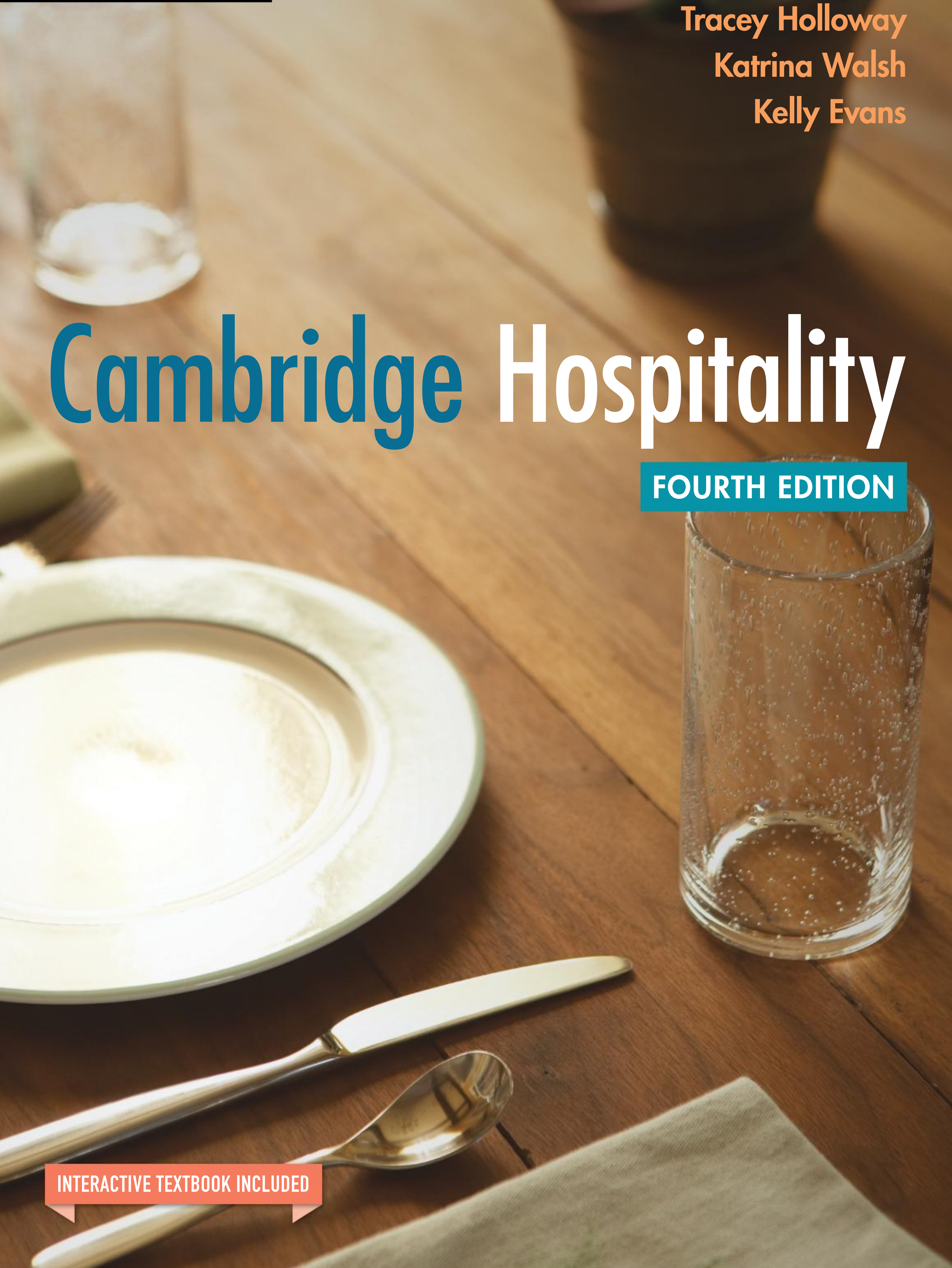
CAMBRIDGE

Tracey Holloway
Katrina Walsh
Kelly Evans

Cambridge Hospitality

FOURTH EDITION



INTERACTIVE TEXTBOOK INCLUDED

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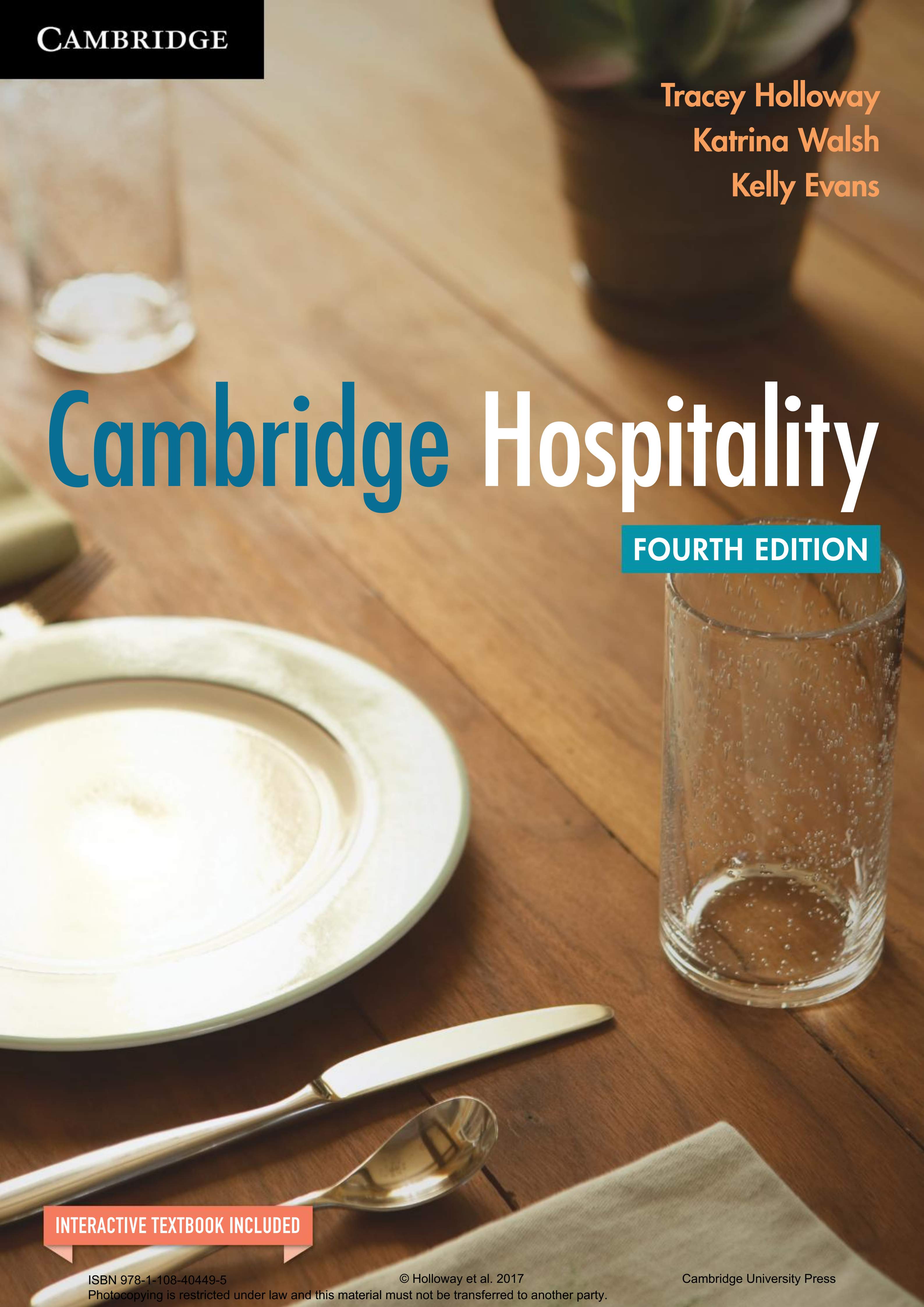

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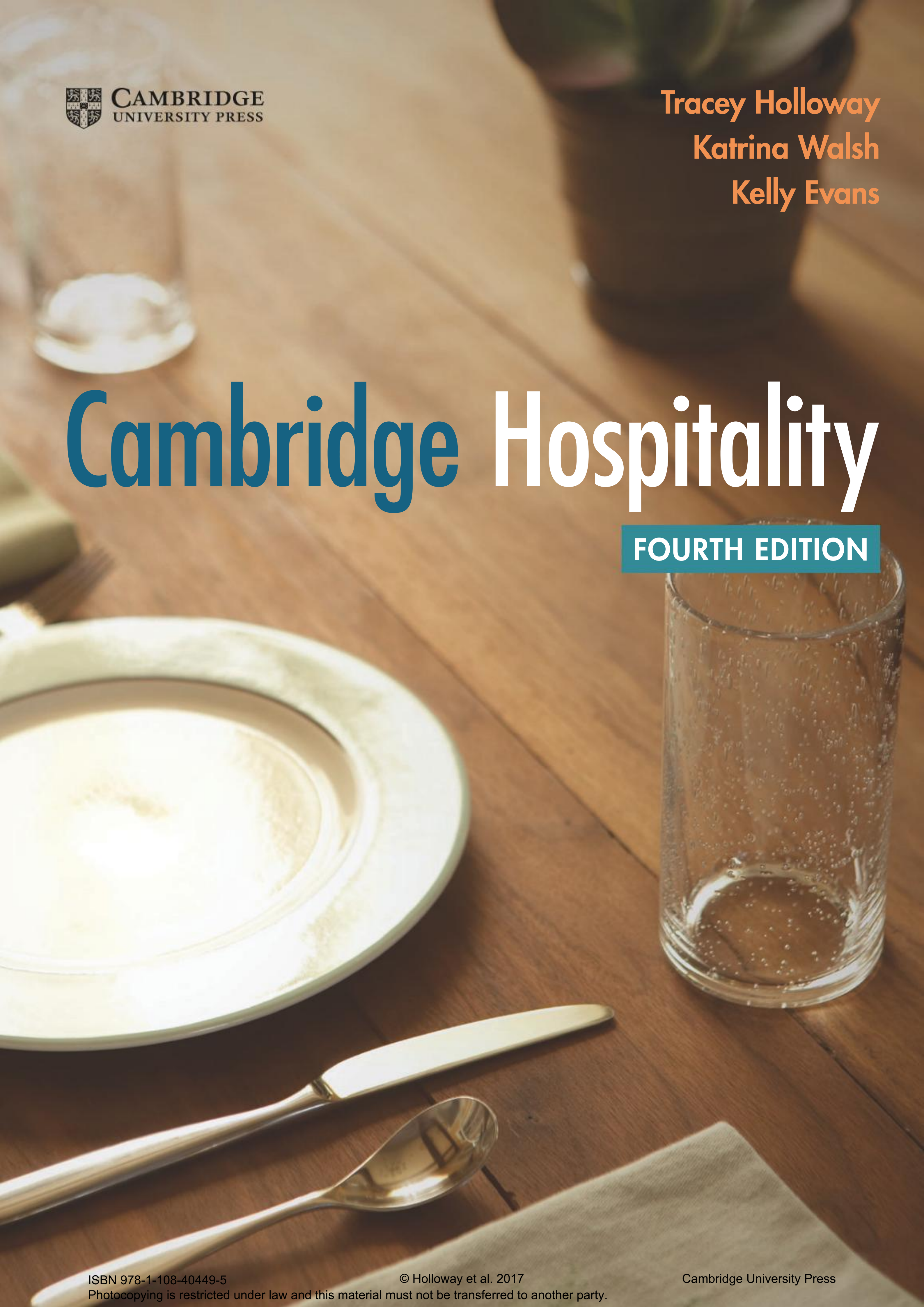

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Please be aware that this publication may contain images of Aboriginal and Torres Strait Islander peoples now deceased. Several variations of Aboriginal and Torres Strait Islander terms and spellings may also appear; no disrespect is intended. Please note that the terms 'Indigenous Australians' and 'Aboriginal and Torres Strait Islander peoples' may be used interchangeably in this publication.

Contents

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Interactive textbook contents

Elective units

Available in the Interactive Textbook:

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

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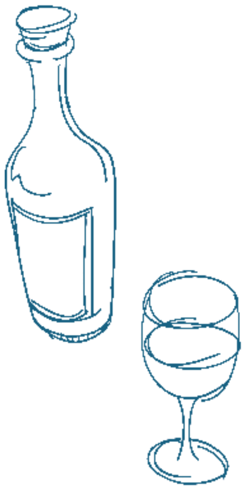
Introduction



Congratulations on choosing *Cambridge Hospitality Fourth Edition*. This edition has been completely updated to meet the requirements of the Tourism, Travel and Hospitality Training Package. It also meets the requirements of the 2016 NSW VET Hospitality Curriculum Framework.

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

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

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Options within the HSC Hospitality Curriculum Framework

The HSC Hospitality examination – option

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

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

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

Work placement – mandatory

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

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Using Cambridge Hospitality

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

1 Student Book

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

2 Interactive Textbook

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

3 Teacher resource material

Accessed through Cambridge GO, the teacher resource package contains a wide range of material to support students and teachers, including:

- unit tests for each chapter
- assessment tasks and practical assessments for many chapters
- additional activities for mandatory units of competency in the Kitchen Operations and Cookery stream and Food and Beverage stream.

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Tracey Holloway (BEd) is the Head Teacher, Home Economics at Singleton High School, where she has been Relieving Deputy Principal for the past two years. She is currently involved in the hospitality field at regional and state levels in New South Wales. Tracey has been on the HSC Hospitality Examination Committee. Tracey was awarded the Premier's Teacher's Scholarship in 2016 and previously the Minister of Education Award for VET in Schools Teacher. Through her dedication to and passion about the field of hospitality, and Aboriginal education, she has won many regional and state awards.

Katrina Walsh

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

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

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Mandatory units of competency

Hygiene

Unit	Unit code	Unit title
1	SITXFSA001	Use hygienic practices for food safety

Safety

Unit	Unit code	Unit title
2	SITXWHS001	Participate in safe work practices

Working in the hospitality industry and workplace

Unit	Unit code	Unit title
3	SITHIND002 and BSBWOR203	Source and use information on the hospitality industry Work effectively with others

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Mandatory units of competency – Hygiene

Unit 1

Use hygienic practices for food safety

Unit code: SITXFSA001

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

10 hours

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Unit overview

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

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• interpret organisational documents or diagrams relating to: – organisational food safety programs – hygiene and food safety procedures – hazard analysis and critical control points (HACCP) practices.
Oral communication skills to:	• accurately report hygiene hazards and non-compliant organisational practices.

Key terms

Act
anaphylaxis
code of practice
contaminant
contaminate
cross-contamination
danger zone
environmental hygiene
feral animals
food handling procedures
food safety
food poisoning
hazard
hygiene
hygiene hazard
hygienic practices and procedures
personal hygiene
potentially hazardous
Regulation
sanitation and cleaning procedures
Standard
storage
waste-disposal

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1.1 Follow hygiene procedures and identify food hazards

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

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

hygiene a high level of cleanliness

Personal hygiene is the first step in the prevention of **hygiene** risks. Personal hygiene is about being clean as a person – you, the employee or employer, paying extra attention to your physical cleanliness and appearance to ensure that no harmful micro-organisms (e.g. bacteria) or objects (e.g. hair) can be transferred from you to your customers. The human body can provide places for disease-causing germs and parasites to grow and multiply. These places include the skin and in and around the openings to the body.

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

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

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

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

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

Hygiene procedures are essential in kitchen operations and cookery, housekeeping, laundry, and food and beverage service. Procedural guidelines have been set down by relevant government bodies to ensure that an industry-wide benchmark is maintained. Hygiene procedures include regular hand-washing, wearing of appropriate and clean clothing and ensuring that personal hygiene is of a very high standard. These procedures assist with the safe and hygienic handling of food and beverages, and avoid **cross-contamination** in food preparation

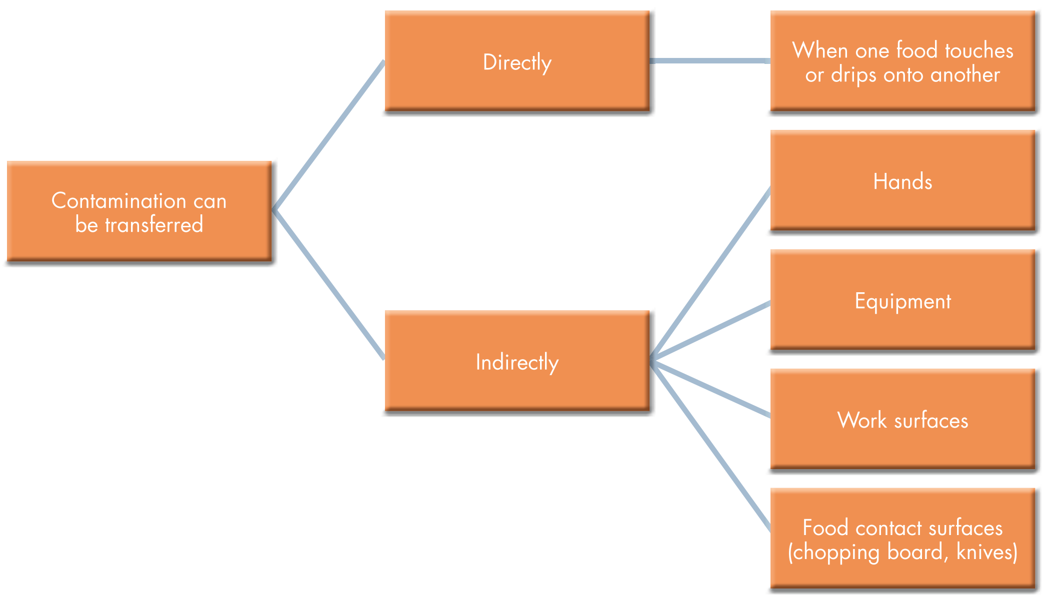

Figure 1.1 Direct and indirect contamination

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

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

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

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

and **storage** areas. Other hospitality tasks, including **waste-disposal**, **sanitation and cleaning procedures**, and the safe handling and disposal of linen and laundry, must follow correct procedures. Always use cleaning materials, cloths and equipment to avoid transferring micro-organisms.

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

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

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

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

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

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

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

Figure 1.2 Cleaning and sanitising surfaces removes germs and other contaminants.

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Figure 1.4 How to hand-wash – WHO factsheet

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Golden rules of personal hygiene

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

Note: Prevent cross-contamination by washing hands:

- Wash hands at appropriate times and follow hand-washing procedures consistently.
- Wash hands using appropriate facilities. Wash your hands after cleaning, using the bathroom or between different jobs.

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

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

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

Step 4: Rinse off under hot water.

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

Figure 1.5 Correct procedure for washing hands

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When to wash your hands

1. When hands are visibly dirty
2. Before you eat
3. Before you prepare food items
4. After touching raw meats like chicken or beef
5. After contact with any body fluids like blood, urine or vomit
6. After changing infant or adult nappies
7. After touching animals or pets
8. After blowing your nose or sneezing
9. After going to the toilet
10. When you start a new task or job

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

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

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

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

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

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

Figure 1.6 Follow food safety procedures

Figure 1.7 Safe garbage disposal is also very important for maintaining good hygiene.

ACTIVITY 1.1

1. What are the differences between cleaning and sanitising?
2. You have noticed that the new staff member isn't following personal hygiene rules needed for working within the food industry.
   a. How will you deal with this situation?
   b. Design a poster of rules for all staff to adhere to.

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Hygiene for specific areas

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

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

Note: ALWAYS remember to:

hygiene hazard potential problem or danger that relates to the cleanliness of people and premises. May include contamination from equipment, utensils or food handlers involved in the manufacture of food products.

- promptly report unsafe practices that breach hygiene procedures
- identify food hazards that may affect the health and safety of customers, colleagues and yourself
- remove or minimise the **hygiene hazard** and report as appropriate for follow-up.

Important points to remember about personal hygiene

- Hands should be washed following correct hand-washing procedures.
- Do not touch your mouth during food preparation, as saliva contains germs.
- Coughing and sneezing spread germs, so always use a handkerchief or tissues, and wash hands immediately after sneezing or coughing.
- Shower or bathe daily and use deodorant.
- Cover all cuts and sores with a secure waterproof dressing and change it regularly. If wearing dressings on your hands, use disposable gloves.

Advise your employer immediately if you have an illness or medical condition that impairs your ability to handle food safely without contaminating others.

Hazards impacting food safety

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

It is also important to ensure that all staff act within their level of authority to ensure all standards are met. Employees and employers are able to take the initiative, problem-solve and be proactive in decision-making to ensure that they maintain a consistent approach to their work standards. If problems or issues arise, they should be reported to the relevant person. Knowledge of monitoring and reporting systems is important for all employees to establish protocols for reporting incidents. These methods may include formal/informal reporting, descriptions of incidents to supervisors through verbal/written reports and registering the report using logs and filing systems.

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

Potential hygiene hazards

Hygiene hazards are preventable when staff are properly trained and use correct work procedures/guidelines. The hazards are related to mishandling of beverages and food in contact with unhygienic work surfaces. Some hygiene risks can cause food poisoning and are potentially fatal.

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Personal hygiene risks include:

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

The following strategies are important for minimising personal health risk issues:

- Report any personal health issues. Any food handler with symptoms or a diagnosis of an illness (such as vomiting, diarrhoea or fever) must report that they are ill to their employer or supervisor.
- Report personal health issues likely to cause a hygiene risk.
- Report incidents of food contamination resulting from personal health issues.
- Do not handle food if there is a reasonable likelihood of food contamination as a result of the illness.
- Cease participation in food handling activities where your own health issue may cause food contamination. If continuing to engage in other work on the food premises, take all practicable measures to prevent food from being contaminated.
- Notify a supervisor if you know or suspect that you may have contaminated food.

Environmental hygiene risks include:

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

Work practices risks include:

- not following work health and safety guidelines
- the food safety program not being adhered to
- personal and work hygiene requirements not being fulfilled when in contact with food
- an inability to complete or perform routine cleaning schedules.

Figure 1.8 Be aware of all potential hygiene hazards.

Prevent food contamination

- Maintain clean clothes, wear required personal protective clothing and only use organisation-approved bandages and dressings.
- Prevent food contamination from clothing and other items worn.
- Prevent unnecessary direct contact with ready-to-eat food.
- Ensure hygienic personal contact with food and food contact surfaces.
- Use hygienic cleaning practices that prevent food-borne illnesses.

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Use of gloves

The Food Standards Code does not require food handlers to use gloves. Even when wearing gloves, in many situations it may be preferable to use utensils such as tongs or spoons. Gloves must be removed, discarded and replaced with a new pair in the following circumstances:

- before handling food
- before handling ready-to-eat food and after handling raw food
- after using the toilet, coughing, sneezing, using a handkerchief, eating, drinking, or touching the hair, scalp or body.

Hazard Analysis Critical Control Points (HACCP)

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

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

A HACCP system requires that potential hazards are identified and controlled at specific points in the process. This includes biological, chemical or physical hazards. Any company involved in the manufacturing, processing or handling of food products uses HACCP to minimise or eliminate food safety hazards in its products.

HACCP systems must be based on the seven principles articulated by the National Advisory Committee on Microbiological Criteria for Foods (NACMCF). The seven principles are:

1. **hazard** analysis
2. critical control point identification
3. establishment of critical limits
4. monitoring procedures
5. corrective actions
6. record-keeping
7. verification procedures.

hazard potential problem or danger; in the case of food, this may relate to contamination from the growth of micro-organisms and/or contamination from equipment, utensils or food handlers involved in the manufacture of food products

To complete the HACCP process, a HACCP food safety audit is necessary. This must be conducted by a team of individuals with specific knowledge and expertise appropriate to the product and process.

The HACCP team may need assistance from outside experts with knowledge of potential biological, chemical and/or physical hazards associated with the product and processes.

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

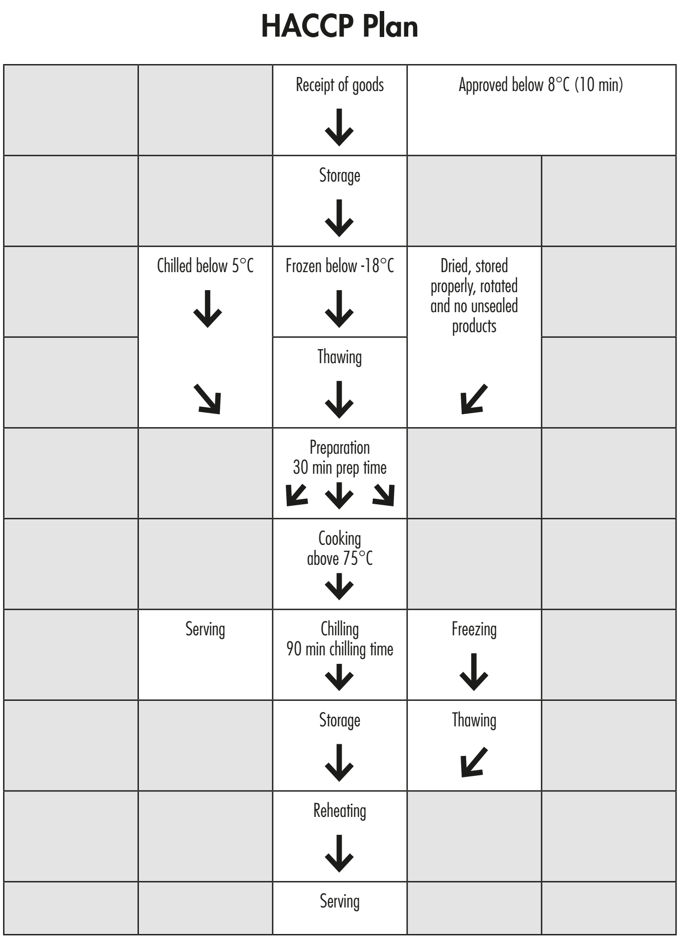

Figure 1.9 Developing a HACCP food safety plan

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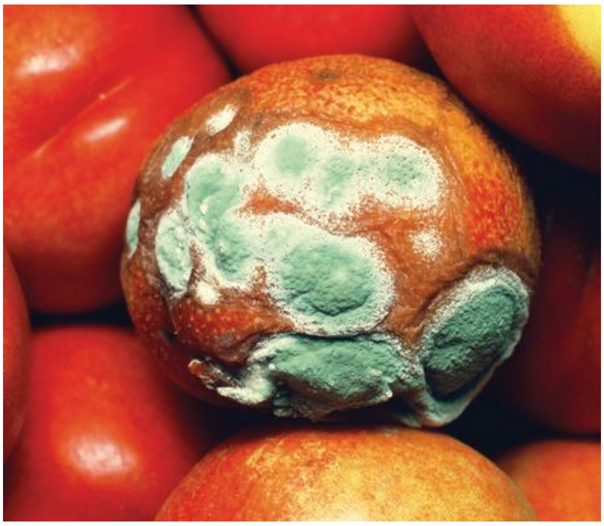
ACTIVITY 1.2

Complete a HACCP plan for the preparation of the following meals:

1. chicken schnitzel burger
2. ham, cheese and tomato toasted sandwich
3. salt and pepper squid and green salad
4. pulled pork and coleslaw roll.



