh poultry 232
fridges, cleaning 276
fritter batter 223
front office 58
front-of-house areas and kitchen, workflow 139
front-of-house staff 102
  active listening 106
  busy periods 177
  delivering an additional level of service 110
  meeting customers' expectations 110
  organisation of work 109
  product and service knowledge 110
  providing information to customers 115, 139–40
  role 107
  seeking assistance or referring customers 110
  teamwork with back-of-house staff 138
  timing and response times 109
  see also waitstaff
frozen fish 212, 232
frozen meat 232
frozen poultry 232
frozen storage 314
fruit 209, 211
  classifications 220
  preparation 220
fruit-based beverages 153
full breakfast 122
full cream milk 166

full-time work 71
furniture and fittings 43, 127

G

gambling/gaming, responsible conduct of 65
gaming department 59
Gaming Machine Act 2001 (NSW) 65
garbage *see* waste management/ waste disposal
garlic press 199
garnishes
food 264, 267
non-alcoholic beverages 188–9
gas 85
versus electricity 239
gas bottles 44, 160
gas monitoring alarm systems 160
Gen Y and hospitality 81
general food items 209, 212
gestures 95
glass-washing machines 157
glassies 124
glassware 131, 156, 160, 188
gloves 4, 5, 6, 284
gluten intolerance 238
golden brown 257
graters 199
gratinating 249
grease marks, avoiding/ removing 266
green practices 85
Green Table 68
green tea 154
greeting and seating customers 135, 136
griddles 206
grievance procedures 76
grilled foods 249
grilling 248–50
effect on nutritional value of food 249–50
principles and practices 249
problems 261
grinding and grind size (coffee beans) 168, 186
group handle 170
guests 102
Guide Dogs 103

H

HACCP 8, 9, 297, 304–5
application of HACCP practices 313
certification 67, 68
criticial control points (CCPs) 304, 305, 308–13
and food hazards 306–7
and food safety programs 11, 301
implementing 313
key principles 304–5
and potentially hazardous foods 305–6
work practices associated with 8
ham 211
hand tools 197–202
hand washing 5, 295–6
handover 150
harassment 73, 74, 85
hazard, definition 35, 292
hazard analysis 304
Hazard Analysis and Critical Control Points *see* HACCP
hazard identification 35–6
hazardous substances 43
code of practice 27
handling, application, labelling, transport and storage 43
safe use and storage 281–2
safety data sheets (SDS) 43
waste management 291
see also dangerous goods
headware 324
health
breaches 33
definition 24
health and safety committee 31
health and safety representative 31
hearing-impaired customers 113
heat transfer methods 239–41
height of food 266
hepatitis A 18
herbal tea 154
herbs 221
high-risk foods 13, 14
hiring illegal immigrants 64
Hog's braille menu 114
hospitality, definition 56
hospitality industry
allied industries that support 56
current and in-trend products and services 61
current issues affecting 62
customer service 61
departments, sections or work areas 58–9
economic and social significance 63
employment 69–76
environmental issues 85
ethical issues 63–4
general features 56–7
legislative requirements 64, 65–6, 88
potential hazards 35
recording and reporting in 87–8
report on safety 38
sectors within 57
working in the 63–8
Hospitality Training Network (HTN) 73
hospitality workers *see* staff
hospitality workplace, typical tasks 82
host or hostess 124
hot chocolate 153
hotels 121
housekeeping department 58
human resources department 58
Hunter Culinary Association 73
hygiene 292
beverage preparation 178, 180
commercial kitchens 269
environmental 7
food and beverage service 5
kitchen equipment 206
personal 5, 6, 215, 278, 302, 324
and safety 138
hygienic work practices 4–5
compliance 9–12
consequences of poor hygiene 4
importance of 3
poor, reporting 20
see also safe and hygienic work practices

I

ice bucket 156
ice machines 158
ice scoop and ice tongs 156
iced chocolate 153
iced coffee 153
identifying and accessing relevant information 54
immerse 250
implementation of solution within an acceptable timeframe (complaints) 118
improvement notice 29
in-room dining attendant 124
in-trend products and services 61–2
incidents 47, 48
recording and reporting 51
responding to 49
inclusiveness 94