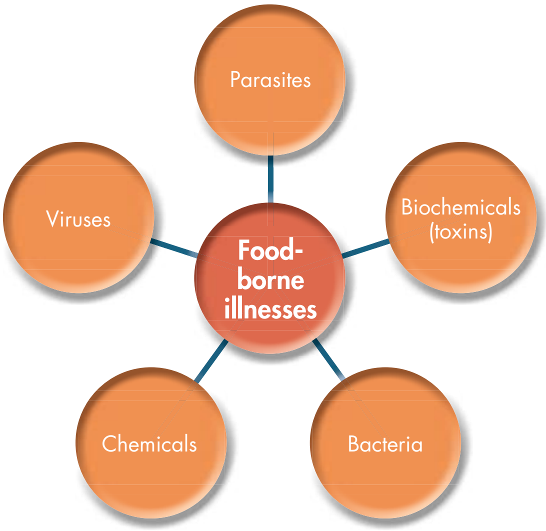


Figure 1.10 Contributors to food-borne illnesses

Figure 1.11 A food-borne illness occurs when a disease is spread through food.

Hygiene legislation, regulations and compliance

Standard a document setting out specifications, procedures and guidelines; designed to ensure that products, services and systems are safe, reliable and consistent

code of practice a practical guide to achieve the standards of health and safety required under the model *Work Health and Safety (WHS) Act* and model WHS Regulations. Codes of practice provide duty holders with guidance on effective ways to manage WHS risks.

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

The NSW food industry is subject to requirements outlined in the:

- Australia New Zealand Food **Standards Code of Practice** (FSANZ)
- *Food* ***Act*** *2003* (NSW)
- Food **Regulation** 2015.

Other laws that relate to food, and promotion and packaging, are enforced by other agencies, including:

- the *Trade Practices Act 1974* (Cth) – enforced by the Australian Competition and Consumer Commission (ACCC)
- the *Fair Trading Act 1987* (NSW) – enforced by NSW Fair Trading
- weights and measures – enforced by the National Measurement Institute.

The *Food Act 2003* (NSW) (as amended) is the primary law governing food for human consumption in New South Wales. Its main aim is to protect the health of the public by preventing the sale of unsafe food. You can download a full copy of the Act from the NSW Food Authority website and it should be read in conjunction with the Food Regulation 2015 (NSW) (as amended).

Act a specific term used for a codified set of rules and regulations passed by the parliament

Regulation a rule of order with the force of law, prescribed by a superior or competent authority, relating to the actions of those under the authority's control. Regulations are issued by various federal government departments and agencies to carry out the intent of legislation enacted by parliament.

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The Food Regulation 2015 (NSW) (as amended) underpins the Food Authority's food regulatory work, which aims to reduce the incidence of food-borne illness linked to certain food sectors in New South Wales.

This regulation is important to the food industry, as it sets minimum food safety requirements for food industry sectors that have been identified as higher risk: meat, dairy, seafood, shellfish, plant products, egg and vulnerable persons.

The purpose and intent of these national and state/territory food safety laws, standards and codes are to protect the employer, employee and consumers, and to ensure hygienic work and food safety practices are adhered to.

Hygiene laws and regulations must be adhered to by all food handlers, as they are legally obliged to follow and meet their obligations by preparing and providing food safely for all consumers. Another legal obligation for food handlers is the HACCP process (see page 11).

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

Important note

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

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

Figure 1.12 For information on food safety supervisors, go to the NSW Food Authority website.

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

ACTIVITY 1.3

Research the *Food Act 2003* (NSW) and Food Regulation 2015 (NSW) and write a summary of each in order to demonstrate to a potential employer that you have a full understanding of the importance of both pieces of legislation to the hospitality industry.

Food Standards Australia New Zealand (FSANZ) is an independent statutory agency established by the *Food Standards Australia New Zealand Act 1991*. The revised Food Standards Code came into effect on 1 March 2016. It is an integrated food regulatory system involving the governments of Australia and New Zealand. FSANZ sets food standards for both countries, which means Food Standards Australia New Zealand (FSANZ) is a bi-national government agency. It develops and administers the Australia New Zealand Food Standards Code, which lists requirements for foods, such as additives, food safety, labelling and genetically modified (GM) foods. The enforcement and interpretation of the Code are the responsibility of state and territory departments and food agencies within Australia and New Zealand.

The aim of FSANZ is a safe food supply and well-informed consumers. FSANZ also develops

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food standards and joint codes of practice with the industry, covering the content and labelling of foods sold in Australia and New Zealand. All these regulations help consumers to feel secure when purchasing goods.

The NSW Food Authority is another regulator of food safety. It is Australia's first and only integrated through-chain food regulatory agency. The NSW Food Authority is responsible for regulating and monitoring food safety across the entire food industry supply chain in New South Wales – 'from paddock to plate'.

The Food Authority plays a vital role in protecting the health and wellbeing of the people living in and visiting New South Wales by:

- mitigating food safety risks
- rapidly responding in the event of a food safety incident
- improving the clarity and accessibility of food information
- providing education, training and technical information to consumers and the industry.

Another important role is that of the environmental health officer.

Environmental health officer

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

Environmental health officers may perform the following tasks:

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

Health inspections

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

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

Importance of a food safety supervisor

The role of a food safety supervisor (FSS) is to prevent individuals from becoming ill from **food poisoning** as a result of incorrect handling and preparation of food.

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

Statistics show that incorrect food handling practices in retail food businesses account for more than one-third of food-borne illness outbreaks in New South Wales, costing the community hundreds of millions of dollars each year in health care and lost revenue.

Appointing an FSS gives food businesses a better level of onsite protection for food safety and gives consumers peace of mind when dining out or buying food in New South Wales.

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The FSS requirement applies to retail businesses that process and sell (prepare and serve) food that is:

potentially hazardous
food that has to be kept at certain temperatures to minimise multiplication of any food-poisoning bacteria that may be present in the food or to prevent the formation of toxins in the food

- ready to eat
- **potentially hazardous** (i.e. needs temperature control)
- *not* sold and served in the supplier's original package.

Examples of businesses include restaurants, cafés, takeaway shops, caterers, bakeries, pubs, clubs, hotels and supermarket hot food sections.

Since 1 September 2015, to be certified as an FSS for a food premise in New South Wales and issued with a valid certificate, a person must have attained required units of competency from an approved RTO under the FSS program. FSS certificates expire five years from the date of issue.

The FSS requirement does not apply to businesses licensed by the NSW Food Authority; nor does it apply to:

- coffee vendors that only heat milk
- not-for-profit community and charitable causes
- school canteens (primary or secondary)
- boarding schools
- children's services (childcare centres)
- out-of-school-hours care services
- correctional centres
- supermarkets (if heated food is not sold)
- food business premises that only do one or more of the following activities:
  - slice fermented meats or smallgoods, or both
  - slice or portion cheese, or both
  - process raw seafood
  - slice or portion fruit or vegetables, or both.

Health and hygiene requirements of food handlers

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 (e.g. cutlery, plates). A food handler may be involved in food preparation, production, cooking, display, packing, storage or service.

Suppliers that fail to comply with product bans, standards or mandatory reporting requirements may face enforcement action that attracts fines and pecuniary penalties under the Australian Consumer Law. Breaches of the product safety regulations attract fines and penalties.

Other consequences could be loss of business reputation, business and financial loss, customer complaints, illness or possible loss of life.

It is therefore important for the application of workplace policy, procedures and regulatory requirements to be embedded into daily job roles in the workplace to ensure food safety within the hospitality industry. It is then the responsibility of the FSS and food handler to ensure that food safety laws, standards and codes are addressed.

Figure 1.13 Food safety supervisor and food handler

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Table 1.1 Contact information for food-related complaints

Complaint about:	Contact:
retail businesses (except butchers) or food poisoning affecting *one household*	Call the local council where the food business is located
butchers food poisoning in *more than one household* other issues relating to food safety and labelling	Food complaint form (24/7, secure) Contact the NSW Food Authority: 1300 552 406 (8.30am–5.30pm, Monday to Friday) PO Box 6682, Silverwater, NSW, 1811 Interpreter service: call 131 450; ask to speak to NSW Food Authority

Food contamination and food-borne illnesses

Potentially hazardous food is food that has to be kept at certain temperatures to minimise multiplication of any food-poisoning bacteria that may be present in the food or to prevent the formation of toxins in the food.

Signs of damaged, deteriorated, spoiled or out-of-date food

Food can be inedible for many reasons, and it is up to us as consumers to be aware of any signs of damage, deterioration, spoilage or out-of-date packaged foods and their risks.

There are three different types of food contamination: chemical, physical and biological.

All foods are at risk of becoming contaminated, which increases the chance of the food making someone sick. It is important to know how food can become contaminated so that you can protect against it.

- **Chemical** contamination refers to food that has been contaminated by some type of chemical substance. Because chemicals can be very useful when cleaning in the kitchen, they can easily contaminate food. Chemicals must be labelled properly, and should be stored separately from foodstuffs to minimise the risk of contamination. There are also chemicals that occur naturally in foods, like toxins in some fish. In some cases minimal chemical contamination might not actually lead to illness. However, the food handler must always be aware of the presence of chemicals in food and take all reasonable precautions to make sure chemical contamination doesn't happen.
- **Biological** contamination refers to food that is contaminated by substances produced by living creatures – such as humans, rodents, pests or micro-organisms. This includes bacterial contamination, viral contamination and parasite contamination that is transferred through saliva, pest droppings, blood or faecal matter. Bacterial contamination is thought to be the most common cause of food poisoning worldwide, and the best way to protect against it is by maintaining best food safety practices.
- **Physical** contamination refers to food that has been contaminated by a foreign object at some stage of the production process. These objects have the ability to injure someone and can also potentially carry harmful biological **contaminants**, which then cause illness. An additional consequence of physical contamination is the upset caused to the person who finds the object. Things like Band-Aids, fingernails and pieces of cooking equipment are the last thing you want to find in your meal.

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

Conditions conducive to food spoilage and contamination

Food spoilage can be defined as a disagreeable change in a food's normal state. Such changes can be detected by smell, taste, touch or sight. These changes are due to a number of reasons, including air and oxygen, moisture, light, microbial growth and temperature.

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One important cause of food spoilage is oxygen. It can provide conditions that will enhance the growth of micro-organisms; it can cause damage to foods with the help of enzymes; and it can cause oxidation. Oxygen can provide conditions that enhance the growth of micro-organisms. Some bacteria require oxygen for growth (aerobes) while others can grow only in the absence of oxygen (anaerobes). Many bacteria can grow under either condition. Moulds and most yeasts that grow when foods spoil require oxygen to grow; they are found on the surface of foods.

Naturally present enzymes in food are known as oxidising enzymes; they speed up the chemical reactions that lead to food spoilage. This causes browning of vegetables, off-flavours and odours, and is called **enzymatic browning**.

Food spoilage can occur in relative humidity, as moisture can condense on the surface of a product, resulting in many common food defects. Moisture on the surface of a food can also provide an environment for bacteria and moulds to grow and multiply. Physical defects such as cracking, splitting and crumbling occur when excessive moisture is lost from foods.

Water is controlled in foods by micro-organisms, which need water to dissolve the food they use. Water allows the food to get into bacterial, yeast and mould cells, where it is used for energy and growth. Water also allows waste products to escape from the cells (rotting).

Micro-organisms – specifically bacteria, moulds and yeasts – can cause food to spoil. For example, micro-organisms that break down fats in unsalted butter can cause it to become rancid. Bacteria that break down protein in meat result in foul odours. If milk is kept too long or at the incorrect temperature, it will sour.

The general sources of food spoilage micro-organisms are the air, soil, sewage and animal waste. Some micro-organisms that are naturally present on the surface of foods grown in the ground can also cause food spoilage.

Canned foods undergo a sterilisation process to make them shelf-stable. If canned foods are not processed properly, food spoilage (or food safety concerns) may occur. Swollen cans usually contain gas produced by the bacteria *Clostridium*. Sour spoilage without gas is commonly due to *Bacillus*.

Exposing foods to uncontrolled cold temperatures will also cause physical spoilage. The texture and appearance of fruits and vegetables that accidentally freeze and thaw are affected. In fact, spoilage is caused in many foods by temperatures that are not extreme, with cold damage of several fruits and vegetables occurring at common refrigerator temperatures. Defects in produce exposed to cold temperatures include the development of off-colours, surface pitting and a variety of decays. Uncut fresh fruits and vegetables such as bananas, lemons, squash and tomatoes should be held at temperatures no colder than 10°C for best quality.

Most packaged foods with a shelf life of less than two years must have a 'best before' or 'use by' date stamped on the box, wrapper or bottle. The 'best before' date gives you an idea of how long the food will last before it loses quality. A product will remain fresh and of good quality right up to the 'best before' date (and sometimes beyond) if it is properly stored, both at the shop and at your home.

It may still be safe to eat those foods after the 'best before' date, but they may have lost quality and some nutritional value. Foods that should not be consumed after a certain date for health and safety reasons must have a 'use by' date. Bread is an exception – it can be labelled with a 'baked on' or 'baked for' date if its shelf life is less than seven days.

Things to remember

- 'Best before' dates give you an idea of how long foods will last before they lose quality.
- Most products will last beyond their 'best before' date if they are stored properly.
- Foods marked with a 'use by' date must be consumed before that date.

Food allergens

Food allergies occur in around one in 20 children and in about two in 100 adults. Eight things cause about 90 per cent of food allergy reactions:

1 milk (mostly in children)
2 eggs

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3 peanuts
4 tree nuts, like walnuts, almonds, pine nuts, brazil nuts and pecans
5 soy
6 wheat and other grains containing gluten, including barley, rye and oats
7 fish (mostly in adults)
8 shellfish (mostly in adults).

Symptoms of food allergies are usually obvious; however, less common symptoms include infantile colic, reflux of stomach contents, eczema, chronic diarrhoea and failure to thrive in infants.

Many people with food allergies will have an accidental exposure every few years, even when they are very careful to avoid the foods to which they are allergic. Consideration is important at all times in the selection of food being handled and consumed. The difficulties of avoiding some foods completely, leading to moderate and even severe allergic reactions, make it essential to have an ASCIA action plan in place for **anaphylaxis**.

Fortunately, deaths from anaphylaxis due to food allergy are rare in Australia. Most deaths can be prevented by careful allergen-avoidance measures and immediate administration of an adrenaline autoinjector.

anaphylaxis an acute allergic reaction to an antigen (often a foodstuff) to which the body has become hyper-sensitive

Mild to moderate symptoms of a food allergy include:

- swelling of the face, lips and/or eyes
- hives or welts on the skin
- abdominal pain, vomiting.

Signs of a severe allergic reaction (anaphylaxis) to foods include:

- difficult/noisy breathing
- swelling of tongue
- swelling/tightness in throat
- difficulty talking and/or hoarse voice
- wheezing or a persistent cough
- persistent dizziness and/or collapse
- pale and floppy appearance (in young children).

ACTIVITY 1.4

Locate the positions within your school for the ASCIA Action Plan for anaphylaxis and the adrenaline autoinjector. Please read and discuss in class the importance of knowing where these points are in the school and being familiar with the instruction sheets for their use.

All schools have fully trained staff familiar with the use of these plans and devices.

Food-borne illness (food poisoning)

Food poisoning is a food-borne illness – a general term referring to illness transmitted to people by eating food that is contaminated due to incorrect storage and food handling.

The symptoms and health effects of food poisoning can include vomiting, diarrhoea, headaches, stomach cramps and fever. This is a form of spoilage that often cannot be detected just by looking at the food.

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

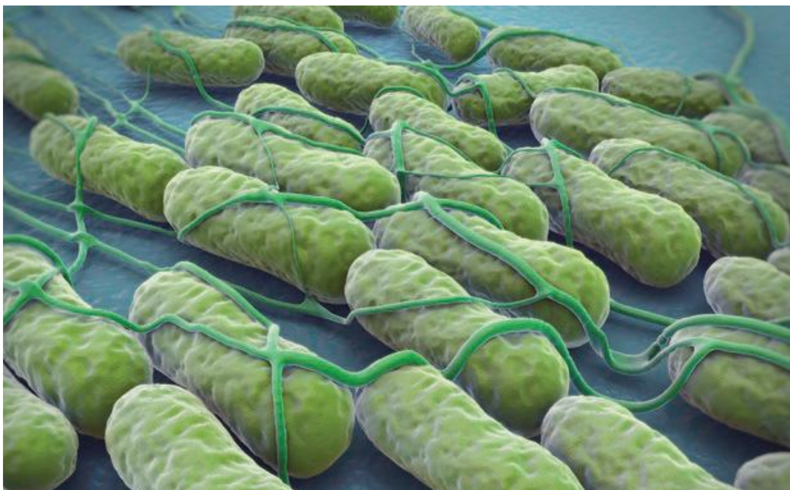

Figure 1.14 Food poisoning is caused by bacteria found in food that has not been stored or handled correctly.

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contamination or incorrect food handling. It may also arise through naturally poisonous food sources, including poisonous mushrooms, puffer fish, roots and some other parts of the elderberry tree.

Figure 1.15 Poor hygiene can result in food poisoning.

Bacteria

Bacteria are living organisms that require certain conditions to grow, including food, water, optimum pH levels, oxygen, correct temperature and time. Bacteria will not grow if one of these conditions is not present. However, bacteria can survive very high temperatures in the form of spores, which can tolerate adverse conditions.

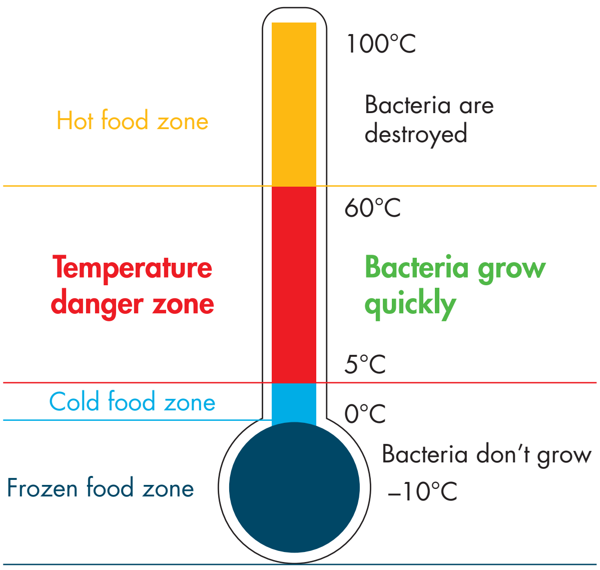

Figure 1.16 The temperature danger zone

At temperatures below 5°C and above 60°C, food poisoning bacteria cannot survive – they will stop growing and die. The higher the temperature, the faster they will die. Temperatures between 5°C and 60°C are known as the **danger zone**.

danger zone temperatures between 5°C and 60°C, which enable the growth of bacteria; this should be avoided in food preparation and storage

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

The following are some common types of bacterial toxins:

- ***Staphylococcus aureus*** is generally a non-fatal form of bacteria toxin that can be found in food. Illness may develop soon after eating and last up to a couple of days. Symptoms may include nausea, vomiting, abdominal cramps and diarrhoea. Foods affected may include non-acid, moist, high-risk foods, which include meat, eggs, dairy products, cream-filled bakery goods, and fish and chicken.

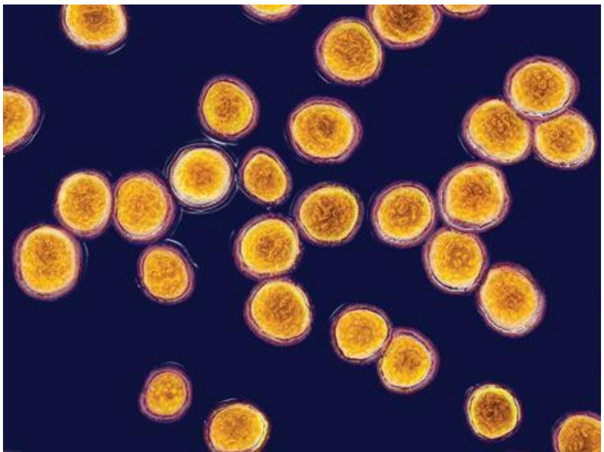

Figure 1.17 *Staphylococcus aureus* under the microscope

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

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

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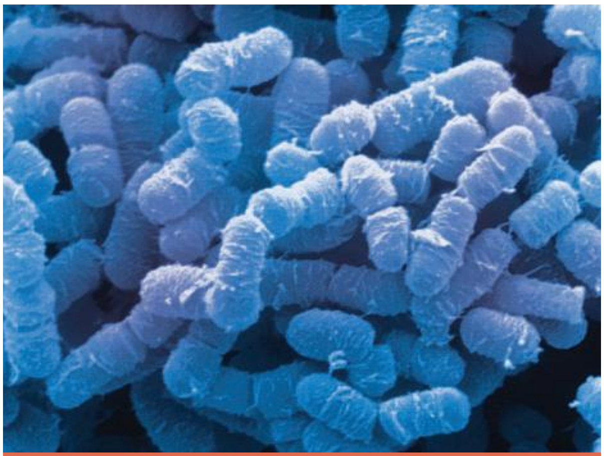

Figure 1.18 The bacterium *Clostridium perfringens* can survive boiling for several hours.

- ***Clostridium botulism*** is a toxin-producing bacterium. Although rarely a cause of food poisoning, it can be fatal. The toxin produced is deadly and works on the central nervous system. It initially causes digestive problems, followed by double vision and constipation, fatigue and headaches, then paralysis, and finally respiratory and heart failure. It is found in low-acid foods in an anaerobic environment, such as processed canned or bottled foods.
- ***Bacillus cereus*** toxin bacteria are naturally found in soil, and can be located in a wide range of foods of both animal and plant origin. The spores can also be found in dry products such as dry soups, spices, dried dairy products, infant formula and seasonings. Fried rice is a common cause of food poisoning due to *Bacillus cereus*. This is because of the long period between boiling the rice and consumption after frying. When a food is heated under normal cooking conditions, the *Bacillus cereus* cells normally are destroyed, but some are resistant to cooking temperatures and can remain in the food. It is important to refrigerate food after cooking, as rapid chilling of foods can prevent spores from germinating and growing. Diarrhoea, vomiting and nausea can last up to 24 hours after ingestion of food.

The following are some common types of bacteria:

- **Salmonella** is the best-known food poisoning bacteria. It exists in several strains, some more potent than others. Salmonella-affected food causes inflammation of the intestine, resulting in nausea, vomiting, abdominal pain, and sudden and frequent diarrhoea. Foods affected include raw meat (especially poultry), raw milk, eggs or meat and poultry that is not cooked properly.
- **Listeria** is a bacterial contaminant of food that is particularly dangerous to pregnant women. Symptoms are flu-like. The foods mainly infected are raw milk, soft cheese and pre-prepared, chilled, ready-to-eat foods such as coleslaw.
- ***Escherichia coli* (E. coli)** bacteria normally live in the intestines of people and animals. Most E. coli are harmless and actually are an important part of a healthy human intestinal tract. However, some E. coli are pathogenic, meaning they can cause illness – either diarrhoea or illness outside of the intestinal tract. The types of E. coli that can cause diarrhoea can be transmitted through contaminated water or food, or through contact with animals or persons.
- **Campylobacteria** is a bacterial contaminant of food found in soil, insects, animals, dairy products and poultry. Campylobacteria does not usually grow on food, as an initial contamination is enough. Campylobacteria causes symptoms similar to Salmonella, including gastric upset with severe abdominal pains and diarrhoea. It can be found in raw meat, raw poultry, raw milk and cream.

The following are some common types of bacteria that are viral:

- **Hepatitis A** is a viral contaminant of food. Drinking alcohol or taking drugs can cause hepatitis. It can also be caused by infectious viruses. Hepatitis A occurs when the hepatitis A virus is taken in by mouth. The virus then multiplies in the liver and is passed in the faeces. An infected person's hands can become contaminated after using the toilet, and the virus then spreads by direct contact, or by food, beverages and other objects that were handled by the infected person, such as cups and spoons. Symptoms include loss of appetite, nausea and vomiting, pain in the liver (under the right ribcage) and jaundice.
- **Rotavirus** is the main cause of serious gastroenteritis in babies and young children

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in Australia. The infection can cause severe vomiting and dehydrating diarrhoea that can lead to shock and death. Immunisation reduces the risk of rotavirus infection, and all children should receive the vaccine. If you are not immunised, you could contract rotavirus if your food, water or hands are contaminated with the faeces of an infected person.

Possible symptoms of food poisoning

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

Prevention of food poisoning

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

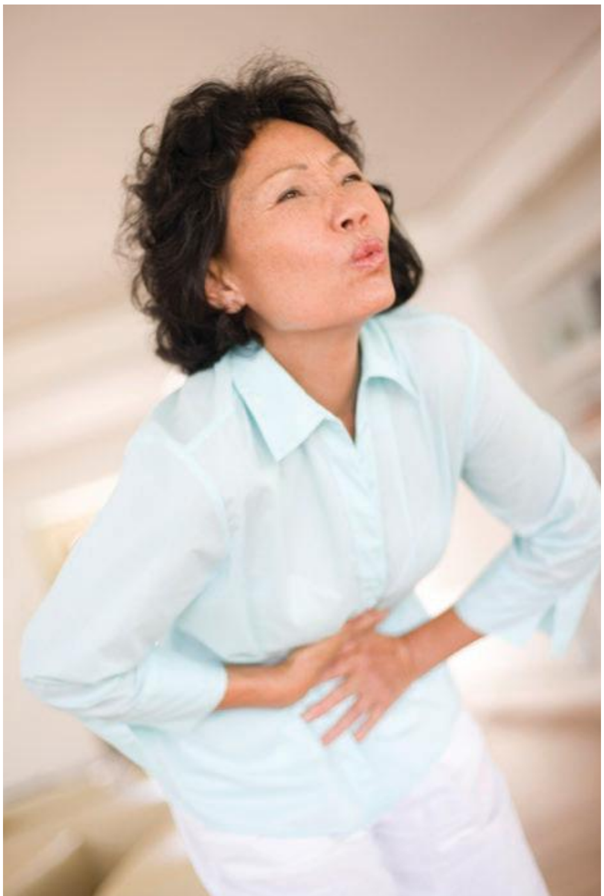

Figure 1.19 Food poisoning can be both unpleasant and dangerous.

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

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

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

Figure 1.20 Appropriate food handling

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

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deal with rats, mice, flies and cockroaches. Linen control includes the handling and laundering of dirty and possibly infectious linen.

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

ACTIVITY 1.5

Food poisoning is headline news when it happens. Research:

- two major incidents within Australia
- two major incidents in the rest of the world.

Summarise your findings.

Figure 1.21 One way in which bacteria can be transferred

Minimising or eliminating hygiene hazards

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

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

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

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

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

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

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

- using sealed, labelled containers with direction for use and first aid directions
- never storing chemicals in old food/drink containers
- always following instructions on containers in accordance with safety data sheets (SDS)
- storing substances in a separate, well-lit and ventilated storeroom
- never mixing chemicals
- using appropriate cleaning practices.

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

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

Reporting

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

What to report

- Food hazards and associated hygiene risks
- Poor hygiene work practices
- Unsafe work practices when working with food
- Personal health issues
- Incidents of food contamination

Types of reports

- Formal and informal
- Written
- Verbal

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

ACTIVITY 1.6

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

- a cool room
- a dry store.

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

Figure 1.22 Report any health issues where there may be a hygiene risk within the environment in which food is being prepared.

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Reporting requirements

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

These requirements for employees relate to personal hygiene, dress and presentation. Extra regulation of dress and hair accessories, jewellery and watches also assists in reducing possible contamination issues among employees. Wearing of clean clothes and policy about personal protective clothing provides all employees with the basic clothing tools to prevent contamination. Washing of uniforms on a regular basis is essential.

One way to prevent contamination of uniform cleanliness prior to work is by not wearing the uniform in transit to work – especially for employers and employees working in food and beverage areas.

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

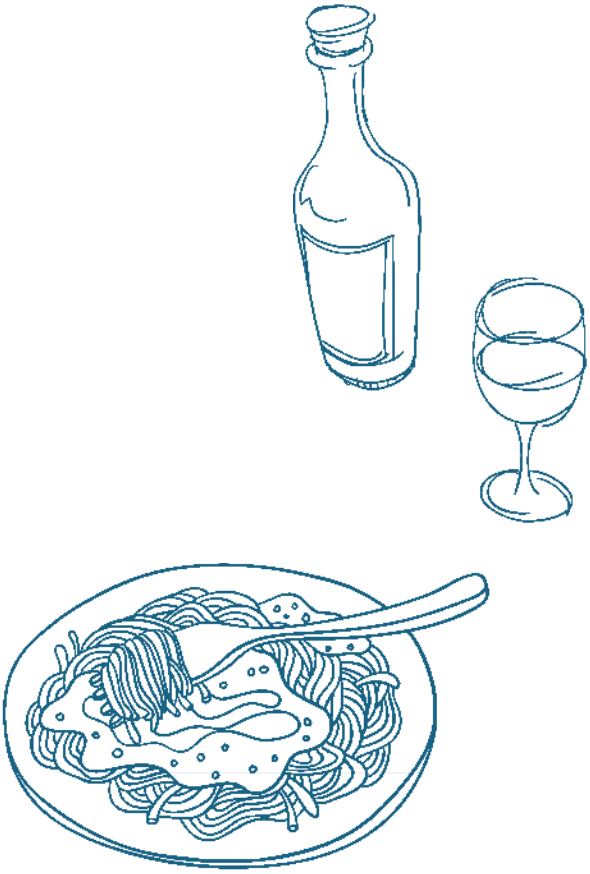
At any stage during a shift, employers and employees may need to locate or use a first aid kit. It is therefore essential that all staff know the location of the kit and how to use its contents. A good general knowledge of first aid is a great asset at any time, and is another qualification to add to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

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

Remember

Always wash and dry your hands carefully.

Figure 1.23 Wash and dry your hands carefully.



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Unit summary

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

- the *Food Act 2003* (NSW) (as amended)
- the Food Regulation 2015 (NSW)
- the role of FSANZ
- the role of the environmental health officer
- HACCP
- the identification of hygiene practices for specific areas and tasks
- personal hygiene standards required in the hospitality industry
- the importance of organisation and housekeeping practices in maintaining workplace hygiene
- the consequences of poor hygiene practices
- reporting of hygiene issues and awareness
- safe handling and storage procedures
- identifying and preventing personal hygiene risks
- environmental hygiene risks
- causes of food poisoning
- types of food poisoning
- understanding of risk management
- personal hygiene standards and practices
- food handling practices and schedules
- correct storage of goods
- cleaning practices
- health issues
- workplace organisation and policies
- awareness of correct hand-washing techniques.

Unit activities

1. Explain why personal hygiene is so important in the hospitality industry.
2. Recall the golden rules of personal hygiene.
3. Explain when it is important to wash your hands when handling food.
4. Personal health issues can cause major contamination situations in the hospitality industry. Explain the hazards and processes in the industry.
5. Deduce how food contamination can be prevented.
6. Describe HACCP.
7. Explain why it is important to have a HACCP system in a hospitality food and beverage establishment.
8. Recall the role of an environmental health officer.
9. The three types of food contamination are chemical, physical and biological. Explain each type, giving examples of each.
10. Compare and state the difference between 'best before' date and 'use by' date.

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Unit 2

Participate in safe work practices

Unit code: SITXWHS001

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

15 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to incorporate safe work practices into your own workplace activities. It requires the ability to follow predetermined health, safety and security procedures and to participate in organisational work health and safety (WHS) management practices.

Foundation skills

Skills	Description
Oral communication skills to:	• report hazards and emergency incidents according to organisational procedures.
Reading skills to:	• interpret workplace safety signs, procedures and emergency evacuation plans.
Writing skills to:	• complete basic template reports about hazards and emergency incidents according to organisational procedures.

Key terms

accident
breach of health, safety and security
consultation
duty of care
emergency
ergonomics
hazard identification
incident
manual handling
work health and safety (WHS)
Occupational Over-use Syndrome (OOS)
participation
personal protective equipment (PPE)
risk
risk assessment
safe work practices and procedures
safety data sheet (SDS)
storage and handling of dangerous goods
suspicious behaviour
workers' compensation

2.1 *Follow workplace procedures for health, safety and security*

Work health and safety/implications of the cost of workplace injury

Figure 2.1 Always put safety first in the workplace.

Definitions

- **Health** – a concept that relates to and describes a person's state of being
- **Safety** – the condition of being protected from or unlikely to cause danger, risk or injury
- **Security** – the state of being free from danger or threat

In New South Wales alone, at least 200 people will die at work in any one year. Almost 60 000 workers are injured or fall sick at work each year, with more than 9000 of them being under 25 years of age. While injuries in the workplace cost the Australian economy more than $60 billion each year, it is important to remember the devastating impact injuries can have at the social, human and organisational levels.

There are many different types of costs associated with these workplace injuries, many of which are not just physical. These costs can be divided into four main areas:

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

Figure 2.2 Workplace health and safety codes prevent workplace injuries.

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

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

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


Figure 2.4 Be alert at all times.


Figure 2.3 Health and safety codes protect employees, employers and customers.


Figure 2.5 Work together to ensure all hazards and risks are identified.

Work health and safety

work health and safety (WHS) concerned with the health, safety and welfare of people in the workplace

Work health and safety (WHS) is everyone's responsibility in the workplace, and everyone's business. Consultation is a legal requirement and an essential part of managing health and safety risks. A safe workplace is more easily achieved when everyone participates. It is important in the workplace that everyone communicates with each other to identify hazards and risks, discuss WHS concerns and cooperate to find solutions.

Key bodies involved in WHS

A number of key organisations and bodies are involved in WHS in New South Wales, including:

- **SafeWork NSW.** Administers and provides advice on the *Work Health and Safety Act 2011 (WHS Act)* and the Work Health and Safety Regulation 2011. SafeWork NSW provides support for work health and safety regulation and Insurance and Care NSW (icare) for workers' compensation insurance.
- **Safe Work Australia.** Leads the development of national policy to improve work health and safety and workers' compensation arrangements across Australia. Safe Work Australia also carries out research and

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promotes consistency in legislation developed by the different states and territories in Australia.

- **Local councils.** The local government *Work Health and Safety Manual* has been developed to assist councils in New South Wales in the implementation of their statutory obligations under the Act and Regulation.
- **Unions.** Union representatives work with employers and employees to improve workplace safety for all Australian workers and their families. Union legal staff commonly represent employees in workers' compensation claims.
- **Professional associations.** Many different professional organisations exist to support and encourage the development and upholding of high WHS standards in all workplaces.

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

Wider duties for consultation and greater powers are given under consultation arrangements in the *WHS Act*.

Key measures include:

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

The *WHS Act* places the primary duty of care and various other duties and obligations on a 'person conducting a business or undertaking' (PCBU). The meaning of a PCBU is set out in section 5 of the *WHS Act*. The PCBU is required, so far as is reasonably practicable, to consult with workers who work for the business or undertaking, or who are likely to be directly affected by a WHS matter. Workers include contractors, subcontractors, labour hire workers and volunteers.

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

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

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

participation taking part in a decision-making process

consultation a legal requirement and an essential part of managing health and safety risks

Participation and consultation allow employers and employees to:

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

Sources of internal and external WHS in the workplace

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

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

- **Workplace/organisation policies and procedures** lay the foundation of a company's culture/environment, and set the rules and guidelines for employees and management. Policies and procedures help organisations to operate safely and efficiently. It is important that these policies and procedures be explained to all new staff at an induction meeting. It is also essential to ensure that all established staff members are kept updated when changes occur.
  - An emergency plan outlines a set of **emergency** situations along with appropriate responses. It lists and explains specific threats and the responses necessary to ensure that all those within the workplace are kept safe in any situation.

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

- **Training manuals and documents** explain all elements of training required for an organisation/business.
- **Operator's manuals** provide all the information needed to operate specific equipment and products. They include instructions for use, set-up, cleaning and general maintenance. They also provide warranty details for products.
- **Work Cover NSW and Australian Safety and Compensation Council (ASCC) publications/ safety alerts** provide current information about creating a safe working environment. They contain safety alerts about which staff members need to be aware, and also provide legal information about laws and regulations that govern the industry.
- **Safe Work Australia** leads the development of national policy to improve WHS and workers' compensation arrangements across Australia.
- **Legislation/regulations/codes of practice** outline legal requirements that employers and employees need to follow in terms of safe work practices – for example:
  - An Act is legislation set down by parliament. Acts bestow general regulation-making powers and allow specific regulations to be made under them.
  - A regulation is a law, rule or other order prescribed by authority, especially designed to regulate conduct.
  - Codes of practice are sets of standards designed and enforced by local government agencies for the protection of public safety and health. They govern things like the structural safety of buildings (Building Code), health requirements for plumbing, ventilation, etc. (Sanitary and Health Codes) and the specifications for fire escapes or exits (Fire Code).
- **Manufacturers' specifications** are detailed, exact statements of particulars, especially statements prescribing materials, dimensions and quality of work for something to be built, installed or manufactured.
- **Local councils** can assist with up-to-date information processes and action required.
- **Unions** provide any information and support to employees and employers.
- **Professional associations** provide information and updates for all employees and employers.
- **The internet, emails and publications** are sources of up-to-date information.

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

Work health and safety compliance

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

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

All workers are protected by the *WHS Act*. This includes employees, contractors, subcontractors, outworkers, apprentices and trainees, work-experience students, volunteers and employers who perform work. The *WHS Act* also provides

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protection for the general public so that their health and safety are not placed at risk by work activities.

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

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

The objectives of the Act are:

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

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

Source: *WHS Act 2011*.

Reasonably practicable

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

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

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Work Health and Safety Regulation 2015 (NSW)

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

The legislation covers the following matters:

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

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

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

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

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

risk assessment an objective evaluation of potential risks

WHS tips

Do:

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

Don't:

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

There are consequences of failure to observe WHS workplace policy and procedures, and legislative requirements (known as non-compliance). WHS legislation provides for a range of corrective processes and enforcement options, including provisional improvement notices issued by health and safety representatives (HSRs), improvement and prohibition notices, and on-the-spot fines issued by the WHS regulator's inspectors, and prosecutions that could result in heavy fines or other penalties.

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2.2 SafeWork

Figure 2.6 SafeWork ensures all workplaces are safe and secure for their workers.

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

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

This directs the person or establishment to stop the activity until the risk has been removed.

Codes of practice (SafeWork NSW)

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

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

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

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

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

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2.3 Recognition and use of standard WHS signs and symbols

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

Legislative requirements

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

Meaning of colour and shapes

- Safety signs must be clear, consistent and conform to Australian Standard guidelines. Picture signs are preferred; however, written signs are acceptable so long as simple language is used.
- Safety signs do not replace or reduce the need for other prevention measures. Education and training are an essential part of any sign system.

There are five main categories of picture signs. They are distinguished by their colour and the shape of the symbols used (Table 2.1).

Table 2.1 Safety signs in the workplace

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

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Appropriate placement and positioning

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

Figure 2.7 WHS signs and symbols

2.4 Monitoring and reporting in relation to workplace safety

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

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

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

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

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

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

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

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SafeWork accident report and monitoring forms include:

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

Incident forms

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

Figure 2.8 All workplace incidents require an incident form to be filled out by those involved.

First aid registers

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

Figure 2.9 Ensure your workplace always has a fully stocked first aid kit.

SafeWork certificates

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

Important note

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

WHS consultation

A WHS consultation is a meeting for deliberation, discussion or decision-making with reference to the *WHS Act*. Consultation is designed to protect the health, safety and welfare of everyone in the workplace. The WHS consultation and participation include opportunities for workers to provide input through:

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- WHS audit
- formal and informal discussion
- WHS inspection
- meeting
- training – the requirements include election and the formation of a health and safety committee or health and safety representative (HSR), and instruction and training on their roles and responsibilities in the workplace.

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

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

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

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

2.5 Health, safety and security breaches

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

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

Types of health, safety and security breaches include the following:

- **The presence of strange or suspicious persons on the premises.** This needs to be brought to the attention of security and management immediately.
- **Broken or malfunctioning equipment.** Signs must be placed on such equipment, and a qualified technician must be notified to either fix or replace the damaged item. The item should not be used until it is functioning and working again properly, and hence it should be placed in a secure area where staff will not be tempted to use it.
- **Damaged property or fittings.** Signs must be in place to notify people that the fittings are damaged and a qualified tradesperson must be notified to fix or replace the broken items.
- **A lack of suitable signage**, This includes signs indicating entry and exit points from the building.
- **Signage that is illegible.** All signage needs to be legible and fire standards need to be approved. Signage may also be required in other languages.
- **A lack of training on health and safety issues.** This risks the lives of employees and guests. An organisation risks not meeting the requirements of the *WHS Act* if employers don't train their employees properly.
- **Unsafe work practices.** These need to be reported and acted upon immediately. Each employee has a responsibility to engage in safe work practices.
- **Loss of keys.** Keys should be stored in a central position that is maintained and secured to avoid any theft. Lost keys must be reported immediately.
- **Loss of property, goods and/or materials.** Any such loss must be reported immediately to the supervisor/manager.
- **Unauthorised access to confidential files, computer systems and/or documents.** Security breaches of confidential files and computer systems need to be reported to managers and IT staff immediately.

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ACTIVITY 2.1

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

1 Go online and research SafeWork NSW.
2 Explain how this organisation promotes safe and secure workplaces.

CASE STUDY 2.1

The Recover@Work Strategy

The Recover@Work Strategy is a priority program under WorkCover NSW's focus on workplace health. It aims to reduce the social and economic costs of workplace injuries and illnesses. We know workers with work-related injuries and illnesses will recover better if they can return to work as soon as is practicable.

The strategy takes a holistic approach, and is a partnership between workers, businesses, insurers, medical and allied health practitioners, workplace rehabilitation providers and WorkCover NSW.

During 2013–14, the focus was on developing capable people, processes and systems to support the Recover@Work Strategy.

Return-to-work (RTW) inspectors have been recruited and play a major role in coaching, mentoring and developing others in WorkCover NSW. This means they can get more involved with workplaces and help deliver the program in the future.

WorkCover NSW inspectors now look at RTW as part of each workplace visit. They cover:

- return-to-work compliance checks
- practical advice about recovering at work, and
- relevant material for workers about follow-up RTW inspections.

For workers and employers, Recover@Work means that:

- there will be less time away from work in the event of an injury
- more workers can return to suitable work
- a timely return to work will occur, meaning less time off on workers' compensation.

Recover@Work has five key elements:

- It will target the workplaces and sectors with the highest risk of injury and illness.
- It combines community engagement initiatives aimed at building leadership capability and opportunities for employers, workers, providers and doctors.
- It uses incentives aimed at influencing the behaviours of workers, employers, providers and agents.
- It has a communication strategy to promote and reinforce key messages of the program.
- It includes information products and services designed to raise awareness and understanding of the recovery-at-work process.

The evidence has shown that success will involve three elements:

- **Connecting.** Good communication and staying connected with the workplace allows a collaborative approach to achieving safe and early recovery at work.

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- **Planning.** Establishing people's work capacity, identifying suitable work options and setting realistic goals are essential to successful recovery at work.
- **Working.** The research shows that recovering at work helps people to heal faster, reduces symptoms, promotes an active lifestyle and fosters connectedness with the workplace and community.

Resources for the Recover@Work Strategy are available on the WorkCover NSW website, including:

- a Recover@Work planning tool, which helps the person developing the return-to-work plan to meet their legislative obligations while minimising the impact of injury on their workers and business
- Recover@Work financial incentives and support programs for employers – details of the financial incentives and support programs for employers who take an active role in their worker's recovery at work following a workplace injury or illness.

Note: WorkCover NSW was replaced by SafeWork NSW in September 2015.

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

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

- call the WHS Infoline on 1300 369 915
- call WorkCover Queensland on 1300 362 128
- visit the IPaM's website visit WorkCover Queensland's website
- visit the WHSQ website which has information about workplace harassment and bullying
- visit the Safe Work Australia website, which provides guidance on the use of positive performance indicators.

Persons conducting a business or undertaking

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

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

2.6 Manager, supervisor or team leader

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

Managers, supervisors or team leaders also need to provide information, instructions, training and supervision, and guarantee the WHS of employees/themselves by providing adequate facilities and ensuring work areas are well lit and ventilated. They must consult about WHS matters to enable the employees to contribute

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to decisions, providing information, instruction, training and supervision as necessary to ensure the health and safety of workers.

Self

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

Other workers

Managers, supervisors or team leaders are not the only people who have a duty of care; other workers must take reasonable care of the health and safety of themselves and others, and cooperate with managers, supervisors or team leaders in their efforts to comply with WHS. It is also vital to ensure the health and safety of visitors or employees not present on the business premises.

Union

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

The importance of identifying and reporting ensures all matters are alerted and can be rectified prior to any issues or accidents. These incidences include:

- WHS issues and concerns – lighting issues and security concerns
- workplace hazards, such as unsafe guards on equipment
- unsafe work practices – incorrect storage of food items
- breaches of health, safety and security – not following food handling procedures
- location and use of safety alarms and emergency exits – staff should have ongoing training in the areas of evacuation procedures dealing with emergencies, such as fire, accidents and chemical spillages. The procedures require regular practice, and all staff should be reminded of the location and use of safety alarms, emergency exits, access to first aid kits and the correct procedures to follow in the event of an emergency.

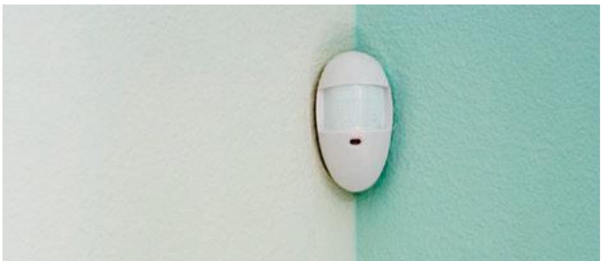

Figure 2.11 A security sensor

Figure 2.10 The location of the workplace security system is important.

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2.7 Risk management

Risk assessment

risk expose (someone or something valued) to danger, harm or loss

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

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

Risk-control hierarchy

A **hierarchy of hazard control** is the method used to promote standard health and safety practices in the workplace. This system is taught to managers and staff in the hospitality industry to eliminate any exposure to different types of hazards.

With any hazard, it is best to first try to eliminate the risk. This can sometimes be achieved, for example, by reorganising the way a job is done, or using a different chemical, work process or equipment.

If a risk cannot be eliminated, it must be minimised or controlled to reduce the likelihood and potential severity of adverse consequences such as injury or illness.

In many instances, a combination of control measures is used to control hazards. The following list of controls is in the order of preference known as the hierarchy of hazard controls.

1. **Design or reorganise work to eliminate the hazard from the workplace.** Try to ensure that hazards are 'designed out' when new materials, equipment and work systems are being planned for the workplace.
2. **Remove or substitute the hazard.** Where possible, remove the hazard or substitute it with safer materials, equipment or substances.
3. **Adopt a safer approach.** Alterations to tools, equipment or work systems can often make them safer.
4. **Enclose or isolate the hazard.** This can be done through the use of guards, physical enclosures or remote handling techniques. This is an engineering control.
5. **Provide effective ventilation.** This can be done through local or general exhaust ventilation systems. This is an engineering control.
6. **Administrative procedures.** Establish appropriate procedures such as: job rotation to reduce exposure time or boredom; timing the work so that fewer employees are exposed; routine maintenance and housekeeping procedures; training on hazards; and correct work methods.
7. **Personal protective equipment (PPE).** Provide suitable and properly maintained personal protective equipment (PPE) and ensure employees are trained in its proper selection, fitting, maintenance and use. Examples include gloves, earplugs, helmets and face masks. PPE should be used when other control measures are not practical and as the last line of defence.

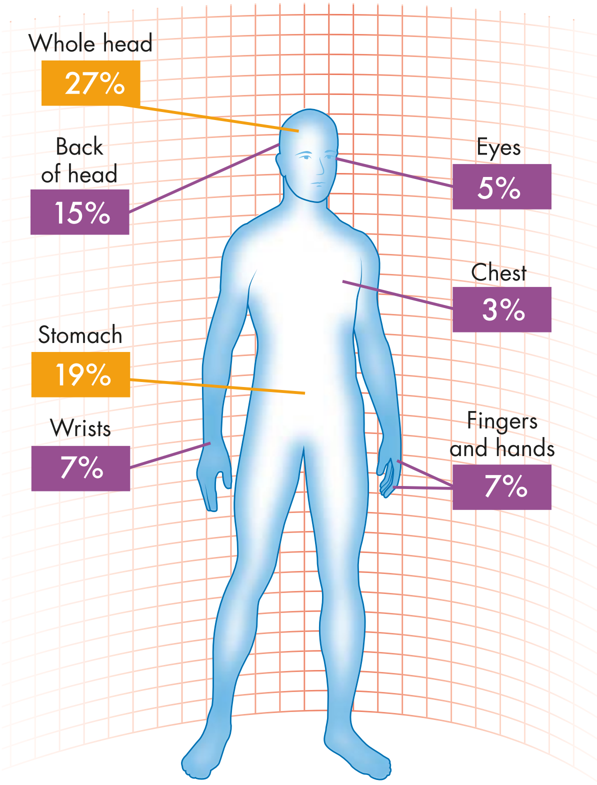

Figure 2.12 Injury statistics in the hospitality industry

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

Range of hazards

hazard identification recognising the risk of potential hazards and accidents

Hazard identification is recognising the risk of potential hazards and accidents. A hazard is anything (including work practices or procedures) with the potential to affect the health or safety of a person. It is essential to be able to identify potential hazards that may affect you, colleagues, customers and the general public. It is necessary to be aware and alert of hazards to oneself, colleagues, customers and others in the industry.

Some common workplace hazards include:

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

Stress

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

ACTIVITY 2.2

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

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ACTIVITY 2.3

Design a safety poster suitable for one of the following:

- handling of knives
- safe use of gas equipment
- use of a Combi oven.

Use diagrams and pictures to illustrate your poster.

ACTIVITY 2.4

Use the internet to find out more about the various safety standards and codes of practice in different Australian states and territories. Links to these websites can be found via the *Cambridge Hospitality Fourth Edition Interactive Textbook*:

- Australian Safety and Compensation Council
- SafeWork NSW
- WorkSafe Victoria
- SafeWork South Australia
- Queensland Division of Workplace Health and Safety
- Workplace Standards Tasmania
- NT WorkSafe
- WorkSafe ACT
- WorkSafe Western Australia
- Comcare.

Choose and compare two safety standards. List some similarities and differences.

2.8 Personal protective equipment (PPE)

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

The *WHS Act* stipulates that employers must provide suitable **personal protective equipment (PPE)** for all employees, regardless of job roles and responsibilities – for example, gloves, hats and sunscreen. However, it is the employee's responsibility to wear protective clothing properly when it is provided. PPE includes items such as:

- **eye protection** – goggles, glasses, visors
- **hearing protection** – ear muffs, ear plugs
- **respiratory protection** – respirators, face masks, cartridge filters
- **hand protection** – safety gloves, barrier creams
- **foot protection** – safety boots
- **skin protection** – hats, sunscreens, long-sleeved clothing
- **head protection** – hard hats, hair covers, hats and caps
- **body protection** – aprons, safety harnesses.

Figure 2.13 Examples of PPE

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The selection of specific PPE for each employee is necessary to ensure it is correct for the task, serviceable, fits correctly and follows the manufacturer's specifications for use. If these guidelines are not followed, PPE may not fulfil its role in protecting the wearer. Maintenance and regular checks for damage are important for all PPE, and it is critical to clean and decontaminate the PPE according to the manufacturer's instructions and workplace/organisation policies and procedures.

All PPE should be repaired or replaced if worn, malfunctioning or damaged. When PPE is not being worn, it needs to be correctly stored, or disposed of correctly if it is single-use equipment.

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

2.9 Safe work practices

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

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

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

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

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

Figure 2.14 A sign like this is an example of safe work practice.

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Working with electricity

Common measures to control electrical risks at a workplace include:

- ensuring that only appropriately licensed or registered electricians carry out electrical work
- providing safe and suitable electrical equipment – for example, not using leads and tools in damp or wet conditions unless they are specially designed for those conditions
- inspecting leads for damage before use and removing any that are damaged from the workplace
- providing enough socket outlets – overloading socket outlets by using adaptors can cause fires
- ensuring that power circuits are protected by the appropriate rated fuse or circuit breaker to prevent overloading
- if the circuit keeps overloading, not increasing the fuse rating as this creates a fire risk due to overheating
- using battery-powered instead of mains-operated tools where possible
- so far as is reasonably practicable, arranging electrical leads so they will not be damaged, by:
  - not running leads across the floor or ground, through doorways and over sharp edges
  - using lead stands or insulated cable hangers to keep leads off the ground
  - using cable-protection ramps or covers to protect cables and cords, where applicable
- using residual current devices (RCDs) (also known as 'safety switches') to protect workers using portable equipment as required by the WHS regulations.