9780170400268

incorrect storage and handling 4, 8, 14, 15, 17
indirect discrimination 74
indirect steaming 256
individual preferences 142
individuals
differences between individual and team goals 78
relationship with the team 78
role in WHS consultation 33
see also staff
induction programs 18–19, 39, 77
industry accreditation schemes 67, 68
industry bodies, primary role and function 72–3
industry currency 61–2, 78
inert gases 44
infectious diseases 6
informal discussions (WHS) 31
informal feedback 79, 119
informal reports 21, 29
information on the industry 54–6
research skills to obtain 54–5
sourcing and using 55
initiative, taking 26
injuries *see* workplace injuries
instant coffee 152
instant tea 154
intellectually disabled customers 113
internal customers 102
interpersonal skills 76
interpreting and using information 55
intolerances 141–2
intranet systems 55

J

jardinière 228
jigger/shot glass 156
jugs 171
juicers 158
juices 153
julienne 227

K

kettles 158
keys/access pass 45
kitchen equipment *see* equipment
kitchen scissors 198
kitchens 58
cleaning 268–91, 323
cleaning equipment 281–7
collection of food from 143–4
food preparation equipment 43, 192–207
and front-of-house areas, workflow 139
waste management 289–91
knife-handling techniques 192–3
knife-sharpening techniques 195
knives 155, 192
carrying in public places 196
parts of 192
safe work practices 196
storing 196
types of 194
washing 195
knock box 170

L

ladles 201
lamb 211, 230
land ownership and access requirements 65
larding 246
latte art 161, 189
legal requirements for food hygiene and safety 9–10, 64, 297–8, 300
consequences of non-compliance 10, 11, 322
see also local councils; NSW Food Authority
legal requirements in the hospitality industry 64, 65–6
confidentiality and privacy 88
consequences of non-compliance 68
legal requirements for work health and safety 27–8
consequences of non-compliance 28–9
safety signs, symbols and barricades 29, 30
letter sent by post 92
level of authority 114, 118
light (lite) milk 166
lighting 132
linen 132
cleaning 273–4
hygiene 5, 269
sorting 274
liquid petroleum gas (LPG) 44
Liquor Act 2007 (NSW) 65
Listeria 17
local councils
food safety regulations and inspection regimes 297, 299–300
mobile food vendors regulation 269
notification of the operation of a food business 296
and NSW Food Authority 10, 297
regulations 65
and work health and safety 25
local knowledge 139
location of facilities 139
locking up 149
long black 163
look (coffee) 187
lost property registers 46
lunch 122

M

macchiato
long 164
short 164
macedoine 228
maintenance department 59
maintenance program to prevent contamination 323
maître'd 124, 135
management staff, role in WHS consultation 31
mandolin 199
manual cleaning equipment 283–5
manual handling 278
code of practice 28, 42
recommended weight limits 42
techniques 41–2
manual ordering systems 141, 176–7
Margan Estate – environmental stewardship 179
marinades 223, 246
meals, serving 144
measuring
dry and wet ingredients 224
temperature 171, 224, 252, 319–20
meat 209, 211
equipment used in preparing 230
second-class cuts 242
standard cuts 229–30
storage 211, 232, 305
Meat Standards Australia (MSA) 67
meat thermometer 252
mechanical equipment 203–4
mediation 97, 98
melon baller 198
menus 135
features 139
options 139
types of 122, 123, 235–7
microbiological contamination 14
microwaved foods 259, 260

microwaving 258–60
cooking times 260
effects on the nutritional value of food 260
principles and practices 260
problems 262
milk 207, 210, 251, 305
textured 166, 167
types of 166
milk-based beverages 153
milkshake makers 158
milkshakes 153
mirepoix 228, 246
mise en place 125
espresso coffee 185
food preparation 216
non-alcoholic beverages 180–1
misunderstandings and conflict 96–8
causes of 96
resolution strategies 97–8
mobile food vendors 268–9
mocha 165
mocktails 153–4
moist heat cookery methods 213, 240–1
molluscs 209
monitoring
critical control points 304
food safety 322
work health and safety 30, 37
morning tea 122
mouli 199
muddle stick 156
multi-tasking 84
service periods 137, 144–5
music 132

N

'name and shame' list (NSW Food Authority) 10, 270, 298
napkins 127, 130, 132, 135
National Measurement Act 1960 (Cwlth) 65
naturally poisonous foods 18
needle test 252
negative environmental impact, strategies to reduce 288
negative feedback 75, 79
negotiation 97, 118
netting 252
new customers 102
non-alcoholic beverages 151
consistency in quality 189
equipment used in making 155–60
garnishes and accompaniments 188–9
industry standards for taste, temperature and appearance 155
ingredients 182
issues with quality 184
measuring and calculating quantities 184
methods used to prepare 183–4
mise en place 180–1
pre-preparation 181
preparation 180–4
range of 151–4
service 188–9
serving 176–7, 181
using standard recipes for 154–5
workstation 181
see also espresso coffee
non-compliance consequences
food hygiene and safety 10, 11
hospitality industry 88
work health and safety 28–9
non-espresso coffee styles 151–3
non-routine tasks 82
non-verbal communication 90–1, 107
NSW Food Authority 9, 64, 68, 282, 293
inspection of food businesses 297
and local government 10, 297
and mobile food vendors 269
'name and shame' list 10, 270, 299
role in food safety 298
'Scores on Doors' ratings 300
NSW Workers Compensation Commission 26

O

observation 107
occupational licensing 67
offcuts, using 232
oil (coffee) 187
online information systems 55
oolong tea 154
open questions 54, 91, 107
Open Table (restaurant booking app) 128
opinions 77
oranges, segmenting 227
order taking 135–7, 176–7
accuracy in 140
consequences of incorrect 140
orders
calling of 177
delivery to the table (beverages) 177
processing 140–2
organic milk 166
organic tea 154
organic waste recycling systems 290
organisational costs of workplace injury 25
ovens 204–5
overbooking 63–4
overlays 132

P

packaged food 310
packaging food 311
paddock to plate 293
palette knife 194
pan frying 253
pancakes 223
paring knife 194
Parisienne scoop 198
parsley, chopped 221
part-time work 71
passive individuals 96
pastas 209, 244
pasteurised 207
pastries 209
pastry 209
pastry brushes 201
pathogenic bacteria 307
payment processing methods 147–8
paysanne 228
peelers 156, 197
penalty notice 29
people with disabilities 75, 103, 112–14
perishable foods, storage 209–12, 294
person conducting a business or undertaking (PCBU) 28, 31
selection, use and maintenance of PPE 41
personal attributes 76
personal health 6, 20, 324
personal hygiene 5, 6, 215, 278, 302, 324
personal presentation 76, 324
personal protective equipment (PPE) 41, 269, 278
personal reflection 78
pests and pest control 5, 7, 20–1, 277, 287, 323, 324
physical contamination 14
physical hazards 307