Using liquid petroleum gas (LPG)

To reduce safety risks when using LPG cylinders, you should:

- only use LPG cylinders that have been tested within the last 10 years. The cylinder should be marked with the test date.
- fill LPG cylinders at authorised filling stations staffed by trained personnel
- carefully read and comply with the connection instructions supplied with the LPG cylinder
- use a regulator between the LPG cylinder and the appliance being powered by the LP gas, unless the appliance is a portable type designed for high-pressure gas
- regularly check that cylinder fittings are clean and tight. You can use soapy water to check for leaks.
- turn the gas off at the cylinder if you suspect a leak
- only use LPG cylinders in well-ventilated outdoor areas
- keep the LPG cylinder upright with its relief valves clear
- place the LPG cylinder on a firm level base of non-combustible material.

Using inert gases

To reduce safety risks when using inert gases, you should:

- avoid knocking cylinders about
- prevent damage to cylinders from impact from other objects (e.g. crashing into other cylinders). Some cylinders (e.g. acetylene) may react violently after being excessively shaken, heated or knocked about.
- never use cylinders as rollers to move other objects
- when moving cylinders themselves, avoid rolling them. Ensure that an appropriate mechanical handling device (e.g. a cylinder trolley with a restraining strap) is utilised.
- wear appropriate PPE – eye protection, safety shoes and gloves – in gas cylinder storage and handling areas.

Housekeeping/clean-up procedures

This includes waste disposal, with proper consideration of WHS and the environment. Areas need to be kept clean and free from waste. Waste also needs to be disposed of with the environment in mind and according to the correct WHS standards.

Hazardous substances and dangerous goods

Correct handling, application, labelling and storage of hazardous and non-hazardous materials are all extremely important. Chemicals

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should always be stored in areas that are well ventilated and separate from food, beverages and paper, as they all absorb chemicals. Transferring chemicals from one container to another requires care to avoid spillages. Check the **safety data sheet (SDS)** before touching any chemicals, as you may need to use protective gloves and/or goggles. The SDS also provides information to be used in emergencies, such as what to do if a person is affected by a chemical. Pumps or taps should be used to transfer chemicals from a large container into a small one; no attempt should be made to pour them. Chemicals should never be mixed, as this may cause a reaction such as an explosion. All containers for chemicals require clear labelling, and chemicals should never be stored in drink bottles. Ensure that safety rules and requirements are met with electricity, liquid petroleum gas (LPG) and inert gases.

safety data sheet (SDS) (previously called a material safety data sheet, or MSDS) a document that provides information on the properties of hazardous chemicals and how they affect health and safety in the workplace

2.10 Manual handling

Correct manual handling (lifting and transferring) techniques

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

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

- bending and twisting
- moving, lifting, carrying and placing items down
- working with tools and equipment
- loading and unloading
- using mechanical aids/lifting equipment
- undertaking repetitious tasks.

Under the model Work Health and Safety Regulations, there is no prescribed maximum weight limit for lifting. A prescribed limit is not set because different individuals have different physical capabilities.

To determine the appropriate control measures, the focus is on an assessment of the risk factors:

- actions and movements
- working posture and position when lifting
- duration and frequency of manual handling
- location of loads and the distances moved
- characteristics of the load
- physical capability of the person.

Figure 2.15 Correct lifting equipment and trolleys must be used when moving heavy loads.

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Any weight of load can cause problems if, for example, the load is lifted incorrectly or if it is lifted in an environment that is unsafe. A manual handling injury can result from the use of an incorrect lifting technique, which may make the load awkward to lift or heavier by virtue of the technique itself.

Loads should be handled in accordance with the manufacturer's recommendations and precaution statements. This information may be provided in user manuals, brochures or on the product itself (for example, labelling on cartons).

Safe posture (sitting, standing, bending and lifting)

Ergonomics is how the body interacts with the equipment required for a particular task. Poor ergonomics can result in injuries such as **Occupational Over-use Syndrome (OOS)**. You can help prevent OOS by taking regular breaks and ensuring that your place of work is ergonomically correct. Ergonomic workstations should be used for all computers and electronic equipment. Computer monitors should be correctly positioned on the desk, tilted to the correct angle. Keyboards should be correctly positioned on the desk. Chairs should be at the correct height, so that the feet touch the floor and the desk has clearance between the thighs and the underside of the table.

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

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

2.11 Ergonomics of working at a computer

When sitting/standing at a desk, the following guidelines should be followed:

- The desk should be at the right height. There should be no need to slouch to reach the keyboard. Your back should always be straight.
- Elbows should be at a 90° angle to the desk/keyboard.
- The top of the monitor should be at eye level.

Use these posture reminders to ensure:

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

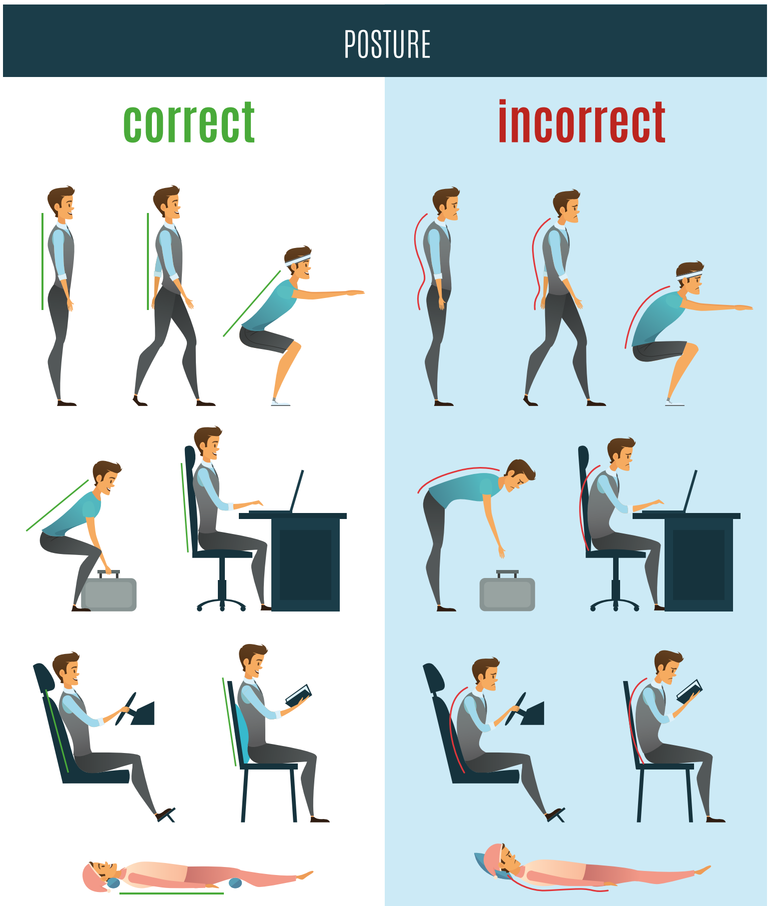

Figure 2.16 Injuries can result from sitting in the wrong position at your desk.

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CASE STUDY 2.2

Safety for young workers in South Australia

Young workers can sometimes be at increased risk of workplace injury due to a lack of experience, maturity and awareness. They may also be:

- developing their skills, competencies and physical capabilities
- unaware of their rights and responsibilities
- unaware of the duties of others regarding workplace health and safety
- unfamiliar with appropriate workplace behaviours
- reluctant to make requests, ask questions or speak out about problems
- overly keen to please and make a good impression, and
- over-confident about their capabilities.

Australian Bureau of Statistics (ABS) data show that in 2011 there were 54 458 females and 54 864 males aged between 15 and 24 years in South Australia's workforce, with young men predominately employed in the agriculture, mining, manufacturing and construction industries and young women employed in the community, health, clerical and sales sectors.

SafeWork South Australia understands the importance of raising awareness of work health and safety issues affecting young workers by providing accessible information on workplace hazards, safety procedures and workplace rights.

Awareness-raising strategies include:

- communicating information in a relevant and culturally appropriate way
- providing a safe environment for young workers to have a voice, and
- providing a positive learning environment that supports education, training and skill development.

In 2012–13, SafeWork South Australia undertook extensive consultation to develop a work health and safety strategy for young workers. This consultation process identified the following improvement areas:

- health and wellbeing focused on the physical and psychosocial work environment, fatigue management and work–life balance
- engagement and participation – giving young workers a voice
- education, training and skills development – targeting young workers, employers and their advocates
- better connections – improving processes for employers to access information for young workers.

South Australia's Work Health and Safety Youth Strategy 2014–18, released in late 2013, encourages a coordinated and proactive approach to reducing workplace injuries, illness and deaths among young workers by supporting young workers and helping businesses. This integrated approach is informing SafeWork South Australia's ongoing engagement with young workers.

Source: Safe Work Australia.

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CASE STUDY 2.3

Helping to improve work health and safety

Throughout 2013–14, SafeWork South Australia's ongoing workplace inspection activities complemented the agency's Industry Improvement Program, which worked with identified industry workplaces to improve safety. The program focused on:

- engaging the high-risk industry workplaces across the agriculture sector, aged care services, construction, hospitality, road freight transport, manufacturing and meat products manufacturing, and
- working with large and medium sized poor-performing registered employers to promote a systematic approach to work health and safety management.

As part of the program, SafeWork South Australia participated in a number of national Heads of Workplace Safety Authority injury-prevention campaigns to:

- help reduce the incidence of musculoskeletal disorders and ensure compliance in effective risk controls related to hazardous clinical manual tasks within residential aged care facilities
- address falls from a height and at the same level within the road freight transport sector, and
- provide education and guidance to pig farm owners and managers.

SafeWork South Australia also engaged industry stakeholders committees on support strategies targeting priority issues to improve health and safety performance, specifically with:

- the SA Aged Care Industry Work Health and Safety Consultative Committee
- the Construction Industry Safety Committee
- the Hospitality Industry Occupational Health and Safety Association
- the Manufacturing Working Party, and
- the Meat Products Manufacturing Safety Committee.

SafeWork South Australia also supported small business through a range of proactive initiatives including the development of a guide and supporting online information, *Seven Steps for Small Business*, to help small businesses effectively manage safety.

SafeWork South Australia is evolving its preventive approach by initiating sector-wide education and support projects in partnership with industry, business, unions and the community more broadly to help more workplaces improve their WHS systems and outcomes. SafeWork South Australia is engaging and working with all tiers of identified priority industries to address work health and safety issues with them strategically to enable the state to continue to meet injury-reduction targets.

Evidence-based engagement plans enabling high level participation, awareness and resolution of issues will see stakeholders supported to better meet their responsibilities and enable improved work health and safety outcomes.

Project delivery of the engagement plans will be a shared activity supported by 10 SafeWork South Australia inspectors actively working with people to drive positive WHS environments, cultures and practices.

For more information, go to the SafeWork South Australia website.

Source: Safe Work Australia.

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ACTIVITY 2.5

Read Case Studies 2.2 and 2.3 and identify five reasons how/why the WHS programs are working for the benefit of employees.

ACTIVITY 2.6

Many procedures are observed and practised during your compulsory work placement. Describe the following in detail, and explain how they relate to maintaining security within the workplace:

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

2.12 Security

Potential breaches in security in a hospitality workplace

Potential workplace security breaches are part of the daily security issues faced by any hospitality workplace. The following are important issues to report to your supervisor in order to ensure that a major incident does not occur:

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

Workplace security policy and procedures need to be in place in relation to:

- cash
- documents
- equipment
- keys/access pass
- people:
  - staff
  - customers
  - others
- records
- stock/supplies
- workplace/building:
  - secure areas
  - general-access areas.

Strategies to deal with breaches in security

Workplace/organisation security policy and procedures are strategies to deal with breaches in security. For security purposes, most businesses:

- monitor people, including staff, customers, visitors, sales representatives, contractors and/or vendors
- monitor premises through security cameras, staff and general observation by employees and employers. Both general access areas and secure areas need to be monitored.
- ensure that security is established for:
  - documents/records
  - cash and non-cash transactions
  - equipment
  - stock/supplies
  - the key-control system.
- keep a record of stolen items.

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Preventing breaches from occurring

The best approach to security breaches is to prevent them from occurring in the first place. Businesses can take the following pre-emptive measures to ensure the integrity and privacy of personal information:

- **Limit the type of personal information that is collected.** Whenever possible, limit the personal information collected to the minimum necessary to adhere to the law and accomplish business objectives.
- **Limit access to personal information.** Restrict access to personal information to qualified personnel.
- **Store personal information on secure computerised systems.** Enable firewalls and other high-security settings on network and wireless systems to prevent unauthorised access by employees or third parties. Use encryption technologies to protect data systems. Encryption is especially important on portable devices like laptops, tablets and smartphones.
- **Train employees and third-party vendors on compliance measures.** All employees should be trained in security and privacy policies. For larger companies, a third-party vendor could be contracted to manage personal information on behalf of the company.

Reporting breaches in security to appropriate personnel

When a breach of security occurs, the following process should be followed:

1. Procedural fairness needs to apply for all parties involved in any investigation – that is:
   - there is a right to fair and impartial consideration by an unbiased person
   - the parties have the right to know of, and comment on, any information that is damaging to their case or interests
   - there must be facts or information to support adverse findings.
2. A determination needs to be made with as little formality and as much expedition as a proper consideration of the matter allows.
3. The person who determines whether the employee has breached the Code of Conduct must be independent and unbiased.
4. In establishing contested facts to whether a breach of the Code of Conduct has occurred, the standard of proof is taken into account with regard to all relevant information, and an investigator will determine the result of the particular case. Any investigation will comply with all relevant legislations and legal advice.

Bomb threats

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

Irrational/abusive customers

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

Robbery or armed hold-up

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

Try to remember the appearance of the intruder(s) – their age, height, build, hair and eye

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

Strange or suspicious persons

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

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

2.13 Basic process of fighting a fire and use of firefighting equipment

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

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

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

Using a fire blanket

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

Fire blanket regulations

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

Figure 2.17 How to use a fire blanket

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Dry chemical powder

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

Figure 2.18 A fire extinguisher

Fire extinguisher maintenance regulations

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

Use a fire extinguisher ONLY if:

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

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

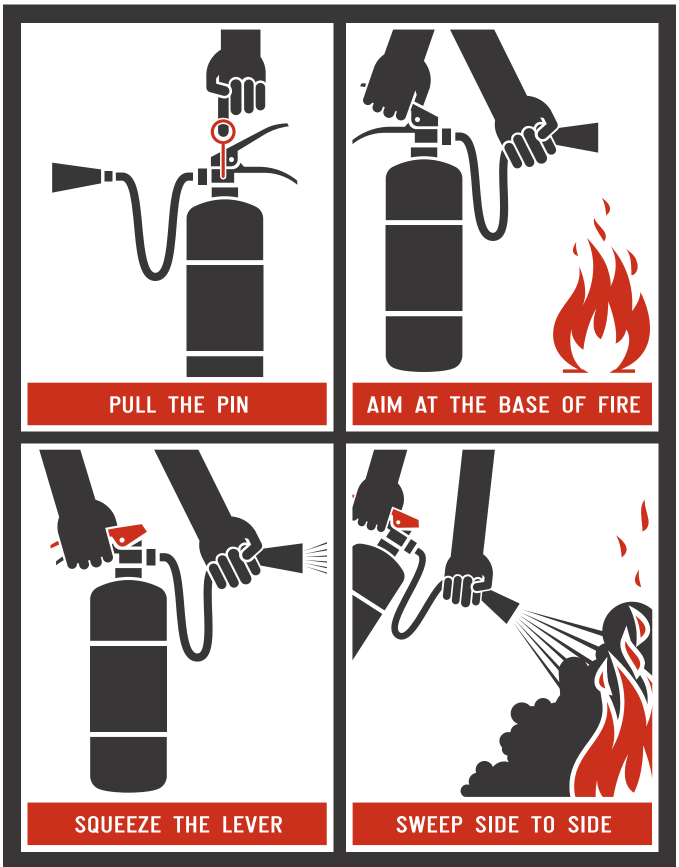

Figure 2.19 Operating a fire extinguisher

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

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Figure 2.20 Fire extinguisher chart

Emergency services numbers to call in Australia

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

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

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

2.14 *Other emergency situations*

Flooding

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

Earthquakes

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

Power failure

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

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ACTIVITY 2.7

Exlain the correct safety and security procedures when dealing with the following situations:

1 robbery
2 fire
3 power failure.

Key personnel responsible

The staff members to be aware of in emergency situations include:

- **first aid officers** – to provide first aid to injured people
- **safety officers** – it is their role to ensure the safety of all people in the establishment
- **security officers** – they are responsible for securing the establishment against theft or harm to staff and customers
- **emergency services** – including police, ambulance and SES volunteers who assist in emergencies
- **SafeWork officers** – they manage safety in the workplace, injury management and workers' compensation.

2.15 *Incidents, accidents and injuries*

incident event that causes, or has the potential to cause, injury or illness and/or damage to equipment. Incidents can range from near-miss incidents to serious incidents and emergencies.

accident unexpected or unintended event that occurs without deliberate cause

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

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

Range of potential injuries common to the hospitality workplace

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

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

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Causes of common workplace injuries

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

- **Lack of proper protection and safety equipment.** Employees should wear PPE and safety equipment suitable for the type of work they are doing.
- **Slips, trips and falls.** All staff need to be informed and aware of areas that have an increased risk of slips, trips and falls, such as wet kitchen floors during cleaning.
- **Poor housekeeping.** Heavy items should be stored on lower shelves while lighter items can be stored higher up. All shelves should be within comfortable reach. Alternatively, safe ladders or steps should be available and always used. Chemicals should never be stored near food, beverages or paper products, and never in beverage containers.
- **Poor maintenance procedures.** Employees should never use faulty equipment. Qualified service people should always complete any repairs to faulty or broken equipment. Safety guards that are broken or missing should be replaced immediately and before the equipment is used.
- **Inadequate lighting.** Injuries caused by poor lighting include falls, trips and eye strain.
- **Spills.** Spills should be cleaned up immediately. Safety equipment, such as gloves, masks and goggles (if necessary), should be used when cleaning chemical spills. Safety signs, such as a 'wet floor' sign, should be placed near the spill to warn customers.
- **Obstructions.** Blocked doorways and passages may cause falls or delays in an emergency evacuation. All stores and equipment should be kept in their allocated area. Vacuum cleaners, tools and cords in doorways and corridors are trip hazards and should be avoided. Fire exits should never be blocked in case of an emergency.
- **Faulty or incorrect equipment and machinery.** Faulty items should be reported immediately to the supervisor or manager, and a written report lodged.
- **Poor ergonomics.** This can cause neck and back injuries, and contribute to OOS.
- **Inadequate instruction, training and supervision.** All staff are required to be trained in safe practices and equipment usage. Staff should receive instruction on how to do a task correctly to reduce the risk of injury.
- **Personal factors.** Triggers for accidents can include stress, inappropriate behaviour, working long hours, rushing to complete tasks, inexperience, sickness, anxiety, anger, carelessness or deliberate negligence.
- **Medical conditions.** Some medical conditions, including epilepsy, diabetes and asthma, should be disclosed to the relevant people in the organisation so that the correct treatment can be provided if there is a medical emergency.
- **Unrealistic timeframes.** These can cause stress. Rushing to complete tasks or working long hours to complete work are common causes of accidents.
- **Negligence.** Ignoring procedures and safety warnings in the workplace can result in serious accidents for employees and legal prosecution for employers if correct standards are not in place.
- **Fatigue.** Fatigue can be a major contributing factor to workplace accidents. Laws governing the safe number of hours to be worked exist for all industries and must be adhered to.

First aid

First aid treatment for the potential injuries should follow the first aid guidelines.

First aid is the assistance given to any person suffering a sudden illness or injury, with care provided to preserve life, prevent the condition from worsening and/or promote recovery.

Incidents can happen without warning and occur in all workplaces. You must be prepared for first aid emergencies. It is required that all workers have access to:

- first aid equipment and facilities
- trained staff to administer first aid.

Keep first aid kits close to areas where there is a higher risk of injury or illness – for example, in the kitchen.

There is a difference between a manageable first aid incident – for example, a cut finger or a sprained ankle – and an emergency situation, such as a serious burn.

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Before any first aid is administered, the immediate physical environment needs to be taken into consideration to prevent a situation from getting worse. The environment may have been the cause of the accident, or may pose more threats to the first aider, bystanders and the injured person. It is important to analyse safety issues with each environment and to plan self-protective and management strategies before approaching the accident site.

The management of a situation will be more successful if the person administering first aid is calm and in control.

Common accident scenes are traffic accidents, water environments and electrical situations, which usually attract a lot of attention, so maintaining a confident and firm control is a good way to approach the scene. The first steps are vital and apply to all accident scenes:

1 Keep the accident area clear, which may include directing traffic. This may be done by bystanders; ask one of them to also call emergency services.
2 Check for any other dangers, such as fallen wires, fuel or explosive gases, shattered glass or sharp debris, rips in the water or fire.
3 Check that all casualties have been located and assess the priority of their injury management.
4 When calling emergency services, you need to report the exact location of the accident, number of casualties, type of accident and nature of injuries, and what special services may need to attend the site – that is, rescue squad or fire services.

Important

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

CASE STUDY 2.4

A young female worker was killed as she cleaned behind a gas stove at a fast-food restaurant. An investigation into her death revealed that the underside of the cord connected to the gas stove had worn away, exposing a 12 millimetre length of live conductor cord. The worker died after touching the worn cord. During the investigation, another cord attached to the adjacent cooker was also found to be worn.

1 Identify the hazards in this scenario.
2 List three factors that may have contributed to this incident.
3 List two control measures that may have prevented this incident.
4 Explain who you think should be held responsible for this incident.

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CASE STUDY 2.5

A large manufacturer pleaded not guilty to charges arising from an industrial accident in which a teenager's arm was severed. Investigations revealed that the new worker was not informed of the risk associated with the conveyor belt that severed his arm.

The 21-year-old worker had only been at work for six days. He had lost his glove from his left hand behind the conveyor belt and reached in to retrieve it.

Previous inspections before the incident identified risks associated with the machine.

The manufacturer faced $30 000 in fines for not providing and maintaining machine guards. The company provided safety training only during induction – a video and pamphlets.

1 Identify the hazards in this scenario.
2 List the factors that may have contributed to this incident.
3 List the control measures that may have prevented this incident.
4 Explain who you think should be held responsible for this incident.

CASE STUDY 2.6

A 19-year-old male employee and his colleague had just started working at a fresh food distribution company and were told by the supervisor to clean an industrial blender as the usual operator was absent.

They were not provided with a safe operating procedure and were left alone to clean the machine. During the cleaning, another worker accidentally started the blender and one employee's hand became trapped in the blades. As the hand was being removed from the blender, the machine started again. The employee lost his hand.

1 Identify the hazards in this scenario.
2 List the factors that may have contributed to this incident.
3 List the control measures that may have prevented this incident.
4 Explain who you think should be held responsible for this incident.

ACTIVITY 2.8

Many factors contribute to workplace accidents.

1 Create a safety checklist for assembling and cleaning a commercial food processor.
2 Design a safety poster for cleaning a commercial dishwasher.

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2.16 *Strategies to reduce workplace accidents, injuries and impairment*

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

Tips for preventing workplace accidents and injuries

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

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

Responding to incidents, accidents and emergencies

It is extremely important to follow the correct procedures in the event of an emergency.

First, it is important to notify the appropriate authorities (emergency services and SafeWork NSW) as soon as possible.

It is also important to inform customers, colleagues and supervisors of any danger. Evacuating and securing the building as soon as possible are essential in order to reduce the risks to others within the premises. Follow emergency signs, alarms and exits in emergency situations. These emergency exit signs and notification maps will be displayed in prominent spots within the building. Always seek assistance.

Accurately reporting and recording all events is vital. Ensure workplace policy and protocols, and regulatory requirements are applied when recording and reporting on incidents, accidents and emergencies.

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

ACTIVITY 2.9

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

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

Summarise this information in a table format.

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Unit summary

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

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

Unit activities

1 There are many different types of costs associated with workplace injuries, many of which are not just physical. Identify and explain the costs in detail of the four main areas.

2 'WHS is everyone's business.' Interpret what this statement means.

3 Describe the role of the person conducting business or undertaking (PCBU).

4 Define the following terms:
   a Act
   b Regulation
   c code of practice
   d Standard.

5 Define the term 'reasonably practical'.

6 Identify and list WHS tips for the hospitality industry.

7 Account for what the consequences for non-compliance with WHS regulations are.

8 Outline the process for monitoring and reporting in relation to workplace safety.

9 Evaluate the types of health, safety and security breaches that can occur in the hospitality industry.

10 What is the risk-control hierarchy? Explain.

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Unit 3

Source and use information on the hospitality industry and Work effectively with others

Unit codes: SITHIND002 and BSBWOR203

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

Source and use information on the hospitality industry – 20 hours
Work effectively with others – 15 hours

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Unit overview

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

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

Foundation skills

Source and use information on the hospitality industry

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• read the content of plain English information about laws and quality assurance processes • research and sort hospitality industry information and determine information relevant to your own work.
Writing skills to:	• write and summarise notes, and record information in basic documents, information sheets and files.
Oral communication skills to:	• use open and closed probe questioning to interact effectively and obtain information from: – experienced industry personnel – colleagues – suppliers – industry bodies.
Learning skills to:	• continuously update, review and maintain your own knowledge of the hospitality industry.
Technology skills to:	• use a computer and keyboard • use online information systems to search for information.

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Foundation skills

Work effectively with others

Skills	Description
Reading skills to:	• identify and interpret information to determine task requirements.
Writing skills to:	• complete required documentation using organisational formats • compose simple documents for others to read.
Oral communication skills to:	• present information and seek advice using language and features appropriate to the audience • participate in discussions using listening and questioning to elicit views of others and to clarify or confirm understanding.
Numeracy skills to:	• interpret information related to timeframes and resource quantities.
Skills to navigate the world of work by:	• understanding the responsibilities of your own role and following explicit and implicit organisational protocols and procedures.
Skills to interact with others by:	• selecting and using appropriate communication practices when seeking or sharing information • establishing and building rapport and relationships with others to foster a culture of respect and cooperation in communications.
Skills to get the work done by:	• planning and organising work commitments to ensure deadlines and objectives are met • using formal analytical thinking techniques to recognise and respond to routine problems.