9780170400268

piccolo latte 165
pierce (food) 259
piping bags and nozzles 201
placement of food (plating) 266
planning (time and task management) 84, 219
  range of tasks 84
plated service 121
plates
  carrying and placing 144
  clearing 144–5
plating and presenting food 266
plunger coffee 152
poached foods 250, 251
poaching 250–1
  cooking temperature and time 251
  effects on nutritional value of food 251
  principles and practices 251
  problems 262
pod/capsule coffee 152
poisonous foods 18
policies
  definition 112
  see also workplace policies and procedures
polishing cutlery 132, 133
polishing glassware 132, 133
poor hygiene, consequences 4
pork 211, 230
portafilter baskets 161, 170, 175
portafilter/group head 161
portion control 224–5, 232, 265–6
portion size 265, 266
positive feedback 78, 79
post-mix gun 159
post-mix systems 159
  dangers 160
  safety for workers and customers 160
posture, correct 42
potatoes, baking 243
potential food hazards 306
potentially hazardous foods 13, 204, 269, 305–6
  critical control points 308–13
  temperature zones for safe handling and storage 15, 305, 313, 316
  'two-hour/four-hour' rule 319
poultry 209, 212
  standard cuts 230
  storage 212, 232, 305
pour over coffee 153
pourers 156
pre-heating 242
pre-service briefings 134
precision cuts 227–8, 266
preparation lists 217–18
preparing for food and beverage service 125–6, 127–34
preparing for food service 214–34
presenting and sorting information 55
presenting the account 147
preserved foods, storage 314
pressurised water hose/cleaner 296
prioritising tasks 84
privacy
  dining environments 132
  records 66, 88
Privacy Act 1988 (Cwlth) (as amended) 66
pro-rata basis 71
problem solving 26, 117
procedures
  definition 112
  see also workplace policies and procedures
processing orders 140–2
product and service knowledge (staff) 110
product recall 14
professional associations 25, 73
prohibition notice 29
prosecution 29
Protection for the Environment Operations Act 1997 (NSW) 288
protocols when reporting 30
providing quality service 108–11, 126
pubs 121
puck (coffee) 170, 187
Pulpmaster 290
pulses 210, 245
purchasing manager 60

Q

quality assurance
  and staff 67
  work practices and customer service 68
quality customer service, establishing 111–12
quality improvement in hospitality 87
quality service 108
  and business success 109
  characteristics and benefits 109
  and communication 110
  establishing 61
  providing 108–11, 126
questioning techniques 54–5, 91, 107

R

radiation 239, 240
rainwater tanks 85
rapport 112
re-setting tables 145
ready-to-eat items 4
recommendations 64
record keeping *see* workplace records and documents
recyclable products, using 232
recycling 85, 86, 232, 264, 289, 325
reflective questions 54–5, 91, 107
refractometers 168
refreshing 244
refrigeration 157
refrigerators, cleaning 276
register, balancing the 149
regular customers 103
regulations 9, 27, 64, 65, 138, 297
regulatory bodies 9
reheating food 310
religious beliefs 142
repeat customers 103
replenishing 149
reporting
  emergencies 49
  faulty/damaged equipment, utensils or serviceware 287–8
  food hygiene and safety 20–1, 322
  injuries and incidents 29–30, 49
  in the workplace 88
research skills to obtain and use information 54–5
reservations 127, 128, 135
resources efficiency 263, 289
respect 95
Responsible Conduct of Gambling 65
Responsible Service of Alcohol 65
Restaurant and Catering Australia 25
restaurant manager 123
restaurants 121
resting 252
restriction or retention of moisture (butter) 208
rhubarb leaves 18
rice 209, 210
rice milk 166
ricers 199
risk, definition 35
risk assessment 35–7
risk assessment matrix 37
risk control (hierarchy) 36
risk elimination 36

risk management 35–7
code of practice 28
risk minimisation 36–7
ristretto 163
roasted foods 252, 253
roasting 252–3
coffee beans 162
cooking temperature and time 253
effect on nutritional value of food 253
principles and practices 253
problems 262
robusta coffee beans 161, 162
rolling pin 202
room temperature 133
rostered activities 82
Rotavirus 18
routine tasks 82
roux 257
rubbish bin liners 285

S

safe and hygienic work practices 277–8
baking 241–2
boiling 244
braising 246
cooking processes 260, 309
cooling food 309–10
deep frying 248
food handling 292–6, 302–3
food preparation 214–34, 232, 295, 309
food storage 209–12, 294, 308
grilling 249
microwaving 259
mobile food vendors 269
poaching 250
reheating food 310
roasting 253
shallow-frying 254
steaming 257
stewing 258
Safe Work Australia 25, 26
notices issued for non-compliance 29
safe work procedures and practices 39–44
safety
behaviour 77
beverage preparation 178, 180
breaches 33
definition 24
gas cylinders/gas alarms 160
and hygiene 138
kitchen equipment 43, 206–7
knives 196
working with steam 175
see also food safety
safety data sheets (SDS) 43, 279
safety signs, symbols and barricades 29, 278, 284
legislative requirements 29
meaning of colour and shape 29, 30
placement and position 29
SafeWork NSW 25, 26
monitoring and reporting 29–30, 49
salamanders 205
sales and marketing department 59
Salmonella 17, 19, 317
sanitising 5, 269, 278, 279, 323
sanitising agents 279
sauces 225–6, 252, 264, 266–7
sauteing 247, 253
Savour Australia 68
school canteen, investigation 13
'Scores on Doors' ratings (NSW Food Authority) 300
scourers and scrapers 283
Scratchleys, sustainable design 86
scrubbing brush 283
seafood 209, 212, 231
storage 212, 232
seasoning the pan 254
seating customers 135, 136
seating plans 83
second-class cuts of meat 242
sectors within the hospitality industry 57
security 45–7, 59
buildings 46
definition 24
documents and records 45, 46
equipment 45
in the event of an emergency 49
people 46
stock and supplies 46
workplace policy and cash handling procedures 45
security breaches 33
potential breaches in hospitality workplace 45
reporting to appropriate personnel 47
strategies to deal with 47
seeking assistance or referring customers 110
segmenting an orange 227
sensitivity 95
sensory analysis, coffee 167–8, 187
serrated knife 194
service
beverages and coffee 156, 176–7, 181, 185, 188–9
see also customer service; quality service
service delivery, industry approaches 61, 109
service periods (casual dining) 120, 122
end of 127, 148
handling multiple requests during 137
pre-service briefings 134
preparing for 127–34
preparing for next 149
times and requirements 122
service review 149
service utensils 132
serviceware 132, 188, 265
cleaning 273
damaged 287–8, 325
serving 135–7
beverages 143
meals 144
serving trays 143, 156, 171, 178
set/function menus 123, 235, 237
setting up
dining area 127–30, 149
furniture and fittings 127
waiter's station 131
settings
à la carte 127–9
table d'hôte 130
sexual harassment 74
shallow-fried foods 254, 255
shallow-frying 253–5
cooking temperature and time 255
effects on nutritional value of food 255
principles and practices 255
problems 262
sharpening knives 195
shelf life 310
shellfish 209
shift manager 123
short black 163
shortening 207
shower screen 168
signage 29, 30, 92, 278, 284, 302
silicone spoons 201
silver service 124
simmering 244
single-origin coffee 162

9780170400268

single-use items, storage and display 321
sitting and standing positions 42
size and shape of food 266
skim milk 166
slicers 204
slotted spoons 200
smallgoods 209, 305
smoothies 153
smorgasbord/buffet 121
social costs of workplace accidents 24
social media 61, 62, 89, 92
solanine 18
solar panels 85
sommelier 124
sources of information 54, 55
soy milk 166
sparkling water 154
spatulas 194, 200
special (dietary) requests 104, 238
special needs customers 103, 112–14, 143
special occasions 142
specials menu 123, 235
speech-impaired customers 113
spiders (utensil) 200
spills, avoiding/removing 266
spoons 200, 202
spores (bacteria) 316–17
spring water 154
staff 76–9
  clothing 324
  codes of conduct 72
  collegial working relationships 90, 110
  complaints by 76
  dealing with constructive feedback and criticism 75
  duties and responsibilities for a particular job role 77–8
  and EEO 72
  feedback 78–9
  impact of personal values, opinions and ethics 77
  interpersonal skills 76
  keys/access pass 45
  maintaining currency 78
  multiskilling and upskilling 61
  personal attributes and work ethic 76
  personal hygiene and health 5, 6, 20, 215, 278, 302, 324
  personal presentation 76, 324
  and quality assurance 67
  rights and responsibilities 72
  role in emergencies 51
  role in improving skills and productivity 87
  role in WHS consultation 33
  security measures 46
  service delivery 61
  training *see* training
  see also front-of-house staff
stainless steel knives 192
standard cuts
  meat 229–30
  poultry 230
Standard operating procedures (SOPs) 39–40
standard recipe cards 217, 266
standards 9–10, 27
  of customer service 109
  for food presentation 267
standing time 259
Staphylococcus aureus 17, 317
Star Ratings Australia 67, 68
steak, abbreviations for cooking 142
steam, working with 175
steamed foods 256, 257
steaming 256–7
  cooking temperature and time 257
  effects on the nutritional value of food 257
  principles and practices 257
  problems 262
stewed foods 257–8
stewing 257–8
  cooking temperature and time 258
  effects on the nutritional value of food 258
  principles and practices 258
  problems 262
stir-frying 254, 255
stirrers/swizzle sticks 156
stock and supplies 46
stock rotation 214, 294, 315
stock syrup 251
stovetops 205
strainers 156
style of service (casual dining) 120, 121
submerge 250
sugar thermometers 224
sugars 209
supervisors, feedback from 79, 111
sustainability in the workplace 77, 85–6, 146, 179, 180, 232–4, 263–4, 288–90
sweating 254
sweetness (coffee) 168
Sylvania bakery, food poisoning case 19