Key terms

body language
breach
colleagues
communicate
conflict
cultural awareness
cultural differences
cultural diversity
customer complaint
disseminate
empathy
ethical
facilitate
feedback
grievance
gross domestic product (GDP)
hazing
legal
legislation
pathogen
quality service
stereotyping
teamwork
time management
trade union
tribunal
veterinary

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3.1 *Information on the hospitality industry*

Basic research skills

The people who show initiative in furthering their knowledge and understanding of their workplaces tend to be those who are successful in their chosen careers. In the hospitality industry, this quest for information can be on any aspect of the workplace that is of interest. Staying up to date with emerging trends and technologies is important for delivering **quality service** to customers, and shows that the individual has a commitment to maintaining and delivering this level of service.

quality service service that fully satisfies the needs of both the customer and the business

The key is to be able to identify the relevant information, as research will often reveal a lot of data. The hospitality industry is changing rapidly, so information from sources more than four years old will often be out of date and must be used with caution. Care also needs to be taken when sourcing information from other countries, as this information may not apply to the hospitality industry in Australia. Scanning sources of information for any of the key words or phrases that you are using may help in the selection of relevant information.

Questioning people who work in the industry is one method of obtaining current relevant information. Asking open questions of these people provides an avenue for unlimited responses. Open questions such as 'Where and when did you do your training in Food and Beverage?' encourage people to start conversations and express opinions, attitudes and their feelings on the topic. Closed questions, on the other hand, invite a very limited response, such as a simple 'yes' or 'no'. They are good to use when you want a quick confirmation of a fact – such as 'Do you place the teapots there?' Both methods of questioning are useful, depending on the information you require.

Sorting and organising information from a variety of sources is the key to being able to use it. Discarding information that is not relevant and summarising or keeping the information that is to be used are skills that need to be learned. The information needs to be sorted into a format that can be used to make a presentation to an audience. The method chosen to present the information should be relevant to the particular audience and to the venue: a written presentation method may be better for a few people, whereas an audio-visual or PowerPoint presentation would be better for a larger group. Headings will often help audience members to work their way through a presentation.

Figure 3.1 Presentation of information

Sources of information

There are many sources of information that can be used to gather current and emerging information on the industry. These include the following:

- **Colleagues, managers, supervisors and team leaders** are an excellent source of knowledge about current industry practices. They are currently working in the industry, and often have progressed and are able to share experiences and information with you. Check that the information is accurate by using a number of sources.
- **Experienced industry personnel** from a number of other establishments are an invaluable resource. As you develop your experience and expertise, you will be in a

colleagues individuals with whom you work

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position to meet a number of colleagues from many establishments and industries. They are able to provide advice on career pathways, and perhaps mentor you as your skills develop.
- **Networks of co-workers in the hospitality industry** who are willing to share ideas and experiences need to be established. Once you show interest in the work you are doing, people may be willing to share their knowledge.
- **Industry bodies and professional associations** compile current hospitality data and make their findings available to the industry and workers. Industry bodies such as Restaurant and Catering NSW, the Australian Hotels Association and Clubs NSW provide networking opportunities and training to members. They are a constant source of up-to-date information on the industry.
- **Unions** are a good source of current industry information on industrial and workplace issues. They provide information on WHS issues in the industry. Their journals also keep people abreast of other issues that are relevant to working conditions in the industry.
- **Workplace manuals** are provided to inform employees about the work practices they are expected to follow when working in the establishment.
- **Journals** contain industry-specific articles, written by reputable writers, which provide information about and discussion on current issues in the industry as well as featuring leaders in the industry and what they are doing in their establishments.
- **Libraries** provide a variety of books, journals, media clippings and internet access for members. They can be found in most towns and cities, and are also housed with industry associations and unions.
- **The internet** is a readily available source of current research on the industry. Most companies have a web presence and many journals are available online. When using the internet, be very clear about the terms of your search to avoid large amounts of irrelevant information that will need to be sorted through.
- **Training courses** are many and varied, and cover all aspects of work in the hospitality industry. Often courses are run by Registered Training Organisations (RTOs), and offer credentials at the successful completion of the course. Training can also be offered by suppliers of equipment to upgrade skills on the use of the new equipment. Always collect and keep the certificates that may be given out at the end of training to add to your references.

Current and emerging information on the hospitality industry

Employers and employees are able to access online information systems and other information and communications technologies. It is important to remember to correctly validate and interpret the information found on these systems. Once information has been validated, it can be integrated carefully into the daily work patterns and operational duties of employees. It is also important to share information with colleagues to establish their points of view.

Sources of current and emerging information

Management has a responsibility to select appropriate technology for the establishment and to provide upgraded skills training for employees to be able to use the equipment. The work practices policy will need to be developed for employees to be able to utilise the new technology.

Sources of information include:

- colleagues and manager/supervisor/team leader
- experienced industry personnel
- industry bodies and professional associations
- internet
- journals
- libraries
- networks
- personal observations and experience
- suppliers
- training courses
- unions
- workplace documents and manuals.

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Opportunities to source and use a range of current and emerging information

The employability skills framework attached to the Australian Qualifications Framework (AQF) indicates that employees require skills to use technology that contributes to effectively carrying out tasks in the hospitality industry. This process includes:

- utilising online information systems and other information and communications technologies
- integrating activities and operational duties into daily work
- sharing researched information with colleagues.

3.2 Nature of the industry

gross domestic product (GDP) one of the primary indicators used to gauge the health of a country's economy. It represents the total dollar value of all goods and services produced over a specific time period; you can think of it as the size of the economy.

Tourism in Australia is an important component of the Australian economy. In the financial year 2014/15, tourism represented 3.0 per cent of Australia's **gross domestic product (GDP)**, contributing A$47.5 billion to the national economy. Domestic tourism is a significant part of the tourism industry, representing 73 per cent of total direct tourism GDP.

In the 2015 calendar year, there were 7.4 million visitor arrivals. Tourism employed 580 800 people in Australia in 2014–15 – this represented 5 per cent of the workforce. About 43.7 per cent of people working in tourism were employed part time. Tourism also contributed 8 per cent of Australia's total export earnings in 2014–15.

Popular Australian destinations include the coastal cities of Sydney, Brisbane and Melbourne, as well as other high-profile destinations including regional Queensland, the Gold Coast and the Great Barrier Reef. Uluru, the Northern Territory and the Australian outback are other popular locations, as is the Tasmanian wilderness. The unique Australian wildlife is also another

Figure 3.2 A resort in Cairns

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significant point of interest in the country's tourism landscape.

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

ACTIVITY 3.1

Access the Tourism Australia website. The statistics on this website are updated often but for the purpose of this activity we will consider September 2016. View the following sections under the Research – Visitor Arrivals tab:

- latest visitor arrivals data from the Australian Bureau of Statistics (ABS): 'Overseas Arrivals and Departures, Australia, September 2016'
- Visitor arrival highlights for September 2016.

There were 647 200 visitor arrivals during September 2016, an increase of 13.2 per cent relative to the same period of the previous year.

This brings us to 8.07 million visitor arrivals for year ending September 2016, an increase of 11.1 per cent relative to the previous year. This represents an extra 807 000 visitors over the previous year.

Leisure arrivals (Holiday + VFR) continued to drive international arrivals growth, with an increase of 15.3 per cent over the 12-month period. Business travel is showing signs of softening, with declines of 1.2 per cent for the same period.

1. Assess the visitor arrivals data.
2. List the events that have increased tourism to Australia.
3. Describe the Indigenous Tourism Champions.

General nature of allied and related industries and their relationship with the hospitality industry

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

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

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

Sectors within the hospitality industry

Accommodation

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

- **Motels and motor lodges** are designed for motorists who are travelling. They are located along major highways and their rooms are often located behind the car-parking space.
- **Hotels** provide accommodation for travellers and sometimes for permanent residents. They often have restaurants and meeting rooms that are also able to be accessed by the general public.

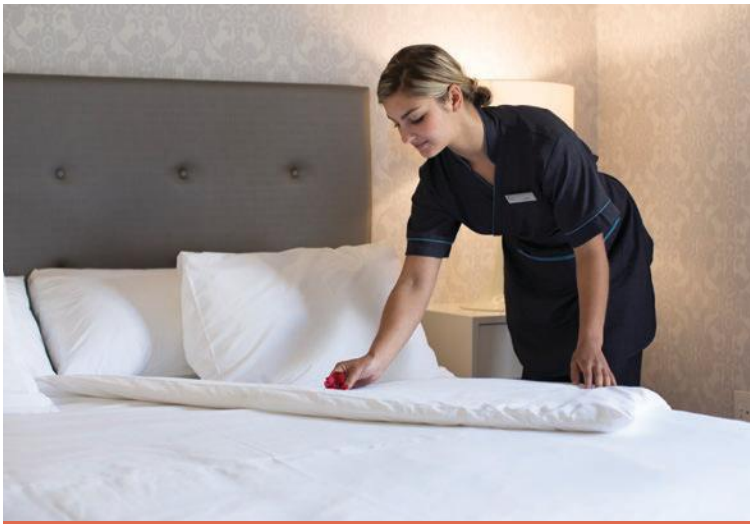

Figure 3.3 Hotels provide permanent and casual accommodation.

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

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Figure 3.4 Establishments vary in their level of service, from casual to formal.

ACTIVITY 3.2

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

Clubs

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

Entertainment and recreation

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

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

Restaurants, cafes and catering

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

ACTIVITY 3.3

1. Research the local food and beverage establishments in your region.
2. Categorise them under the hospitality industry sectors.

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Casinos/gaming

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

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

Meetings and events

This sector brings together large groups of people, providing the facilities and services required for meetings, conferences, conventions and exhibitions – usually for the corporate world. The organisers may often require accommodation packages as well as food and beverages for their clientele.

- **Meetings** are assemblies of people for discussions or entertainment. They can include annual general meetings for business and corporations, as well as committee meetings for local organisations.
- **Conventions** are assemblies of like-minded people to discuss matters of common concern. They are usually held for a short period of time, such as the annual Supanova event held in several Australian cities.
- **Events** are planned public or social occasions, which may be one-off gatherings or occur annually, such as the Sydney Wine and Food Festival, celebrating local food and wines.

Tourism and travel services

- **Tourism** involves people travelling to and staying in places outside their normal environment for less than a year. People might travel for business, leisure or recreational purposes. These services may include organising travel and transportation for tourists.
- **Travel services** include airlines, cruise ships, taxis, trains and ferries. The introduction of the internet has seen many people organising their own travel arrangements, as they are able to access discounted fares, accommodation and package tours very easily.

Figure 3.5 Overseas travel may be for business or personal reasons.

Visitor information services

Traditionally, visitor information services were used as information providers in a local region, generating business through bookings of accommodation, tours and cruises. Due to the internet, they now have an essential role to play in how tourists spend their dollars in the region by channelling them to the appropriate businesses. Visitor information centres promote their local area and help familiarise visitors with local attractions and businesses.

Relationships between the sectors

The sectors of the hospitality industry rely on each other to provide quality service to tourists. Without cooperation between all sectors of the industry, the quality service customers expect would not be provided and the industry as a whole would lose customers and profits. As the hospitality industry is so valuable to Australia, it is necessary for government and industry to provide quality training for all employees to ensure that high standards are maintained consistently across the entire industry.

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Work areas in a hospitality establishment

Accounts and finance

This department is responsible for monitoring the income and expenditure of the establishment. It monitors the accounts, pays the bills from suppliers, prepares the wages and salaries of employees and looks after their superannuation contributions. Accounts and finance prepares company financial reports and the documents required to complete yearly taxation returns for the company, as well as preparing budgets for the entire establishment and the various areas within it. Occupations include accounts clerk, assistant accountant, audit accountant, bookkeeper, small practice accountant, management accountant, payroll officer and taxation accountant.

Food and beverage

Food and beverage is a front-of-house operation that is responsible for the supply of food and drinks to customers. In large establishments, this is often divided into smaller sections, such as beverages (for example, at bars), restaurants, room service, and banquet and function catering. This department is responsible for tasks such as preparing for service, greeting and seating customers, promoting food and beverage sales, taking orders, serving food and beverages, collecting payments from guests and the maintenance of service areas. Occupations in this area include bar attendant, barista, restaurant cashier, host/hostess waiter, caterer, maître d', cocktail bar attendant, sommelier, restaurant supervisor, fast food sales assistant, ship's catering attendant, bar manager and general manager.

Food production/kitchen

This department is a back-of-house operation that is responsible for the preparation of meals ordered through the restaurants and cafés in the establishment, as well as room service. It is the responsibility of this department to produce menus, budget resources, operate and maintain commercial cooking equipment, and watch for marketplace trends that will change customers' expectations. Occupational areas include cook, chef, caterer, supervisor of catering, kitchen attendant, ship's catering attendant, chef de partie, sous chef, baker, pastry cook, executive chef and general manager.

Front office

The front office is a front-of-house department that includes reception, reservations, answering telephone calls, taking messages for customers and staff, and preparing and processing guest accounts. Occupations in this area include hotel or motel front office attendant, receptionist, porter, valet, concierge, chauffeur, airline passenger officer, cashier, and hotel or motel manager.

Housekeeping

This back-of-house department is responsible for the standards of hygiene and cleanliness in the entire establishment. Housekeeping is responsible for the cleaning and servicing of guest rooms, maintaining public areas (foyer, public restrooms), the laundry and providing linen to all sections of the establishment (such as tablecloths to the restaurant). Occupations include porter, valet, reservation sales manager, guest services attendant and duty manager.

Human resources

This department is a back-of-house department responsible for attracting, training and retaining employees in the establishment. Human resources is responsible for staff rosters, keeping staff records and on-site management of industrial disputes, as well as keeping management and staff advised of the current laws and regulations covering the hospitality industry. Occupations include workforce planning and recruitment, WHS officers, risk management, performance management, industrial relations and international human resources management.

Gaming

Gaming is a front-of-house department that is responsible for legal forms of gambling, including lotteries, gaming machines, casino tables and Keno. Gaming areas usually cater for electronic gaming machines that are based on random number generation, where wins are generally represented by matched icons. The gaming department is responsible for the establishment conforming to the responsible conduct of gambling legislation. Occupations in

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this industry include gaming worker, croupier and club manager, but could also include bookmaker, lottery employee, bingo staff and casino attendant.

Maintenance

Maintenance is a back-of-house department responsible for maintaining all the establishment's equipment. Small establishments often hire contractors, while larger establishments may have employees on site. Occupational areas could include plumbing, electrical, painting and decorating, carpentry, gardening, mechanical fitting of machinery and general handiwork.

Sales and marketing

The sales and marketing department is required to actively sell the services of the establishment to local, interstate, national and international tourist markets. Sales and marketing is a back-of-house department that participates in trade shows and provides the advertising material for all events. In small establishments, this may be the responsibility of the owner/manager. Occupations in this sector include trainee sales manager, sales representative, sales consultant, sales manager and business development manager.

Security

Security maintains the health and safety of both customers and staff. Outside contractors are often employed by smaller establishments for special events. Occupations in this industry include security guard and security officer. Any person working in security requires a security licence.

Relationships between work areas

Every department within an establishment is reliant on working with many other departments to ensure the smooth running of the establishment. This is what a customer judges to be quality service. If there are issues between departments, then the quality of the service will not be there for the guest.

Primary role(s) and duties performed by hospitality personnel

Chef

The primary role of a chef is to oversee staff, place orders for culinary items and direct the overall preparation of the food served in the dining establishment.

The chef must ensure that safety standards and sanitary requirements are met every day, and is also responsible for:

- overseeing the preparation of meals and ingredients, final presentation, sanitary issues and timeliness on the part of employees
- planning with regard to the menu items and any specials the dining establishment offers to its patrons
- the creation of the recipes, with or without input from the assistant chefs
- administrative duties, including items such as ensuring employees show up to work, performing payroll calculations, calculating purchase order costs, placing food orders from merchants and addressing workers' complaints
- training the kitchen staff – the chef will provide details of what each worker's duties are and how they should be carried out.

ACTIVITY 3.4

Investigate the role of two other career opportunities in a hospitality establishment. These roles should be in jobs that interest you.

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Customer service

Good customer service is seen by many customers as the most important differentiator between a particular business and its competition. Good customer service builds a strong reputation for the organisation in the marketplace. It explains why people want to work for you and why they stay with the business for a long period of time. It will lead to customer loyalty and customer advocacy.

Good customer service means employees of the establishment will:

- have a positive attitude, always wearing a smile and performing duties in an upbeat manner, while demonstrating friendliness towards fellow workers and customers
- demonstrate professionalism by presenting themselves as well-mannered, warm and helpful
- take prompt action to fulfil the needs and requests of fellow workers and customers
- act before problems arise, addressing them early and seeing them through to resolution
- ensure that tasks are completed above and beyond expectations for customers and fellow workers
- always be team players, help others in the team and work towards achieving success for the team
- be responsible for their actions and follow through whatever they do to make sure the customer and the team complete all tasks
- treat all customers and team members in the way they would want to be treated themselves, with dignity, sensitivity and tactfulness
- be an ambassador for the enterprise on the job and when in public
- be a mentor to fellow team members and new employees
- be caring towards customers and other members of the team about their feelings, thoughts and experiences
- strive for excellence in everything they do in the establishment.


Figure 3.6 Good customer service is invaluable to a business.

Industry approaches to the delivery of customer service

Industry bodies recommend that all workplaces have policies and procedures clearly setting out the expectations of management for all employees to provide excellent customer service. This document should be very specific and available for reference to all employees. Quality customer service should be established by practice and regular discussions with all levels of employees and management to monitor and continually improve the customer service provided.

Underpinning principles

The principles for quality customer service delivery include the following:

- The establishment should recruit and train people who exhibit the right attitude. Once employed, there should be a planned training program that improves the skills of employees on the job.
- It is important to retain staff. Research shows that when staff are happy and respect the establishment in which they work, then the customer service will be excellent.
- Management needs to recognise the importance of the loyalty of customers, as they will be very good ambassadors for you and the establishment. They often provide feedback on the products and services supplied that can be very useful.
- Management needs to show a long-term commitment to continual improvement in employee skills. Leadership should be provided from the top in the form of offering one-on-one performance reviews and appraisals,

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and encouraging a personal and professional growth plan for each individual.
- Management needs to listen to what customers and staff are saying by collecting and analysing feedback, and acting on these responses. It should develop forums where staff can be involved.
- Complaints are free market research on how the establishment is doing. However, systems need to be in place so that you hear them all.
- Processes in the establishment need to be examined from a customer's point of view, with input from staff to work out whether change is really needed.

Strategies for establishing quality service

All guests are entitled to quality service, which includes making them feel important and welcomed, assisting them promptly and efficiently, and ensuring that they are satisfied. Excellence in service is achieved when customer expectations are exceeded.

Establishing quality service practices is important in all businesses, but particularly when your business regularly deals with people from different cultural backgrounds.

When establishing strategies for quality service, don't ignore the existing customers of the business, don't stop training even though times may be tough and don't pretend that you're good if you're not.

Current issues affecting the hospitality industry

- There is a current shortage of skilled labour in the hospitality industry, and hospitality establishments traditionally have high staff turnover rates. There is a continual burden placed on experienced staff to train new staff, which can be draining for them.
- There is an expectation that workers have to work unsociable hours and to work during holiday periods, such as on Christmas Day and over long weekends.
- The state of the Australian and international economy is creating uncertainty for all businesses, but especially hospitality establishments.
- Australia has experienced a series of extreme weather conditions, such as floods, bushfires and droughts, which has made money less available to spend on luxuries such as eating out and travel. Publicity about these events has also deterred international tourists from visiting.
- Technological developments have resulted in many businesses needing to develop a web presence to advertise, take bookings and allow for direct online bookings by customers.
- Legislative changes have occurred that have affected the industry, such as mandatory training in responsible service of alcohol, responsible conduct of gaming and WHS. Temporary residence visas allowing employers to sponsor overseas workers when there is low employment have seen major legislative changes.
- Terrorism and political unrest in many countries around the world have resulted in widespread concern by tourists about travelling, but especially into affected areas. This has resulted in a general decline in overseas travel.

ACTIVITY 3.5

Create a list of current and in-trend products and services that are in vogue at present – for example, chef/restaurant-grown produce, food trucks, Paleo food

Current trends affecting the hospitality industry

- Ecotourism is opening new markets in the pristine areas of wilderness in Australia, where the footprint left by tourists is reduced to decrease the impact on the environment.
- The demand for adventure holidays has increased significantly. White-water rafting, remote challenges in Kakadu in the Northern Territory, 4WD tours of pristine areas, taking the Ghan train from Darwin to Adelaide and Opal Fever in Coober Pedy are all unique tourist opportunities only available in Australia.
- Wellbeing centres with pampering activities for the body, mind and spirit, such as spas,

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dining rooms with organic food and beverages – for example, Golden Door Health Retreat, Health Club and Day Spas – have become very popular.

- Changing social concerns of the population often affect the hospitality industry. These include:
  - increasing respect for Aboriginal and Torres Strait Islander lands and culture, such as Uluru
  - making venues more responsible for problems related to gambling and alcohol
  - stricter planning requirements to reduce the impact of buildings on the landscape
  - specialised buildings that meet renewable resource or heritage requirements.

ACTIVITY 3.6

1. Describe what each of the following trends is about:
   - a ecotourism resorts
   - b adventure holidays
   - c well-being centres.
2. Research one example of each.
3. List the available resources and customer services they provide.

3.3 *Working in the industry*

Legal and ethical issues

Legal issues in the workplace relate to the protection that Australian laws and regulations provide to both the worker and customer. In Australia, legislation exists to protect consumers, employees and employers regarding hygiene, gaming, work health and safety (WHS) and environmental legislation that must be adhered to by establishments and employees.

legal permitted by law

ethical relating to moral principles or the branch of knowledge dealing with these

An **ethical** issue is directly related to moral values and judgements of employees and management on issues. Ethical behaviours are the standards that you hold for yourself: the attributes of honesty, responsibility and how you treat others in all facets of your life. Ethical behaviour often goes beyond the law, and relates to knowing what is right and wrong in a particular situation and doing what is right.

Legal and ethical issues affecting the hospitality industry

Legal issues affecting the hospitality workplace relate to following all the requirements of the law. Ethical issues are where the practices are legally correct but are morally wrong.

What are the key ethical issues faced by this industry?

The hospitality industry faces numerous ethical issues. Often, when people are spending less money, employees in the hospitality industry do not make as much as they do in better economic times. When businesses struggle, it is often the employees who are hurt by being overworked

Figure 3.7 Fair wages are not always offered in the hospitality industry.

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and underpaid. Businesses often struggle to find a balance between paying workers and making a profit, especially in the early years of the business.

The hiring of illegal immigrants is another ethical issue within the hospitality industry. Labour from illegal immigrants can be less expensive. Local workers can be displaced because of the cheaper labour, and there is constant debate about the ethics of legal/illegal immigrant labour. Cleaning industries and large hotel chains often exploit illegal immigrants, and use cheap labour to maintain their profitability.

Legal and ethical obligations of the hospitality worker

- **Honesty.** Answers and promises you make to guests (and other team members) must be accurate and the truth. Never make promises that can't be kept, and be sure to do what you say when making plans so you do not mislead or deceive others.
- **Integrity.** Never be dishonest, rude, offensive or ignorant to either guests or fellow workers. Never break the promises you make. All decisions should be followed through; however, options should be evaluated after listening carefully to what others have to say.
- **Trustworthiness.** Don't let other people down, and always finish the tasks assigned to you. Follow up to ensure satisfaction with your work. Managers need to be confident that you are able to complete assigned tasks.
- **Loyalty.** In dealing with customers and fellow workers, be true to yourself and the establishment by providing the expected level of service. However, it would be even better if you always attempted to exceed the expectations of others. Avoid conflict and do not use or disclose confidential information.
- **Fairness.** This is particularly important when dealing with conflict situations in the workplace or with customers. Always listen to all points of view, and treat all individuals with equality and tolerance and with an open mind.
- **Respect.** Show respect for other people, as it is critical to understand the needs of customers and to be able to satisfy them. Respect in the workplace is manifested as working together to lessen the workload for the team wherever possible.
- **Excellence.** Practise excellence in the service and the standard of product supplied to customers. Have pride in the work you do, and always attempt to achieve the same standard or better every time you do the task.
- **Leadership.** The most effective way to instil ethical principles in other team workers is by example.
- **Kindness.** Working in the hospitality industry requires you to go out of your way to make customers feel special, even if you are inconvenienced.
- **Sincerity.** Actions and words should match at all times. Always seek to find the correct answer or method for people, as this will avoid conflict with customers.
- **Tenacity.** All the demands of guests, fellow workers and management, along with the pressure of working long hours and to deadlines that need to be met, mean that you have to do your best to meet all the competing employment demands.
- **Generosity.** Establishments could look at the possibility of reducing the amount of profit generated in order to build respect of customers, who will appreciate the efforts made to ensure they have a good time. This can easily be done by providing regular clients with free coffee, but should only be done with the approval of a manager or someone in a leadership position.
- **Eagerness and enthusiasm.** An appreciation of the customer's needs and a clear willingness to please customers are vital. At the very least, you should be aiming to complete your duties without complaint.

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Legislative requirements for the hospitality industry

Food Act 2003 (NSW) (as amended)

The Food Service Code is a piece of federal government **legislation** that is maintained by Food Standards Australia New Zealand. This legislation is covered in New South Wales by two pieces of legislation: the *Food Act 2003* (NSW) (amended) and the Food Regulations 2015 (NSW). Every state has different sets of legislation to cover food safety.

legislation law that has been promulgated (or 'enacted') by a legislature or other governing body

The NSW Food Authority is responsible for food safety and food labelling practices in New South Wales. This authority enforces the *Food Act 2003* (NSW) (as amended) and the associated regulations on all food for sale in the state of New South Wales.

The NSW Food Authority develops and monitors food safety programs for the industry, licenses food businesses, investigates complaints about the businesses that are monitored, coordinates the recall of food products in the state and has input into changes to the National Food Standards Policy.

The NSW Food Authority is also responsible for food safety and handling, from the point of harvest or manufacture through processing, transport, storage and wholesale point-of-sale to consumption. It provides one point of contact for both the food industry and the public on all issues about food in New South Wales.

Local councils are given the power to enforce the food standards under the *Food Act*, mostly in local retail food outlets. The NSW Food Authority works with the local councils to oversee the implementation of consistency in the enforcement of the *Food Act*.

Environmental health officers are attached to local councils to assess the risk of contamination of the food on commercial premises and to develop, regulate, enforce and monitor laws and regulations governing public health in both the built and natural environment, in order to promote good human health and environmental practices in their local government area. Local governments can also advise and direct food business regarding the development of food premises and building, to ensure they meet food standard codes in the local area.