T

table d'hôte 123, 235
  setting 130
table items 132
table service 121
table settings 133
  à la carte 127, 129
  table d'hôte 130
tablecloths 132
tables
  and chairs 127
  clearing 144–5
  re-setting 145
tableware 131, 132
tailoring service to a range of customers 143
takeaway cups and lids 188
takeaway food packaging 232
taking the order *see* order taking
tampers/tamping 161, 168, 171, 175, 186
tangible needs 104
tap water 154
task management 84
task rotation 42
task sheets 217–18
tasting menu 123
team goals 78, 93–4
teams 77–8, 90
  definition 93
  in hospitality 93
teamwork 77, 78, 111, 138
  benefits 93
  characteristics 93
  definition 93
  and delivery of quality work 94
  importance of 93
teapots 156
teas 154
  brewing 183–4
technology 88–9
  effect on duties and service 88–9
  role of current and emerging 89
  selection and use 89
  use of 61, 62
telephone communication 92, 107–8
temperature
  cooking 242, 248, 251, 253, 255, 257, 258
  of food and crockery 265

measurement 171, 224, 252, 319–20
monitoring 321
room 133
temperature danger zones 4, 8, 14, 15, 17, 232, 316, 318
and 'two-hour/four-hour' rule 319
temperature probes 319–20
temperature zones for safe handling, holding and storage 15, 305, 313, 316
text messages 92, 93
texture of food 266
textured milk
characteristics 166
producing 166, 167
theft 45, 46
thermometers 171, 224, 252, 319–20
calibration 320, 323
cleaning 320
use of 320
thickshakes 153
three-plate technique 144
time and task management 84
beverage preparation 180
food preparation 218–20
time and temperature controls, to ensure microbiological safety 316–18
time-constrained customers 104
time efficiency 219
timeframes to respond to enquiries 109, 116
timing, food and beverage service 138, 177
tipping 64
tongs 200
tools, safety considerations 43
toxins, bacterial 16–17, 317
trade unions 25, 33, 73, 76
training 324
customer service 61
for health and safety representative 31
induction programs 18–19, 39, 77
Responsible Conduct of Gambling 65
Responsible Service of Alcohol 65
safe and hygienic work practices 277
transporting food 311–12
trellising 249
trussing 246, 252
Turkish coffee 152
turned vegetables 228
'two-hour/four-hour' rule 319
two-plate technique 144

U

UHT milk 166
unions 25, 33, 73, 76
United Voice, Liquor and Hospitality Division 25, 73
unpackaged food 310, 311
unsafe work practices 20, 33
urns 159
utensils 197–202, 265
baking 241
boiling 244
braising 246
cleaning 273
damaged 287–8
deep frying 248
grilling 249
microwaving 259
poaching 250
roasting 252–3
shallow-frying 254
steaming 256
stewing 258

V

vacuum cleaners 286
validity of information 55
values 77
veal 211
vegan options 238
vegetables 209, 211
classifications 220
preparation 220, 245
vent 259
verbal communication 90, 91, 107
verbal reports 21, 29, 119
verification (HACCP) 305
viable solutions (to complaints) 118
viral contamination of food 16–17, 18
vision-impaired customers 103, 113, 114
visitors
local information 139–40
and security 46
to Australia 113
volume of espresso 168
vulnerable customer groups 296