The roles and responsibilities of environmental health officers include:

- the right of entry to premises
- the power to inspect premises
- right to collect food and beverage samples from establishments for testing
- the right to close down a restaurant
- the power to issue warnings with set time limits for improvements to be made
- the power to fine the owner for breaches of the legislation.

In 2008, the New South Wales government passed laws that allow the NSW Food Authority to publish details of food businesses that it has prosecuted successfully for **breaches** of the law on its website (called the 'Name and Shame Initiative').

breach a violation or infraction of something such as a law

ACTIVITY 3.7

Access the NSW Food Authority's website to investigate local food establishments that have made it onto the Authority's Name and Shame Register. Identify some reasons why they have made it on to this website.

Figure 3.8 Health and safety codes and fair work governing bodies can send establishments out of business.

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Food Regulation 2015 (NSW)

The Food Regulation 2015 supports the regulatory work of the NSW Food Authority and local councils, and works to minimise the occurrence of food-borne illness in New South Wales.

This regulation is vital for the food industry, as it ensures that minimum standards are being met in areas of the industry that are particularly high risk in terms of transfer of potentially harmful bacteria and other **pathogens**. At high risk are those working in areas involving meat, dairy, seafood, shellfish and plant products, and egg businesses preparing food for vulnerable people like the elderly and the very young in New South Wales.

pathogen any agent that causes disease, especially living micro-organisms such as bacteria or fungi

These businesses are subject to Food Safety Schemes (FSS) because of their proprietary classification. Under each scheme, there are licence categories that specify the types of activities each business is licensed to perform – for example, opening oysters or raw transport of milk.

The Australia New Zealand Food Standards Code

The Australia New Zealand Food Standards Code makes sure food in Australia and New Zealand is safe and suitable for all to eat. It includes standards for food additives, food safety, labelling and foods that need pre-approval such as genetically modified (GM) foods. This legislation is covered in New South Wales by two pieces of legislation – the *Food Act 2003* (NSW) (as amended) and the Food Regulations 2015 (NSW). Each state has a different set of legislation.

Enforcement and interpretation of the code is the responsibility of state and territory government departments. In addition, the Department of Agriculture, Fisheries and Forestry (DAFF) has operational responsibility for the inspection and sampling of imported food.

The Code has four parts:

1. **General Food Standards.** This includes individual regulations that apply to almost all foods, such as labelling requirements, substances and the quantities that can be added to food, and safety of materials that are in contact with food. Also included are the permissions for new foods, limits for chemical and microbiological contaminants and maximum residue limits of **veterinary** and chemical residues in foods.
2. **Food Product Standards.** These are the compositional requirements for specific foods such as meat, eggs, fish and alcoholic beverages.
3. **Food Safety Standards.** These are about the requirements for food handlers wherever food is sold, and apply only in Australia – they relate, for example, to good food safety practices such as training staff, maintaining food at the correct temperature, washing hands and keeping equipment clean.
4. **Primary Production Standards.** These apply only in Australia, and include primary production and processing standards for agricultural commodities such as seafood, poultry, meat, specific cheeses, wine and dairy products.

veterinary relating to veterinary medicine; concerned or connected with the medical or surgical treatment of animals, especially domestic animals

Figure 3.9 Quality guarantee

Responsible service of alcohol

The law in New South Wales requires all staff who serve or work in areas where alcohol is served to have completed the Responsible Service of Alcohol (RSA) course. This training ensures that licensees and staff understand their responsibilities when serving alcohol. Any person required to serve alcohol in their employment must have training in RSA and be over the age of 18.

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Responsible conduct of gaming/gambling

Gaming-related staff, secretary managers and hoteliers who are responsible for or work in areas where gaming machines are located are required to have completed the mandatory training on responsible gambling, the New South Wales Responsible Conduct of Gambling (RCG) course. This course takes approximately six hours to complete, and there are no exemptions from the course. Training undertaken in other states is not recognised in New South Wales.

Local council regulations for local community protection

All businesses in local council areas are regulated by the council and the NSW Food Authority. They provide advice and approve new businesses, monitor food hygiene practices, check for contamination, follow up on complaints and make sure business owners and their staff comply with the laws and regulations. Their supervision includes the registration and approval of stall-holders selling food at shows, fairs, festivals and other public events.

Australian consumer law

The Fair Trading Amendment (Australian Consumer Law) Act 2010 amends the previous *Fair Trading Act 1987*. The Australian Consumer Law is a single national law. The Australian consumer law includes general protections that create standards for entities providing goods and services to consumers. The Act is administered by the Australian Competition and Consumer Commission (ACCC) and each state and territory's consumer law agencies – in New South Wales, that body is NSW Fair Trading, which provides information on:

- buying goods and services
- online shopping guides
- resolving complaints with traders or service providers
- starting a business in New South Wales
- helping businesses to keep up to date with legislative requirements
- ensuring product safety.

Privacy Act 1988 (Cth) (as amended)

Privacy in Australian law means that every person has a right to protect their own personal life from invasion, and control the flow of their personal information to others. The *Privacy Act 1988* contains rules governing the collection and handling of information collected by agencies such as government, medical and credit records. It also protects Australians against invasive procedures to their bodies – for example, genetic and drug testing – and covers the security and privacy of personal mail, telephones, emails and other forms of communication. The law also covers the amount of intrusion that can take place in the home environment, as well as in your workplace or another public space, by activities like personal searches, video surveillance and ID checks.

Figure 3.10 Confidentiality and privacy are guaranteed in workplaces.

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ACTIVITY 3.8

Identify the legislation of which a food and beverage manager of a large resort would need to have a working knowledge.

Quality assurance

Quality assurance means that you can expect the same standard of quality in the hospitality establishment every time you use it. Customers look for a standard of quality and consistency in both product and service that is demonstrated in successful establishments.

If an establishment is not providing a product, or is providing a service that fails to meet the quality expectations of its main clients, then patronage will fall and the revenue base of the establishment will be lost. People will complain and the product may need to be remade or the service re-evaluated and improved. This could also possibly lead to damage in terms of a business's reputation.

Successful establishments have numerous checks and controls in place to ensure quality. They train staff to provide service above the minimum standards that are set in policies and procedures. These establishments are continually trying to improve their performance.

The star rating system used by the NRMA and the Gold Plate awards from the Catering Institute of Australia recognise those establishments that are providing quality service. Critical guidebooks such as the *Restaurant Guide to Sydney* and articles in local newspapers and magazines, as well as online guides and reviews, are important quality measurements. Consistent criteria and expert judges are necessary to ensure the standardised measurements of quality for making judgements are followed.

Quality assurance systems

Establishments develop policies and procedures that contain clear statements about the specific roles and responsibilities of staff. These policies describe how to measure the quality of each service and the quantity of each product – for example, an entree of garlic prawns must contain six king prawns. They may even have photographs attached to demonstrate.

There should be regular checks written into the procedures to ensure that the quality standards are met. It is the responsibility of all employees to ensure that required standards are being met, from the foods served to customers to the service provided.

If standards are not up to expectations, customers may choose to take their business and money elsewhere. The loss of business, customers, money and time can result in a loss of profits, in turn leading to fewer jobs and perhaps even the closure of the business.

The aim of quality assurance is to control the quality of the products and services provided to customers. Quality assurance does not always aim to deliver the highest possible quality; rather, it aims to work out what level of quality suits the establishment and then to make sure that this standard is always achieved. This gives customers confidence in the business: they know they will receive the same quality of product or service every time they come to the establishment.

Quality assurance systems:

- have clearly stated aims and obligations that the establishment wants to achieve
- involve informed decision-making
- are free from individual personal bias
- involve all staff, from management to trainees
- include the specification of standards and acceptable evidence
- prompt continuous improvement.

Industry accreditation schemes

There are many accreditation schemes that reward excellence in the hospitality industry. These include:

- the star rating system used by the NRMA, which awards accommodation properties with a star rating to indicate the quality of the accommodation available – an indicator of the types/quality of goods and services available at different hotels, motels and clubs
- the Savour Australia Restaurant & Catering HOSTPLUS Awards for Excellence, very well-respected industry awards specifically

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designed to promote best practice in the restaurant and catering industry
- the *Australian Good Food and Travel Guide*'s crossed fork and spoon symbol, used to represent the style and the facilities that are offered by establishments, including a rating for service
- the *Australian Good Food and Travel Guide*'s Chef Hats, which have been awarded to chefs around Australia since 1982. Inspectors dine anonymously in the restaurants and then write a review. These comments, along with the opinions of the public who send in reviews throughout the year, determine the results.
- the *Australian Gourmet Traveller* magazine's Restaurant Awards, which acknowledge achievement and celebrate commitment to excellence and attention to detail.

ACTIVITY 3.9

Go online and access websites that show restaurant reviews. Are there any restaurants in your area that have been given a Chef Hat?

What is a code of conduct?

A code of conduct for hospitality workers sets out the expectations of the business management for every worker on site. It also provides a clear guide to the ethical standards expected by management from its workers.

What is occupational licensing?

An occupational licence is a form of regulation that restricts entry to an occupation or profession to people who do not meet requirements stipulated by a regulatory authority.

Occupational licensing reflects Australia's strong commitment to ensuring that public risk from industries conducting their business operations is limited. Occupational licensing is one of the most effective and easily recognisable legislative and regulatory controls that governments have at their disposal to control public risk.

The restrictions enforced by occupational licensing ensure that people who work in occupations or professions deemed to have a public risk meet the pre-determined competency requirements, which reduce the public risk of injury factors for that particular industry or occupation. Currently, industry regulators in each state and territory oversee compliance with industry occupational licensing requirements.

The AQF ensures national recognition and consistency, ensuring quality in the qualifications across Australia.

Note

Failure to observe (non-compliance) legislative requirements, quality assurance processes and workplace policy, guidelines and procedures can result in fines, loss of employment, loss of life, loss of reputation and, financially, loss of business.

The connection between quality assurance, work practices and customer service

There is a strong connection between quality assurance, quality work practices and the delivery of quality customer service.

Workers rely on a rigorous set of standards from the establishment to ensure that the products and systems they use are safe and reliable. Standards give businesses and consumers confidence that the goods and services they are developing or using are safe and reliable, and will do the job for which they were intended.

The consequences of failing to observe the legislative requirements (non-compliance), the quality assurance processes/systems and workplace policy, guidelines and procedures provided for employees can result in dismissal from the establishment.

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3.4 Employment

Career pathways in the hospitality industry

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

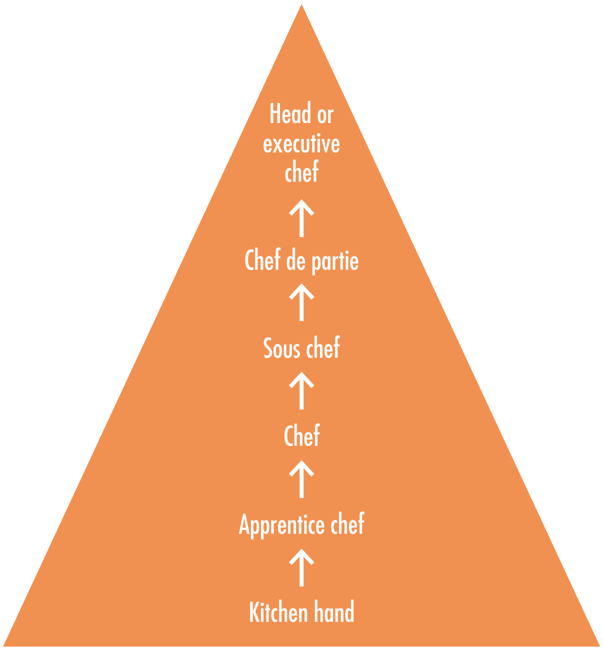

Figure 3.11 A career pathway in the commercial kitchen

Types of employment in the hospitality industry

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

The difference between an award, an agreement and a contract

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

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

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

ACTIVITY 3.10

Investigate the employment terms and conditions for a specific job role in a hospitality establishment.

1. Access the Fair Work Commission website and look for the Hospitality Industry (General) Award 2010.
2. Look up three different job titles.
3. Look at the forms available and details required when completed.

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

Employer responsibilities

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

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

The employer must consult with employees about WHS matters to enable employees to contribute to decisions affecting their health, safety and welfare, while ensuring that employees do not pay for any changes that need to be made under any *WHS Act* or regulation.

Figure 3.12 Employers and employees must both take responsibility for WHS matters.

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

Employee responsibilities

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

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

Purpose and value of code of conduct for the hospitality industry and worker

A code of conduct is a set of rules outlining the social norms and rules and responsibilities and practices for an individual, party or organisation.

A common code of conduct is written for employees of a company, which protects the business and informs the employees of the company's expectations. It is ideal for even the smallest of companies to produce a document containing important information on the expectations of employees. The document does not need to be complex or have elaborate policies, but should state simply and clearly what the company expects from each employee.

Equal employment opportunity

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

Figure 3.13 Equal employment opportunities are designed to free workplaces from discrimination.

The intent of EEO legislation

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

Reciprocal rights and responsibilities of employers and employees

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

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

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ACTIVITY 3.11

Go online and access the Fair Work Commission website.

1 Research the difference between the Fair Work Commission and the Fair Work Ombudsman
2 Research the employee entitlements for three jobs you are interested in pursuing for a career.
3 Research the leave entitlements for three jobs you are interested in pursuing for a career.

Workplace policy and procedures relating to EEO

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

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

Industry associations for employer groups

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

- **Restaurant & Catering NSW (R&C NSW).** This is the largest employer group covering the hospitality industry in New South Wales. Its mission is to lead the restaurant and catering industry and help members improve their businesses. It advises on all legal matters for the restaurant and catering sector, as well as providing seminars and training courses specifically designed to improve the quality of service across the state.
- **Australian Hotels Association (AHA).** This is a political lobby group seeking change for the benefit of the hotel industry.

  The AHA researches and advises members on a range of legal and industrial relations matters concerning hoteliers. It also offers insurance specifically designed for hotels, conducts seminars and training courses, provides a forum where hoteliers are able to meet and discuss issues, circulates industry developments and news through a magazine, and monitors social and community issues such as problem gambling, responsible service of alcohol and workplace matters, among other things.
- **Accommodation Association of Australia.** As the leading authority in the accommodation sector within Australia, this body was formed to represent the interests of registered accommodation operators within the hospitality industry. Membership services are tailored specifically to the needs of accommodation operators, and assistance

Figure 3.14 Ecotourism Australia is the peak body for Australia's ecotourism industry.

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

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

Professional associations for employees

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

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

Training

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

3.5 *Anti-discrimination*

Bullying and harassment in the workplace

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

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

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

Direct bullying acts include:

- acts of physical aggression, such as shoving or poking
- throwing things at the person being bullied

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- choking
- punching and kicking
- stabbing
- pulling hair
- pinching
- biting.


Figure 3.15 Workplace bullying can manifest in many forms.

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

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

Bullying can be carried out verbally, physically or in writing – for example, via email, in internet chat rooms, or via instant messaging and mobile phone technologies such as text messaging, Facebook, Snapchat and Twitter. Bullying can be directed in a range of ways in a workplace – downwards (from supervisors or managers to workers), sideways (between workers or co-workers) and upwards (from workers to supervisors or managers). Bullying can be directed at a single worker or at more than one worker. It can be carried out by one or more workers.

Types of bullying or harassment in the workplace include:

- verbal:
  - repeated hurtful remarks or attacks
  - making fun of someone's work or them as a person (including their family, sex, sexuality, gender identity, race or culture, education or economic background)
- physical:
  - excluding someone or stopping them from working with people or taking part in activities that relate to their work
  - giving them pointless tasks to complete that have nothing to do with their job
  - giving them impossible jobs that can't be done in the given time or with the resources provided
  - pushing, shoving, tripping or grabbing them in the workplace
  - attacking or threatening with equipment, knives, guns, clubs or any other type of object that can be turned into a weapon

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- psychological:
  - playing mind games, ganging up on them or other types of psychological harassment
  - intimidation (making someone feel less important and under-valued)
  - deliberately changing a person's work hours or schedule to make it difficult for them
  - deliberately holding back information they need to do their work properly
  - initiation or **hazing**, where a person is made to do humiliating or inappropriate things in order to be accepted as part of the team.

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

- sexual:
  - sexual harassment, such as unwelcome touching
  - sexually explicit comments
  - requests that make someone feel uncomfortable.

Anti-discrimination principles

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

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

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

Over the past 30 years, the Commonwealth Government and the state and territory governments have introduced laws to help protect people from discrimination and harassment.

The following laws operate at a federal level and the Australian Human Rights Commission has statutory responsibilities under them:

- *Age Discrimination Act 2004*
- *Australian Human Rights Commission Act 1986*
- *Disability Discrimination Act 1992*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*.

The following laws operate at a state and territory level, with state and territory equal opportunity and anti-discrimination agencies having statutory responsibilities under them:

- Australian Capital Territory – *Discrimination Act 1991*
- New South Wales – *Anti-Discrimination Act 1977*
- Northern Territory – *Anti-Discrimination Act 1996*
- Queensland – *Anti-Discrimination Act 1991*
- South Australia – *Equal Opportunity Act 1984*
- Tasmania – *Anti-Discrimination Act 1998*
- Victoria – *Equal Opportunity Act 2010*
- Western Australia – *Equal Opportunity Act 1984*.

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

Figure 3.16 Anti-discrimination laws allow all job applicants to be judged on their own merit, not on irrelevant characteristics.

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Intent of anti-discrimination legislation

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

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

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

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

All staff have rights and responsibilities to:

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

Workplace policy relating to anti-discrimination

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

Figure 3.17 Workplace policy should be aided by group discussion.

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Strategies to eliminate bias and harassment in the workplace

Any strategy to eliminate workplace harassment should aim to:

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

facilitate to make easier or assist the progress of something

disseminate to scatter or spread widely

Consequences, including legal ramifications, of discriminatory workplace behaviour

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

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

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

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

Recourse available to individuals in the event of inappropriate workplace behaviour

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

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

Figure 3.18 Anti-discrimination cases can go to court.

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CASE STUDY 3.1

Alexandra is an apprentice chef at Cafe Claude's. Basil, the head chef, pays her a lot of attention. At first she feels flattered, but when he starts touching and cuddling her she is worried. She wants him to stop, but is afraid that if she says anything she might lose her job or strain the working relationship.

1 Discuss the actions Alexandra can take to stop the unwanted behaviour.
2 Describe the responsibilities Basil and Café Claude's have to ensure the workplace is free of discrimination and harassment.

CASE STUDY 3.2

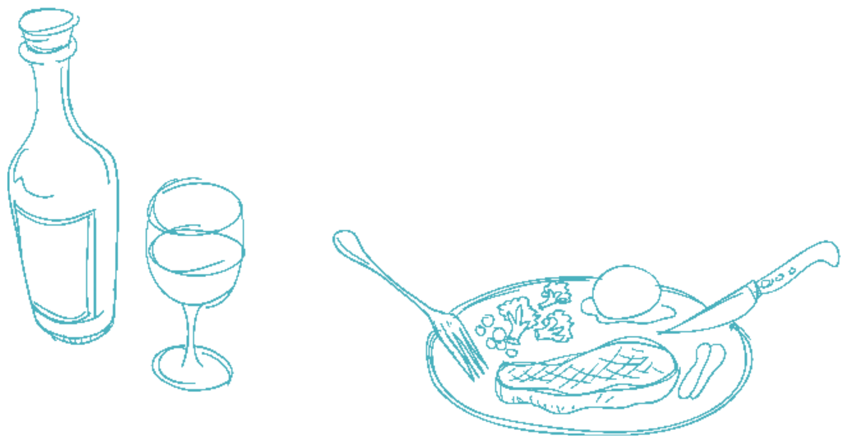
Melanie works in a large restaurant. She is keen to make a career in the hospitality industry. This is her first job and, like everyone else, she sometimes makes mistakes. Her boss, Neil, suggests that they go out. Melanie does not want to and declines the invitation. Trying to ease the situation, she suggests that she might change her mind in the future. Neil comments, 'That's okay, but the way you're working there might not be a future.' Melanie now thinks that she might only keep her job if she goes out with Neil.

1 Describe the sort of behaviour Neil is demonstrating to Melanie.
2 Evaluate if there are any reasons why Melanie should go out with Neil.

CASE STUDY 3.3

Talia has an Eritrean background. She works part time in a hamburger shop called Vinny's. Una often works the same shift. She calls Talia names like 'golliwog' and 'monkey face'. When Talia objects, she is told by Una to 'go back where you came from, then'. Talia tries to avoid being near Una but has not reported the insults to her boss, Vinny, for fear she might lose her job.

1 Assess the responsibility Vinny has for Una's comments.
2 Assess the responsibility Talia has for Una's comments.
3 Discuss whether Una's behaviour is unlawful.



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3.6 Hospitality workers

Personal attributes and work ethic valued by the hospitality industry

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

The following personal attributes and work ethics are important:

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

Figure 3.19 Interpersonal skills are beneficial to hospitality workers.

Interpersonal skills beneficial to an individual working in a hospitality workplace

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

body language non-verbal expression through gestures

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

Importance of personal presentation and standards for a hospitality workplace and job role

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

Personal hygiene involves practices of cleanliness performed by an individual to care for their bodily health and well-being. They include bathing regularly, washing hair, wearing underwear, wearing clean clothing, brushing teeth, cutting fingernails, wearing deodorant and

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shaving (for males), and washing hands regularly – especially before handling food.

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

Presentation standards for the hospitality workplace

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

Restaurant staff

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

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

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

Kitchen staff

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

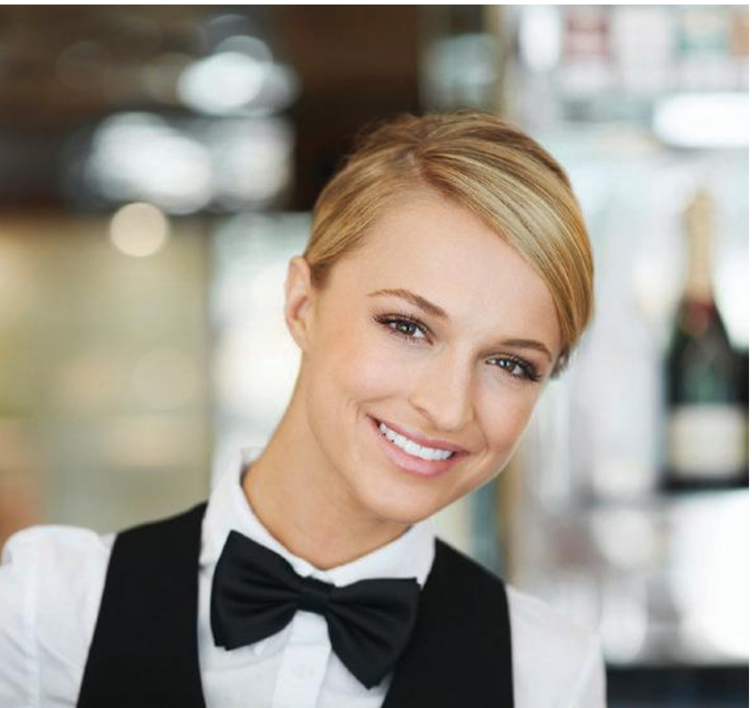

Figure 3.20 Uniforms help to identify staff from patrons.

Figure 3.21 Kitchen staff can be identified by their uniform.

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

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

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

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

Behaviour to support a safe and sustainable hospitality work environment

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

Personal values, opinions and ethics can affect everyday work

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

In the hospitality industry, it is important to be aware of your own personal values, beliefs and attitudes, and not to impose your own ideas on customers.

ACTIVITY 3.12

1. Investigate the duties and responsibilities involved in both a front-of-house and back-of-house position within the hospitality industry.
2. Discuss why positive relationships between workers are valued within the workplace in a team situation.
3. Explain why presentation of employees is so important in the hospitality industry.

Industry currency

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

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

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achieved through other training and professional development, both within and outside the workplace.

Feedback

feedback information from customers in response to a product or delivery of a service, or from employees in response to the way a business is operating

The success of your organisation depends on **feedback**; where and how you get that feedback is vital to maximising its value. Feedback is vital for individual workers, the workplace and the industry.

- **Customer feedback** is the most important form of feedback for any establishment. It is important to find out how well you are serving their needs and wants, and where there are opportunities to improve.
- **Personal reflections from employees** enable management to consider input from those frontline workers who serve the customers. If their ability to serve is inhibited and their job satisfaction is reduced, customers will detect it, share their frustration and act accordingly. Feedback from employees permits you to satisfy their needs, and to enhance the customer's experience.
- **Formal feedback** is obtained from customer questionnaires or complaints, where the employee or customer has written down their impression of the establishment. The opportunity to do this is often provided on tables in the restaurant or in rooms in accommodation areas.

Figure 3.22 Feedback is important for improving workplaces.

- **Informal feedback**, on the other hand, is obtained through talking with customers and employees, and picking up on their impressions of the establishment.
- **Direct feedback** is obtained from people who are regular customers of the establishment and from staff who are working there.
- **Indirect feedback** is obtained through another source, such as the feedback given from guest questionnaires.

Strategies for obtaining and interpreting feedback

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

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

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

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

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

In the past, customers who encountered an issue or problem would contact the hotel directly to resolve it. Today, they often turn to social media to express their frustrations publicly. These conversations can quickly be picked up and reposted by dozens, hundreds or even thousands of people on social media, turning a single comment into a public relations disaster if the establishment doesn't act quickly enough.

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Dealing with positive and negative feedback

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

Figure 3.23 Dealing with feedback is a part of the hospitality business.

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

Responsibility of a worker to use personal reflection, seek and provide feedback and improve

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

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

3.7 Work practices

Understanding that work practices and experiences differ between workplaces

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

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

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

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

The method used by an establishment to implement new processes and procedures in

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work practices is often crucial to the successful adoption of new practices. If staff members have a positive attitude to the changes because they have played a role in their development, then the workplace will accept the changes far more smoothly.

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

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

Poor performance should be dealt with quickly, as it has the potential to become more serious over time. Poor work practices can have a negative effect on the business as a whole, as they can affect the productivity and performance of the entire workplace. Employees who perform well can lose motivation if they regularly have to complete the work of the non-performing employees. This results in a loss of morale and staff quality and reflects on the business overall, culminating in loss of customers, loss of jobs and eventually diminished profits.

Figure 3.24 Inappropriate behaviour in the workplace can be distracting to employees.

Tasks typical of a hospitality workplace

Routine tasks

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

- cleaning the restaurant
- setting up the restaurant
- welcoming and seating guests
- taking the order
- placing the order
- using trays
- serving beverages
- serving the meal
- cleaning up after a guest has dined
- resetting a table after a guest has dined
- presenting the bill
- closing the restaurant.

ACTIVITY 3.13

Create a list of the routine tasks that the following job positions are expected to perform:

1. chef
2. kitchen hand
3. food and beverage manager
4. waitperson.

Rostered tasks

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

Non-routine tasks

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

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

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

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

Strategies for understanding and clarifying work instructions

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

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

All staff should have opportunities to read, interpret and follow instructions for a range of work tasks of varying degrees of difficulty. This challenges and assists with up-skilling staff to perform a variety of tasks within the business.

Time and task management

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

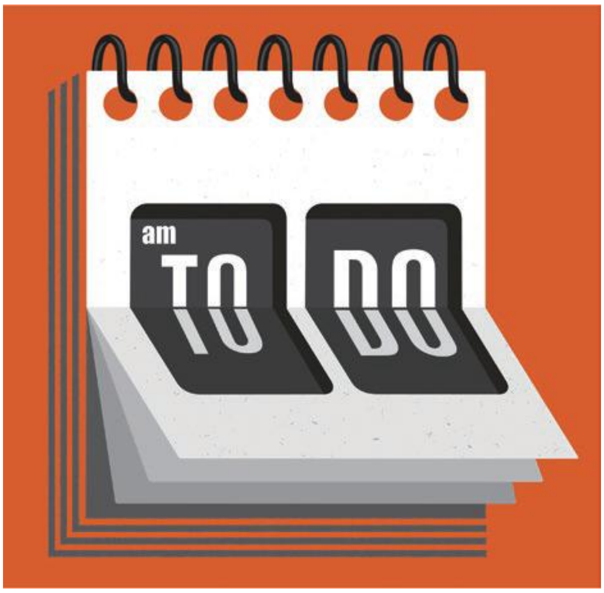

Figure 3.25 Manage your time appropriately.

Principles of time management

1. Set goals and establish priorities.
2. Spot the time wasters.
3. Live time management.
4. Think quality not quantity of time.
5. Organise yourself for success – prioritise, clear your desk, delegate work to others, stay healthy in body and mind, act purposefully and positively.
6. Write a daily time schedule: time, activity, priority – mark each activity according to how important it is:
   a. extremely important
   b. important
   c. relatively unimportant.
7. Evaluate the complete time plan of the day.

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Principles and techniques of time/task management

These days, time seems to be at a premium. Mobile devices keep everyone constantly connected with work, friends and family, and sometimes even with complete strangers. As a result, it is easy to be distracted. Time management is the ability to plan and control how you spend the hours in your day to effectively accomplish your goals. Poor time management can be related to procrastination, as well as to problems with self-control.

Prioritising

Begin by making a list of the tasks you need to accomplish, from the mundane to the critical, to help get a feel for what needs to be done. Once the list is completed, attach a priority number to each task – for example:

1 Needs to be completed as soon as possible.
2 Will need to be completed by the end of the day.
3 Completed tomorrow.
4 Completed by the end of the week.
5 Completed by the end of next week.

Figure 3.26 Manage tasks effectively.

You can further rank these tasks by adding a decimal place – for example, 1.1 needs to be done immediately whereas 1.5 can be completed last thing today. Balance your effort by working on small portions every day of work that will be due by the end of the week, starting with the most important tasks. This allows a balance of work

Ten basic tips for task management and creation of to-do lists

1. **Find the right method of keeping your to-do lists.** Some people like putting tasks down by hand on tear-off papers, daily planners or A4 lists while others use Excel spreadsheets, Outlook bars, sticky notes on screen or special software tools that can create tasks, track their performance, play sound notifications and perform other useful functions.
2. **Prioritise tasks.** Put your tasks in order of importance/urgency and give higher priority to the tasks that get you closer to your goals.
3. **Be realistic.** Check whether you can really accomplish the task you are getting into. Be sure that the task is actually intended for the planned period of time.
4. **Be specific.** Each item on your list should be an understandable, short and measurable task.
5. **Break down complex tasks into smaller manageable chunks** and focus on one at a time.
6. **Group and categorise similar tasks** – for example, create several to-do lists by categories – purchases, meetings, events, etc.
7. **Delegate your work.** If there are other people available who can help you with your work, ask them to do so.
8. **Be flexible and not too detailed.** Remember that the tasks may sometimes be interrupted or delayed, so allow some variations or reserves for them.
9. **Leave spaces for unexpected activities.** You may not know exactly what you will need to do, but if you plan the time to do it, then other important things will not get pushed out of the way when the demand arises.
10. **Make to-do lists a daily record.** At the end of the work day, take the time to review the day's accomplishments, cross them off of your list and plan your work for the next day.

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to be achieved – small sections every day rather than a huge amount all at once.

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

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

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

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

Figure 3.27 Environmental sustainability should be a priority of all hospitality workers.

Sustainability in the workplace and environmentally sustainable work practices

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

The following are some of the current environmental issues affecting the hospitality industry

Waste management

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

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

Energy use and efficiency

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

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

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implementation of work routines that regularly check and maintain equipment.

The use of sustainable energy projects such as solar power helps reduce the amount of coal-fuelled energy that is consumed by the hospitality industry. Opportunities should be taken to explore options for alternate power sources to heat the pool, while skylights in public areas will minimise the use of lights. Equipment should be chosen for its energy use rating. The selection of low-energy rating equipment should be encouraged. Equipment and lights should be turned off when they are not in use.

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

ACTIVITY 3.14

WATER RESOURCE MANAGEMENT

Water is a commodity that is often taken for granted within the hospitality industry. Using simple water-saving techniques such as dual-flush toilets and low-flow fittings in showers and taps can make a real difference. Sydney Water, the main supplier of water in regional and metropolitan New South Wales, estimates that the hospitality sector uses up to 14 per cent of Sydney's business daily water usage. Sydney's water is from fresh, natural sources and is filtered. It is safe to drink straight from the tap and its quality is among the world's best.

Source: Sydney Water.

1 Access the Sydney Water website, Search for 'Using water wisely' and read the following:
   - Water wise tips
   - Leak detection
   - Grey water re-use
   - Water efficiency targets.
2 Justify whether you agree or disagree with the ideas for saving water that are recommended on the site.
3 Try to implement these changes in your classroom, then discuss what did and didn't work.

Figure 3.28 Water resource management is an important part of environmental sustainability.

Resource use and efficiency

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

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

Recycling and re-use

When policies and procedures on recycling and re-using are implemented in hospitality workplaces, a significant contribution can be made to the preservation of raw materials. Collecting and

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sorting materials such as paper can see them recycled into new products rather than being sent to landfill, producing methane as they break down and thus contributing to global warming. Plastic that is not recycled properly can end up in rivers and then oceans. Many plastics are toxic and not biodegradable, and can create problems in landfills. The hospitality industry can also re-use materials that would otherwise be thrown away, such as bottles, boxes and containers.

Finding ways to recycle and re-use products such as printer cartridges and oil is important. Paper can be recycled by the establishment. Using recycled unbleached paper also helps to reduce landfill. Use professional companies to remove recyclable resources.

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

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

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

Strategies to work in an environmentally sustainable manner include:

- turning off all equipment at the end of the day
- using the 'energy-saving' function of pieces of equipment so they go to sleep after being inactive for a certain period
- reducing the amount of paper used and using recycled paper
- printing on both sides of paper
- using black and white or greyscale rather than coloured printing
- using timers on water coolers and urns so they do not heat/cool after hours
- using movement-activated sensory lights
- adjusting air conditioning to 25°C
- using aerators on taps and dual-flush toilets
- encouraging walking, car pooling or cycling to work
- using a worm farm to recycle food waste
- using food trimmings in mirepoix and stock
- considering the energy rating on appliances
- using natural light where possible instead of turning on lights
- using natural heat from the sun where possible.

A quality improvement plan

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

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

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

The purpose of a quality improvement plan

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

A quality improvement plan recognises strengths and documents areas where improvement in the policies, procedures and future planning of the establishment need further development. In the hospitality industry, new initiatives often require a significant

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investment of time, money and resources to bring them to fruition, including the coordination of multiple information systems, properties, capital investments and training of staff.

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

Recording and reporting in the hospitality industry

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

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

Legislative requirements for confidentiality and privacy

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

Note: always ensure lines of communication are open for reporting and recording to be accessible in the workplace.

3.8 Technology

Current and emerging technologies in the hospitality industry

As technology developments continue at a relentless pace, it can be difficult for hotels, leisure providers and those in the hospitality industry to keep up with recent changes, let alone look to the future. However, the savings and improvements that technology can deliver mean that managers and directors really need to keep one eye on trends. All the trends listed below have brought about a huge change in the hospitality industry. From the back office to front of house, from the hotel to the corporate office, the technology that underpins these changes will deliver a sharp competitive edge at all levels.

Cloud/software as a service (SaaS)

Software delivered as a service, rather than held on the premises, is already a mainstream technology topic and, despite being a new concept in the hospitality sector, is already big news.

Up-front investment is lower with the cloud, as there are no initial hardware costs or associated expenses such as full-time, in-house IT staff to maintain the system. Hotels like the idea of taking the headache and distractions of IT off site, which leaves them free to focus on the day-to-day business of looking after their guests.

Mobile payment systems such as Google Wallet on smartphones

This service allows customers to make payments on their smartphones, which frees up the traditional point-of-sale (POS) system and enables the customer to use alternative payment systems not currently available to them, such as PayPal.

Mobility of devices

Mobility is the new face of computing, as devices such as tablets and smartphones revolutionise the way we interact with technology. Hospitality is no exception to this revolution – in some cases leading the way. Tablets, mobile phones, smartphones and laptops have become critical tools on both sides of the check-in desk. Some

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establishments already have their management systems on mobile devices such as tablets and iPads, which allows them to 'meet and greet' their guests at any location rather than the old-fashioned registration desk. This reduces the costs of static desks and having all the technology located there.

Figure 3.29 Mobility of devices allows the hospitality industry to provide a quality experience for guests without being physically present.

The costs of mobile hardware and software are considerably lower when mobile devices such as tablets and iPads are used, making them a viable option for small independent operations where customer service gives them a competitive edge.

Tablets and iPads are being demanded by management, as they are highly portable devices that provide easy access to emails, various forms and other documents while being linked by software to the business computers.

Social media

Social media are having a huge impact on the hospitality industry. Programs like TripAdvisor are great sources of information for people who are looking for accommodation, flights and activities. Facebook and Twitter are also becoming very influential in the hospitality industry. These social media tools provide an online reputation for a business; they need to be monitored, and swift, appropriate action taken when negative comments are posted.

Personalised systems

Customers expect their experience in the hospitality industry to be personalised to them. This can be from the welcome message on the TV screen in the room to food preferences and additional services, such as a gym available for personal training.

Very quickly, a large amount of information is available on customer preference data that needs to be held in the hotel management system in order to deliver a personalised, high-quality service each return visit. This is using guest preference information proactively.

Integration of management systems

Hospitality establishments often have many areas for which they cater, from accommodation to events and golf courses. Each of these areas traditionally has operated its own separate software system. Integrating these systems can provide more comprehensive management of the guest. Reports can bring together comprehensive views of revenue per guest or event. This information could also personalise advertising campaigns to the sort of services that have been used in the establishment.

Voice over Internet Protocol (VoIP)

VoIP is worth considering for the hospitality industry, as it means expensive phone lines can be removed yet the existing infrastructure can be used. It would also mean that all phones and users would be monitored on site rather than having to use a third party and wait for cost information to become available.

Figure 3.30 Booking online has become increasingly popular.

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The impact of current technology on operational duties and service delivery

The hospitality industry is currently using numerous types of technology is its day-to-day operations. This has provided savings, with the improvements that technology can make to the business. Not only has the introduction of new technologies been fast, but the emphasis on 'time-saving' and 'labour-saving' technologies means that the pace of work is faster too.

The rapid pace of technological change often means that workers struggle to keep up, while their unions find themselves unable to critically assess what the impact of these changes might be.

Globalisation

When international trade and business expand into international markets, international links become very important. The technology system in use must be able to support these links. This may be as simple as international language assistance programs added to computers or tablets, or accounting for the different regulations and work practices in different countries.

The role of technology in development of new and improved work practices

Management will need to review all workplace policies and practices, and revise practices in line with the new equipment. The use of new technology may require employees to upgrade their skills to be able to get the best outcomes from the use of the technology. This will need to be managed by the establishment.

Technology can streamline practices and improve the work practices of establishments if its introduction is well managed and has the support of employees.

3.9 Working with others

The importance of developing collegial work relationships

In the tourism and hospitality industries, your ability to **communicate** well will directly affect your success in the workplace.

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

communicate exchange information between individuals

Communication in the workplace with colleagues and customers

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

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

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

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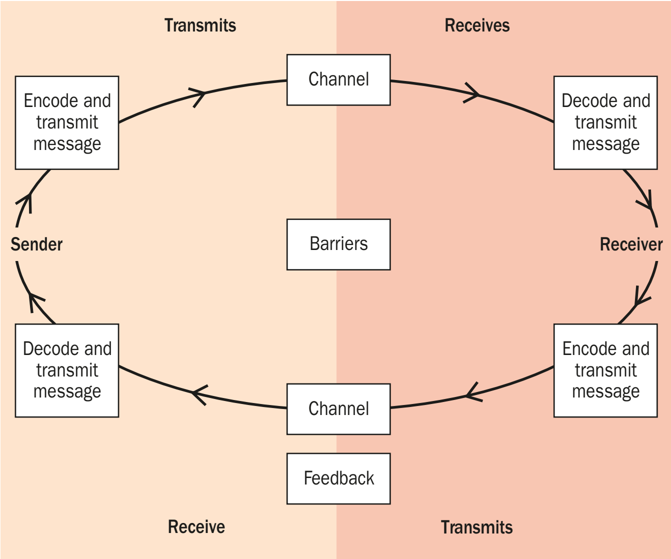

Figure 3.31 Two-way communication model

Examples of types of workplace communication

Verbal communication

Verbal communication is also known as oral communication or talking. In the hospitality industry, you will have the opportunity to speak to many different types of people.

When we speak, three elements of communication are involved:

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

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

Effective verbal communication includes:

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

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

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

Non-verbal communication

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

conflict disagreement, argument or discord

Elements of non-verbal communication to be aware of include:

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

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

Written communication

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

Figure 3.32 An open line of communication is useful between workers and customers.

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

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

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

Use a range of effective verbal, non-verbal and written communication

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

- Actively listen and really take in what the person is saying. Also look at their mannerisms, gestures and body language to understand what is being said and the manner in which it is being said.
- Remove barriers that will prevent listening from occurring, such as noise, distractions, preconceived ideas and stereotyping.
- Maintain your objectivity and avoid getting involved emotionally.

Effective questioning and listening techniques

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

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

Figure 3.33 Communication should be clear, concise and purposeful.

Barriers to effective communication

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

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

- **bias and stereotyping** – having prejudice and preconceived ideas or judging a person based on the way they look, speak, act, their age or their gender
- **lack of empathy** – inability to show compassion
- **negative sub-text** – where something is implied or suggested without the speaker coming out and saying it
- **gender issues** – failing to treat the genders equally
- **individual differences** – not recognising that all people are different and need to be treated as such
- **inconsistency** – not treating everyone the same, or where the same product or service is not delivered to the same standard every time
- **emotions** – letting personal emotions play a role in how we act; emotions should not interfere with your work ethic, so keep any personal issues to yourself

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

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

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- **physical barriers** – such things as loud music and noise can prevent the message from being received and understood
- **inattention** – not showing consideration or awareness of details
- **pressure of time** – the demand to perform or complete a task, leading to not communicating effectively. Use methods of delegation to complete all jobs within the given timeframe. When this does not occur, frustration and inconsistencies in service are likely to occur.

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

Communication methods/ equipment used in the hospitality industry

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

Modern communication can involve face-to-face conversations or an inter-departmental memo or email; information is transmitted from a manager to a subordinate or vice versa. It is important in all forms of the communication process that feedback is supplied between management and employees. Employees inform managers that they have understood the task at hand, while managers provide employees with comments on and directions for employees' work. The number of communication channels available to a manager today has increased significantly: video conferencing, mobile technology, electronic bulletin boards, email and personal SMS text messages are just some of the possibilities.

Figure 3.34 Face-to-face conversation can occur online.

As organisations grow in size, managers can no longer rely on face-to-face communication alone to get their message across. One challenge faced by managers today is to determine what type of communication channel should be used in order to carry out effective communication. In order to make a manager's task easier, communication channels are grouped into three main groups: formal, informal and unofficial.

Formal communication channels

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

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

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

Informal communication channels

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

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

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

Unofficial communication channels

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

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

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

Emails are the most common way of communicating for most hospitality businesses. This means of communication is ideal for sending wide-reaching, content-rich messages to your databases. This method is ideal for a marketing campaign, a sales message, an update or a newsletter. If you rely on emails and memos to conduct your business, it is very important to portray a professional image. Avoid abbreviations unless they are used commonly in the industry, and always use spell check and read over your email before you send it to make sure it is clear and concise. Emails should be brief and to the point.

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

Communication equipment varies greatly, depending on the need of the business. This differs in general size, benefits to the employer and the customer, selections available and its specific uses. The communication technology available is changing rapidly, and each piece of equipment needs to suit the business and its needs, which should be analysed prior to purchase.

Workplace protocols when working with others

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

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

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

Figure 3.35 Written protocols take time.

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

Misunderstanding regarding roles

Potential conflict may arise from a misunderstanding of roles between two colleagues, resulting in confusion and the task not being done. For example, a housekeeping attendant may think that it is not their job to remove the rubbish from a guest room, while their supervisor has the expectation that this task will be done by the room attendant. Conflict

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could arise over this misunderstanding because the room is not cleaned to the standard the customer would normally expect. When roles are clearly discussed and defined, potential conflict will not occur. Prejudice and intolerance can lead to potential conflict with customers and colleagues if each has preconceived ideas about the other. For example, a front office receptionist may display prejudice and intolerance towards a hotel guest with tattoos or piercings.

In a restaurant that is very busy and noisy, a waiter may not easily be able to hear and understand a customer's order, and may write it down incorrectly. This may lead to potential conflict, as the customer may receive a wrong order. Similarly, conflict may arise between the chef and waiter, as the chef has to remake the customer's order.

Workplace protocols in relation to others

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

Importance of teamwork when working in the hospitality industry

Teams and teamwork

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

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

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

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

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

Good team members:

- respect the time of all members
- are punctual for meetings
- turn up
- complete their own targets to deadline so that other people are not kept waiting
- respect the opinions of others in the team
- take turns
- share responsibilities
- keep each other informed about developments.

The characteristics of effective teamwork

These include:

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

The benefits of teamwork to the hospitality workplace

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

Interaction is the key to encouraging teamwork:

- **Every member should feel they are important.** In order for the team members to work well within a workplace, every contribution they make should be appreciated and treasured. If the team members are given the privilege of sharing their thoughts and suggestions, they will be inspired to higher quality work.

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- **Be a good example or role model.** A great leader should set a good example for their subordinates, and this will enhance cooperation within the team.
- **Be friendly to colleagues.** Make friends and let your co-workers feel that you are an ideal companion with whom to work.
- **Promote camaraderie among team members.** If there is solidarity in the team, it will be easy to implement new policies and to request team members' support for the new plans. Team-building and other group activities will help to increase interaction and cooperation in the work group.

Figure 3.36 Teamwork is important.

Once these important viewpoints exist within a workplace, maintaining teamwork in hospitality is no longer a big deal.

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

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

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

Supporting others to achieve team/work group goals and tasks

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

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

Delivering quality work outcomes through teamwork and work groups

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

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

The receptionists are the people the guests meet first. If they are not welcoming, not qualified or unable to provide quality service, it will be

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

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

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

3.10 Cultural diversity

cultural diversity the variety of human societies or cultures in a specific region or the world

cultural awareness the ability to stand back and become aware of one's own cultural values, beliefs and perceptions

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

Cultural awareness is the foundation of communication and it involves the ability of standing back from ourselves and becoming aware of our cultural values, beliefs and perceptions. Cultural awareness becomes central when we have to interact with people from other cultures. People see, interpret and evaluate things in different ways. What is considered appropriate behaviour in one culture is frequently inappropriate in another.

When travelling or around people from other cultures, it is important to be aware of their beliefs and customs, and to respect these. Inclusiveness is creating a welcoming environment, interacting with all members of the community without regard to individual characteristics. Cultural inclusiveness addresses and supports the needs of people from diverse cultures, and values their unique contribution. It involves ongoing awareness raising, where negotiations and compromise may be necessary.

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

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

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

Workplace diversity

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

Diversity can be due to differences in life experience, socio-economic or educational background, personality, marital status, religious beliefs and family responsibilities.

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

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

Elements of cultural diversity include the following:

- **Interpersonal relations.** The ways in which people interact can be influenced by the customs and practices of the cultural group to which a person belongs. For some cultural groups, it is inappropriate to touch, greet or even look a guest directly in the eye.

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- **Festivals/celebrations.** Depending on the cultural group, certain festivals and celebrations are marked with rituals and customs. For example, Ramadan is marked by a period of fasting followed by an evening celebration.
- **Family structure/obligations.** Different cultures can have different family expectations. Often, the expectations of male and females can differ significantly between cultures. In many cultures, older members of the family will continue to live with the younger generation, and are considered the governing members of the family, and therefore make important decisions.
- **Language.** Language barriers may exist when trying to communicate with people from different cultural groups, especially if English is not their first language. Non-verbal communication techniques such as gestures may need to be used instead.
- **Religion.** Religious beliefs influence the basic values and social behaviours of individuals. For example, some cultures have religious beliefs that determine what foods should be eaten or avoided, and what kind of clothes should be worn.
- **Customs.** Customs are the ways in which a group behaves or what its members believe. Customs evolve over time, and are integral to personal identity. They differ between cultural groups.
- **Food preferences and dietary needs.** Many differences exist between cultural groups in the ways food is prepared, cooked and eaten. Certain foods may be seen as taboo and not eaten. For example, many Hindus are vegetarian, whereas others eat some meats but not beef, as they believe cows are sacred animals.
- **Social values.** Social values are an accepted way of behaving and acting within a particular social setting. They are passed from generation to generation.
- **Work ethic.** Work ethics differ between cultural groups. Some cultures have a more laid-back approach to work hours, whereas others take a very strict approach.
- **Communication.** In some cultural groups, certain mechanisms of communication are not used due to the morals and ethics of the group. Body language and gestures can have different meanings in different cultures. Some gestures that are acceptable in mainstream Australian culture can cause great offence to other cultures. For example, it is impolite to use a lot of eye contact in many cultures.
- **Product/service preferences.** Some cultures have certain expectations in relation to services and products.

Figure 3.37 Recognising individual differences is the key to managing workplace diversity.

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

Benefits of cultural diversity

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

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

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Figure 3.38 Workplace diversity creates a supportive and inclusive work environment.

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

Need for tolerance in the workplace

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

Tolerance helps employees build bridges and capitalise on the differences present in the workplace, such as those related to diverse cultural backgrounds. A lack of tolerance hinders the progress of the team and the establishment, and develops a breeding ground for misunderstandings and unethical behaviour. For a small business, tolerance is an essential part of working towards goals and developing creative solutions to a wide range of workplace issues and difficulties. Demonstrating tolerance in the workplace requires a concerted effort to develop an understanding of others' backgrounds, experiences and beliefs.

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

Importance of respect and sensitivity

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

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

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

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

Proactive strategies for promoting workplace diversity and accommodating individual differences

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

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

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

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

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

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

Culturally appropriate work practices and effective cross-cultural communication skills are important to ensure all employees feel comfortable in their work environment.

Working with people from culturally and linguistically diverse backgrounds can add value to your business, create an inclusive environment, strengthen positive relationships with the local community, bring new perspectives and encourage people from different backgrounds to use your business.

CASE STUDY 3.4

You are visiting a friend or relative in a foreign country, where you do not speak the local language. During the visit, you fall seriously ill and find yourself restricted to a health-care facility where the culture and language are foreign.

The food provided to you is unfamiliar and unappealing to your tastes. There are strange smells everywhere, and all around you people are speaking a foreign language. You do not understand the treatment you are being given or what your diagnosis is. There is no information available to you in your first language. The only time you can communicate is when your friend or a relative comes to visit you.

1. Describe how you think you would feel in this situation.
2. Explain what you might wish would happen.
3. Explain how you might cope if this happened to you.

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3.11 *Misunderstandings and conflict*

The differences between being passive, aggressive and assertive

- **Passive** people do not to want to face up to difficult problems and situations because they are anxious about upsetting others. They give in to unrealistic and impossible demands. They keep problems to themselves and play it safe to avoid any risks.
- **Aggressive** people are confronting: they are ready to attack or meet conflict head-on. They pursue their own interests and aims by forcefully and aggressively intimidating others. They act with an intention to cause harm or increase their relative social dominance. Aggression can be physical, or it can be communicated verbally or non-verbally.
- **Assertive** people have a confident and forceful personality. They are able to act in their own best interests, to stand up for themselves without feeling anxious and to exercise their own rights without denying the rights of others.

CASE STUDY 3.5

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

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

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

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

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

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

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

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

Figure 3.39 Issues should be dealt with quickly.

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

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

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

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

Conflict management

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

Steps in the process include:

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

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

Conflict occurs when two or more people do not agree on an issue or situation.

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

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

- poor customer service
- variations in colleagues' work practices or methods
- cultural misunderstanding
- poor communication, including speaking too quickly or quietly, no visual clues, inadequate language skills, not clarifying or asking questions and inappropriate body language
- aggressive behaviour
- personal animosity
- prejudice and intolerance
- misunderstandings regarding roles and responsibilities.

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

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

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

Workplace policies and procedures regarding management of conflict

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

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

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

customer complaint negative feedback on service provided

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

Figure 3.40 Listen to the customer's complaint or feedback and take appropriate action.

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

ACTIVITY 3.15

1 Describe a situation in which you were:
   a completely satisfied with the service you received
   b dissatisfied with the service you received.
   Outline your reaction in each situation.
2 Discuss how you would handle the following complaints:
   a Travis has booked into a luxury honeymoon spa suite for the weekend. Travis is excited as it is his fifth wedding anniversary surprise gift for his wife. However, on arriving at the hotel, he finds that the spa suite is not available and he is offered a standard room.
   b Mackenzie feels that she has not been treated fairly because of her skin colour and race. She argues that she has been waiting for a table in a restaurant and other customers who have arrived after her have been seated and offered service. She threatens to report the restaurant to the anti-discrimination authority and bring the local newspaper's attention to her ordeal.