W

waiter's friend 156
waiter's station, items in 131
waitstaff 1, 124, 138, 139
abbreviations on orders 143
additional requests 141–2
carrying and placing plates 144
clearing tables 144–5
collecting food and beverages from kitchen and bar 143–4
delays or deficiencies in service 145–6
local knowledge 139–40
location of facilities 139
menu features and options 139
multitasking and prioritising 137, 145–6
order taking 135–7, 140
processing orders 140–1
serving beverages 143
see also front-of-house staff
walls, cleaning 274–5
Waste Avoidance and Resource Recovery Act 2001 (NSW) 288
waste bins, cleaning 277
waste management/waste disposal 5, 7, 44, 85, 180, 263–4, 268, 289–91, 324–5
see also food waste
waste-minimisation techniques 232, 263
water efficiency 85, 180, 263, 289
water extinguishers 50
waters (drinks) 154
weighing dry and wet ingredients 224
wet ingredients, weighing and measuring 224
wet processing (coffee) 162
wheelchairs 103
white stews 257
white tea 154
whole fresh fish 212
window squeegee 284
windows, cleaning 275
wok 254
wooden spoons 202
work ethic 76
Work Health and Safety Act 2011 (NSW) (as amended) 27, 28, 138
Work Health and Safety Regulation 2011 (NSW) (as amended) 27, 138
work health and safety (WHS) 24–5
acting within your responsibility 26
compliance 27–30
consequences of non-compliance 28–9
and the environment 44
as everybody's responsibility 25
induction training 39

9780170400268

- key bodies involved 25
- legal requirements 27–8
- monitoring and reporting 29–30
- participation and consultation 25
- person conducting a business or undertaking (PCBU) 28, 31, 41
- safety signs, symbols and barricades 29, 30, 278, 284
- sources of information 25–6
- *see also* safe work procedures and practices

work health and safety (WHS) audit 31, 32
work health and safety (WHS) consultation 31–3
- code of practice 28
- health and safety committee 31
- health and safety representative 31
- importance of identifying and reporting 33
- opportunities for workers to provide input 31
- roles and responsibilities 31, 33
- taking part in 34

work instructions 41
- clarifying and understanding 83
- opportunities to read and follow 83
- sources containing 82–3

work practices 79–88
- associated with HACCP 8
- environmentally sustainable 77, 85–6, 146
- food handling 7
- implementation and maintenance 79–80
- poor, effects of 82
- strategies to improve 87

work standards
- for hospitality 80
- implications for not adhering to 81
- value of 80

work surfaces, cleaning 6, 275
workers *see* staff
workers compensation insurance 28–9
workflow
- effects of poor 219
- features of effective 219–20
- food and beverage service 139
- kitchen and front-of-house areas 139

workflow plan 218
working in the hospitality industry 63–8
- employment 69–76

working with others 77–8, 90–4
workplace diversity 94–6
- benefits 94
- culturally appropriate work practices 95
- effective cross-cultural communication skills 95–6
- importance of respect and sensitivity 95
- need for tolerance 95
- strategies for promoting 95

workplace hazards, reporting 33
workplace injuries
- baristas 169
- common 48
- costs of 24–5
- strategies to reduce 48
- see also accidents

workplace policies and procedures 11, 41
- cleaning 282
- conflict management 98
- customer service 112–15
- EEO 72
- emergencies 49
- food and beverage service 125–7
- food safety 322
- handling of customer complaints 114–15, 116–17
- recording and reporting 88
- related to compliance 67
- to eliminate bias and harassment 75
- to prevent contamination 18–19

workplace protocols 93
workplace records and documents 41, 43, 87–8, 325
- accidents, incidents and emergencies 51
- customer complaints 119
- customer inquiries 115
- food safety program 302–3, 305, 322
- pest control program 323, 324
- safety data sheets 43, 279
- security 45, 46

workstations
- coffee preparation 185
- non-alcoholic beverages 181

written communication 91, 107
written reports 21, 30, 119

Y

yeast products 208
yoghurt 208

Z

zesters 156, 198

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