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Seek assistance when conflicts arise

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

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

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

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Unit summary

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

- career pathways in the hospitality industry
- types of employment, terms and conditions
- rights and responsibilities of employer and employee
- equal employment opportunities
- roles of cross-industry and sector-specific industry bodies
- workplace policy and procedures for anti-discrimination
- bullying and harassment in the workplace
- rights and responsibilities of employer and employee in relation to anti-discrimination
- consequences of inappropriate workplace behaviours
- duties and responsibilities of the hospitality worker
- industry currency
- the importance of feedback
- workplace practices and experiences differ between workplaces
- collegial work relationships
- teamwork
- delivering quality work outcomes
- sustainability in the workplace
- basic research skills to obtain and use information
- the nature of the hospitality industry and its general features
- the nature of allied and related industries, such as tourism and travel to the hospitality industry
- sectors within the hospitality industry, such as accommodation, entertainment and recreation, food and beverages, and gaming, and how these sectors interrelate
- work areas within a hospitality establishment, including accounts and finance, customer service and food production/kitchen roles, and how these areas interrelate
- principles of quality customer service
- current and in-trend products relevant to job roles
- current issues and trends affecting the hospitality industry
- legislative requirements of the hospitality industry
- definition of quality assurance
- industry accreditation schemes.

Unit activities

1. Recall the sources of information that can be used when gathering current and emerging information on the hospitality industry.
2. Identify the departments/sections/work areas in a hospitality establishment.
3. Compare legal and ethical issues.
4. Identify key ethical issues faced by this industry.
5. Explain the legal and ethical obligations of the hospitality worker.
6. Identify the quality assurance systems.
7. Recall the types of employment in the hospitality industry.
8. Compare an award, an agreement and a contract.
9. Define an equal employment opportunity.
10. Define bullying and harassment in the workplace.
11. Describe feedback and the different types of feedback.

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12 List the basic tips for task management and creation of to-do lists.

13 Define the principles of time management.

14 Describe two of the environmental issues currently affecting the hospitality industry.

15 List the strategies needed to work in an environmentally sustainable manner.

16 Explain the difference between cultural diversity and cultural awareness.

17 Identify why there is need for tolerance in the workplace.

18 Recall the proactive strategies for promoting workplace diversity and accommodating individual differences.

19 Define the difference between being passive, aggressive and assertive.

20 Deduce the reasons for misunderstandings and conflict when working with others and in the delivery of service.

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Food and beverage stream

Unit	Unit code	Unit title
4	SITXCCS003	Interact with customers
5	SITHFAB007	Serve food and beverage
6	SITHFAB004	Prepare and serve non-alcoholic beverages
7	SITHFAB005	Prepare and serve espresso coffee
8	SITHIND003	Use hospitality skills effectively (holistic)

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Food and beverage stream

Unit 4

Interact with customers

Unit code: SITXCCS003

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

15 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to deliver fundamental customer service to both internal and external customers. It requires the ability to greet and serve customers, and to respond to a range of basic customer service inquiries, including routine customer problems.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• interpret sometimes detailed procedures documents.
Writing skills to:	• record simple notes and basic information.
Oral communication skills to:	• ask questions and actively listen to customers to determine their needs • discuss causes of customer problems with colleagues and supervisors in a professional manner.
Problem-solving skills to:	• recognise customer problems and resolve or refer service issues.
Initiative and enterprise skills to:	• recognise delays and deficiencies in customer service and rectify to customer satisfaction in line with own level of responsibility.

Key terms

customers
customer expectations
customer needs
customer preferences
customer service
dietary requirements
external customers
feedback
internal customers
non-verbal communication
quality service
rapport
teamwork
verbal communication
workplace policies

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4.1 Customers

customers the patrons of the establishment

customer needs the motivating forces that compel customers to seek certain goods and services

In the hospitality industry, **customers** must always be seen as the main focus. In order to satisfy **customer needs**, you will first have to determine and understand what those needs are. Remember that each customer is an individual, and as a result their needs may differ. In the hospitality industry, communication occurs with several different customer groups.

Types of customers

Internal customers

internal customers workmates and colleagues from within the establishment

Internal customers are people who work in the same establishment. They may work in the same department, or a different department, and may include; colleagues, co-workers, managers, supervisors, payroll staff, suppliers, housekeeping. Internal customers work together to help sell goods and/or provide a service to external customers.

External customers

external customers paying guests who use the establishment but do not work there

External customers are people who pay for their goods and/or services. They are not workmates and do not work at the establishment. They are paying customers or guests, and may include clients, individuals or groups, government organisations, local residents, visitors and media personnel.

New customers

New customers are first-time customers to the establishment. They are important in helping the establishment to grow.

Repeat or regular customers

Repeat or regular customers are those people who have visited the establishment previously. Repeat customers may be returning for their second or third visit, while regular customers are those who visit the establishment frequently.

Customers with special needs and implications for service

Some customers who visit your establishment may have a range of special needs. These customers should be treated as you would treat all customers: with respect and in a dignified manner. Customers with special needs include those who have a disability. Some disabilities are obvious – for example, a customer in a wheelchair – while some are not – for example, a customer who has a hearing impairment or a mental illness.

Customers in wheelchairs may require extra space to manoeuvre their chair and get to their

Figure 4.1 Internal customers work to provide goods and services to external customers.

Figure 4.2 Customers in wheelchairs have special needs.

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table. They should be seated at a table which is easy for them to get to, and the chair removed from the table to allow space for their wheelchair. Service staff may also be required to hold open any doors for them.

Deaf customers, or those with a hearing impairment, may benefit from being able to read their menu; specials could be communicated via written communication techniques instead of verbal methods. Speaking slowly and clearly, and facing the customer, can also be helpful.

Blind customers, or those with poor vision, may need assistance in getting to their table and in reading the menu. Staff should ensure there are no obstacles in their path and communicate with these customers by speaking clearly and slowly. If these customers have a guide dog or assistance dog, they will also need to be catered for in the restaurant.

It is important not to make assumptions about a customer's disability and what needs they have. Extra assistance given to these customers should be discreet and not draw attention to them. If you are in doubt, ask the customer. They will let you know when they require additional assistance and what that is.

Customers with different service requirements

While all customers require fast, efficient and friendly service, some customers have different service requirements.

Parents with babies and young children in restaurants will probably need extra space for prams, will possibly require a high chair and may need to have bottles and food heated. Children often require a separate children's menu and need their food delivered quickly. They may also need a high chair and could benefit from coloured pencils or activities to entertain them. The elderly may benefit from a table that has easy access and is in a quieter area. They may also require smaller servings.

Customers may have limited time because they need to return to work or go to the theatre; in such situations, staff need to be aware of the requirement for fast service. Some customers may be meeting for a leisurely lunch and do not require the meal to be served quickly. A romantic dinner may require a private area for the couple.

Figure 4.3 Colouring activities can entertain young children.

Conferences or business meetings may need access to technology and audio-visual equipment as well as high-speed internet facilities. They may also require privacy, space for laptops and a quieter area.

Customers may have special **dietary requirements** such as meals suitable for vegetarian, vegan, coeliac and diabetes diets. Requests may also be made for foods free of certain ingredients, such as nuts, gluten, wheat, dairy and egg, where the ingestion of these foods may cause severe allergic reactions.

dietary requirements specific needs a person has regarding the intake of foods

Difference between customer needs, preferences and expectations

Customer needs

Customer needs are the motivating forces that compel customers to act. They range from basic survival needs (common to all human beings), such as food, shelter and water, to cultural, intellectual and social needs that vary from place to place and from one age group to another.

Customer preferences

Customer preferences are the liking of one thing over another, according to the degree of happiness, satisfaction and enjoyment each provides. Strong consumer preference for a

customer preferences the liking of one thing over another

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Figure 4.4 Cater to each customer's needs and preferences.

product can make it highly successful. However, if customers do not like a product, it is likely to disappear very quickly from the marketplace.

Customer expectations

Customer expectations are the customer's perceived ideas about what they will receive when they buy a particular product or service. Customer expectations generally revolve around value for money and the quality of the products and services being provided. Meeting, or exceeding, customer expectations is the key to the customer ultimately being satisfied.

customer expectations perceived ideas about what to expect from a product or service

Customers have the following expectations of hospitality establishments:

- **friendliness** – being acknowledged and welcomed by someone who is sincere
- **understanding and empathy** – a feeling that the service person understands their circumstances and feelings without judgement
- **fairness** – we all expect to be treated fairly and not subjected to any bias
- **control** – customers need to feel they have an impact on the way things turn out
- **options and alternatives** – customers expect choices in menu options
- **information** – customers expect to be educated and informed about the services and products of the establishment
- **value for money** – customers expect to receive products and services at a price they perceive to be reasonable.

Consider this

Customer needs: a drink, beverage
Customer preferences: a coffee, cappuccino with almond milk
Customer expectations: choices about ingredients, quality coffee, reasonable price, fast service

Establishing customer needs, preferences and expectations

Customer needs, preferences and expectations should be established through the following techniques.

Active listening

This is hearing what people are really saying. A conscious effort is made to not only hear the words that another person is saying but to understand the complete message that the person sends. In order to do this, you must be attentive to the other person. You cannot allow yourself to be distracted by what is going on around you. You also need to let the other person know that you are listening to what they are saying by acknowledging them. This could be by a simple nod of the head or a smile. Using body language also indicates to a customer that you are listening. Questions can be asked to clarify specific points.

Figure 4.5 Actively listen to customers to determine their needs and preferences.

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By actively listening to customers, hospitality staff can accurately determine their needs, preferences and expectations.

Open, closed and reflective questions

- **Open questions** are more complex questions that require a long answer. They require people to express knowledge, opinions or feelings. They are used best in conversations to find out more about a person. An open question usually begins with words like 'what', 'how', 'why' and 'describe' – for example, 'What part of the tour did you especially enjoy?'
- **Closed questions** are answered with a very short answer – often 'yes' or 'no', or a short phrase. They provide you with facts, and are easy and quick to answer – for example, 'Would you like milk with your tea?'
- **Reflective questions** require a person to think about their knowledge or information before giving a response. They are often used to gain information about a person's life. Reflective questions make people think about what has happened and look deeper into their past than a question that requires a simple answer based on fact – for example, 'Would you like us to serve the birthday cake before or after you have been served your coffee?'

By using a range of questioning techniques and styles of questions, staff are able to determine customer needs, preferences and expectations.

Observation and recognition of non-verbal cues

non-verbal communication includes facial expressions, the tone and pitch of the voice, gestures displayed through body language and the physical distance between the communicators

Non-verbal communication includes facial expressions, the tone and pitch of the voice, gestures displayed through body language and the physical distance between the communicators. These non-verbal signals give clues, and additional information and meaning over and above the spoken communication. Some customers may point or gesture towards what they would like. Picking up on these non-verbal cues helps to determine customer needs, preferences and expectations.

The actions of a person will either reinforce their verbal messages or, if there appears to be a conflict, may give you an indication of their real frame of mind. For example, a guest may say they are happy with a standard cappuccino, but could have a frown on their face and negative body language. If you practise the skill of observing and analysing basic non-verbal cues, you will better understand what your customer is really saying.

Figure 4.6 A customer uses non-verbal communication to signal the waiter to wait.

Communicating effectively with customers

It is important to communicate effectively with your customers in order to provide them with quality service. Consideration should be given to the method of communication and how it is communicated to the customer.

Verbal, written and non-verbal communication

verbal communication the use of sounds and words to express yourself, including using appropriate language, a clear voice, audible speech, a courteous tone, active listening skills and appropriate questioning techniques

Effective **verbal communication** includes using appropriate language, a clear voice, audible speech, having a courteous tone and using active listening skills and appropriate questioning techniques. Workplace situations

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in which you need to communicate well with others include greeting guests, giving instructions and explaining menu items.

In the hospitality industry, you will often have to communicate with colleagues and guests using written communication. Examples of situations where you may need to use written communication include telephone messages, emails and faxes, orders, guest requests, and restaurant and accommodation reservations.

Figure 4.7 Always smile when communicating with customers.

Non-verbal communications of which you need to be aware include:

- voice pitch, speed, tone and volume
- gestures and facial expressions
- body posture, stance and proximity
- dress and appearance.

Communicating face to face, over the telephone and electronically

Face-to-face communication occurs every time you speak with a customer in person. Responding to customers with respect and in a courteous manner will gain their respect, and the communication process will become more positive for both of you. It is important to ensure your non-verbal communication matches your verbal communication when you are communicating face to face, to avoid sending mixed messages.

Communications over the telephone are more difficult, as customers are unable to read your facial expressions or body language. If you respond to customers with respect in the way you speak and what you say, they are more likely to understand. Some helpful hints when communicating over the telephone are to:

- answer the phone in as few rings as possible
- have a pen and paper handy to take down information on the call
- always identify yourself and the establishment – 'Good morning (company name). John speaking. How may I help you?'
- remember to ask the caller's name and refer to them by their name throughout the conversation
- ask before putting a person on hold, and wait for them to answer
- use correct grammar and don't chew lollies or gum when answering the telephone
- end the phone call with a professional ending, such as 'Thank you for calling (company name)'.

Figure 4.8 Keep a pen and paper handy when communicating with a customer over the phone.

Electronic messages are an important aspect of any modern business. Take care when composing and replying to emails, text messages and other electronic methods of communication. Once you

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have sent a message electronically, it is gone and you can't get it back. Functions such as auto-correct can make it easy to type incorrect words and send a message that doesn't make sense, or uses capital letters – implying you are shouting. Before sending any message electronically, check that the message is clear and concise, complete and accurate, courteous and culturally sensitive, and is appropriate in terms of formality and language.

The importance of being accurate, clear, concise and courteous

It is important when communicating with customers that the message you are sending is clear and concise, legible, complete and accurate, courteous, and culturally sensitive and appropriate in terms of formality and language. Customers can easily be offended if they receive a message that is inaccurate, vague, rambling and long-winded, or one they perceive to be rude and aggressive.

4.2 Quality customer service

Industry approaches to service delivery

quality service service that fully satisfies the needs of both the customer and the business

Quality service is the comparison of customer expectations with the performance of the business. Quality service is characterised by the establishment meeting customers' requirements and expectations when they use the restaurant, a product or a service. Quality service is what often sets one establishment apart from another. It is about the positive personal interactions between obliging efficient employees and the customer.

Figure 4.9 Customer service influences the customer's experience.

Standards of customer service for industry personnel

customer service serving food and beverages to the people who come into the establishment

Management needs to set effective standards in **customer service**. Staff members champion these standards in the establishment to improve interactions between staff and customers. These standards should ensure that the customer's experience is a memorable event for them.

How work is organised and undertaken

Work is organised according to well-defined work practices. These are written for employees by management as a series of instructions, which are found in the standard operating manual of the business. Following this manual carefully prevents misunderstandings regarding roles and responsibilities in the workplace. This standard operating manual is an extensive collection of the enterprise's policies and procedures, knowledge of the customer base, and the products and services provided by the enterprise.

Ultimately, the aim is to match the needs, wants and preferences of the customer with the most suitable product or service from the establishment. Organising the most appropriate personnel to undertake the work is paramount in providing quality customer service. It is not only the quality of the product that results in quality service, but also the manner in which the product is provided.

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Timing and designated response times for service to workplace and industry standards

Providing quality service relies upon fast and efficient service to the customer. Customers should not be kept waiting for long periods of time before they are served. This is important throughout all stages of service, from the greeting and seating of customers to determining their needs and preferences, and delivering products to them. Timing and response times for service play a crucial role in determining customer satisfaction. If a customer has to wait for a long time for their meal or beverage to be delivered, regardless of the quality of the product when it finally arrives, they will be dissatisfied and unhappy. Timing is also crucial if customers order, for example, three courses. Staff need to allow an appropriate amount of time between courses so the customer does not feel rushed.

Workplace and industry standards will determine timing and designated response times for service. Staff should follow these to ensure quality customer service.

The relationship between customer service and business success

Customer expectations are difficult to manage in business, as they can vary from day to day, shift by shift and week to week. Management analyses effective strategies that can be applied to provide quality service and establish a consistent service standard.

Establishments aspire to improve their customers' perception of quality service, as this will provide an advantage over the competition. If customers perceive the service of an establishment to be superior, they will return, resulting in more business for the establishment and consequently a successful business. However, if customers receive what they perceive to be poor-quality service, they will not only not return to that establishment, but may also tell their friends, or post their bad experience on social media, which will have a negative impact on the success of the business.

The concept of a 'customer-focused' workplace

In a 'customer-focused' workplace, it is the responsibility of all staff to ensure that standards set by management are met. If standards are not up to expectations, customers may choose to take their business and money elsewhere. The loss of business, customers, money and time can result in a loss in profits, leading to fewer jobs and possibly the eventual closure of the business.

The priority of all hospitality establishments should be to provide quality service to their customers. A 'customer-focused' workplace will focus predominately on its customers, putting their needs, preferences and expectations first. It will do their best to ensure these needs are met to a very high standard. Each customer should feel as though they are the most important person, and see that staff are exceeding their expectations in terms of providing quality service.

Characteristics and benefits of quality customer service

Quality customer service is determined from the customer's perspective. It is about how the customer perceives the service of the establishment. The service should be an experience that leaves an impression with the customer. Some characteristics of quality customer service include timeliness, patience, commitment and consistency.

Figure 4.10 Quality customer service contributes to the success of a business.

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The benefits of quality customer service to a company include customer dependability and repeat business, new business, improved productivity, promoting goodwill and promoting an outstanding workplace/organisation service ethic. Quality customer service will result in a business becoming more successful.

Role of communication in provision of quality customer service

Communication skills are crucial to enable the provision of quality customer service.

Staff need to be able to communicate effectively using written, verbal and non-verbal means to determine the needs and preferences of their customers. This will then enable quality service to be provided to exceed these needs and preferences.

These include:

- greeting customers with a smile and welcoming body language
- actively listening to customers
- speaking in a clear and courteous manner, using an appropriate tone
- using questioning techniques to clarify customers' needs
- seeking **feedback**/comment from customers on their experiences
- using appropriate body language at all times.

feedback information from customers in response to a product or delivery of a service, or from employees in response to the way a business is operating

Establishing quality customer service

Quality customer service is the recognition of customers as individuals. It can be based on people's needs and expectations, such as:

- excellent product and service being available to all
- the ability to talk and work with people rather than machines
- the availability of high-speed communication technology for communication and information
- the availability of personalised services, such as tailoring a spa treatment according to what a customer likes and doesn't like
- high standards of safety and hygiene in the establishment.

Detailed knowledge of a range of products and services offered at a hospitality workplace

Staff need to have a detailed knowledge of the range of products and services offered at their workplace. Without this knowledge, they are unable to provide adequate information to customers about products and services that may be appropriate. Staff should be able to answer customers' questions about products and services to allow the customers to make informed choices. They should also be able to make recommendations to customers about appropriate products and services.

Matching the customer's needs, preferences and expectations to appropriate products and/or services

Staff are required to match the customer's needs, preferences and expectations to appropriate products and/or services. This requires detailed knowledge of the range of products and/or services offered, and making decisions about which will best suit the customer. If possible, products and/or services that are matched to customers should exceed their expectations, ensuring quality service is being provided.

The following should be kept in mind when matching products and/or services to customers:

- **Meet the customer's needs, preferences and/or expectations** – in particular, it is essential that the customer's needs are met.
- **Seek assistance from others as necessary in order to meet the customer's needs, preferences and/or expectations** – if you don't have the knowledge or ability to match the customer's needs, preferences and expectations to products and/or services, seek the assistance or advice of colleagues or other people.
- **Refer to the appropriate person where you are unable to meet the customer's needs, preferences and/or expectations** – if the establishment is unable to meet the needs, preferences and expectations of the customer, refer the situation to your supervisor or manager.

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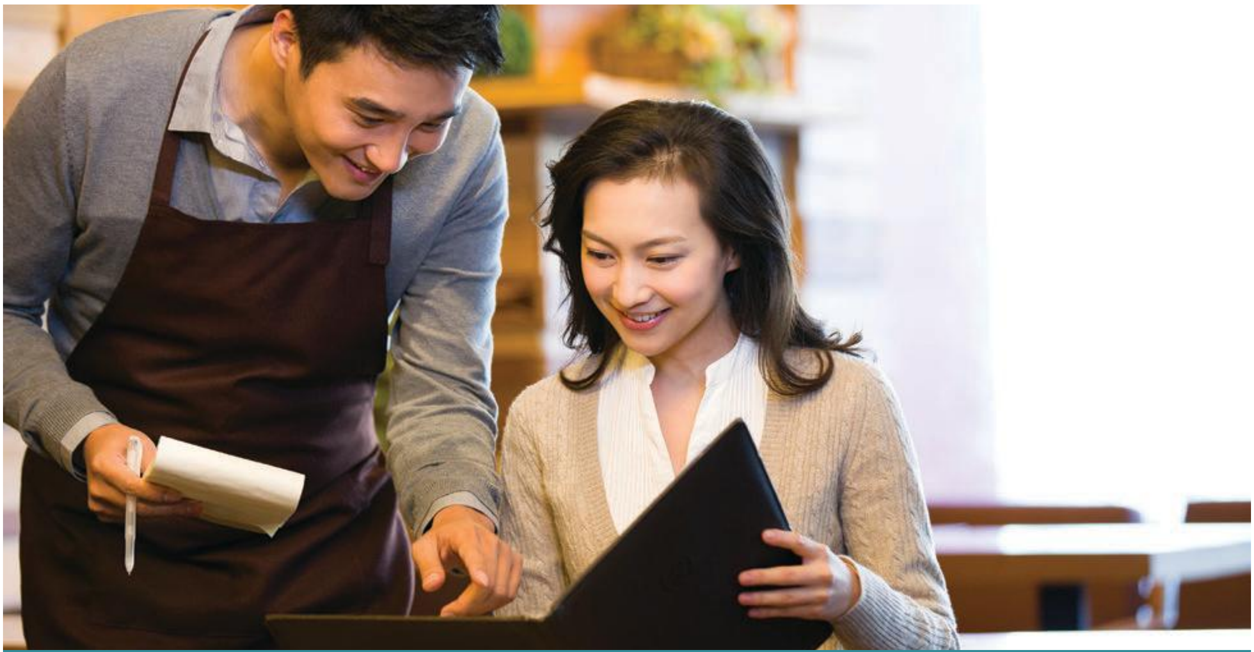

Figure 4.11 Detailed product knowledge assists in making recommendations to customers.

Seeking opportunities to deliver an additional level of service beyond the customer's immediate request or expectations

Staff should look to seek opportunities to deliver an additional level of service beyond the customer's immediate request or expectation. Establishments that are able to exceed a customer's requests or expectations will quickly develop a reputation for providing superior quality customer service. It is this additional level of service, beyond the customer's expectation for which establishments should be striving. Exceeding a customer's expectations often results in positive recommendations and repeat business.

Developing collegial working relationships with others involved in the provision of customer services

Developing collegial working relationships with other workers and colleagues, who are also involved in providing customer service, will serve to enhance the overall quality of service a customer receives. Employees who get along with others and can work together as part of a team help to create an environment that is friendly and supportive. This contributes to employees feeling valued, and in turn assists them to provide quality service to customers.

The success of a business depends on the ways in which staff and colleagues interact with each other and how they communicate. In the hospitality industry, developing collegial working relationships can contribute to customer satisfaction by:

- reducing wasted time and resources
- providing prompt, accurate and appropriate client service
- creating a supportive and sharing culture to allow for professional growth.

Figure 4.12 Staff who work well as a team provide quality customer service.

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Using/adopting a teamwork approach

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

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

The characteristics of a successful team include:

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

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

- accomplish larger tasks more quickly
- brainstorm a larger pool of ideas with each other before determining which approach is the most suitable
- feel a sense of satisfaction about achieving something together
- improve the reputation of a workplace/organisation and be able to carry out large duties
- support one another and increase the diversity of abilities.

Types of teams in hospitality workplaces/organisations

There are many different types of teams in the hospitality industry. Teams are formed for various reasons. Some team types include:

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

All teams should have a clear set of goals and an agreed size. Some teams may not be successful if they are too large or too small. All teams should spend time setting goals and work routines on a regular basis.

Dealing with problems and/or delays in the delivery of products and/or services

Customers should be kept informed about how long they will need to wait for the delivery of their products and/or services. If there is a longer than expected delay, an explanation should be made available to the customer and there should be an apology for the delay. Keeping a customer informed of any problems or delays will assist in ensuring the customer is not dissatisfied with the service. Most customers are understanding if they are kept informed of any problems. A check should be made of the establishment's standard operating procedures and the policies enacted; this may include offering a free product/service or other form of compensation to the customer.

Seeking feedback on customer service practices

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

Sources of feedback include formal and informal performance appraisals, customer comments, supervisor and colleague observations, workplace or organisation monitoring procedures, assessment and analysis of output or outcomes, and personal self-reflection.

The value of feedback from staff and customers

Feedback about the quality and timeliness of your work is an important part of learning and improving. Asking for feedback shows a mature and conscientious attitude towards your work.

Among other things, feedback will enable you to identify what goals you need to achieve, how to best use your resources and how your manager and colleagues view your work and relationship.

The use of feedback in improving and enhancing service delivery

Feedback is used to improve and enhance service delivery. For example, seeking feedback by asking whether you have done something correctly, or inquiring how you could have done it faster or better, will enable you to provide better

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quality service. Regular scheduled performance appraisals are a common workplace procedure. During these, you discuss your performance with your supervisor and make plans for improvement. This may require an informal meeting where feedback is discussed with or without those who have been reporting on your performance.

Feedback from customers is also imperative. Sometimes what we think a customer wants is not at all what they look for in a product. Customer feedback can help us identify and prioritise improving the aspects of the product or service that are truly important for the customer.

4.3 Workplace policy and procedures for customer interaction

Workplaces have a range of **workplace policies** and procedures in place for dealing with customers. Some of these may relate to booking or cancellation fees, response times for greeting customers, response times for delivering products and services, resolving customer problems, product pricing and quality, refunds and exchanges, resolving complaints, compensation and reporting service issues.

workplace policies written guidelines for staff to follow

Figure 4.13 Always greet customers with a smile.

Workplace policy and procedures for establishing contact with customers

Techniques for approaching a customer

First impressions are all-important in the hospitality industry. Once a customer arrives at the establishment, they must be made to feel at ease. People form an impression very quickly, even before they are served. They do this by observing the atmosphere in the restaurant, looking at the staff, their uniforms, hair and body language, and the length of time they are left standing in the doorway before being greeted. It is essential that if the supervisor of the establishment is busy, other staff should welcome the customers.

A simple smile can make the customer feel welcome, and is an immediate positive response to their arrival. If staff are busy, it is important that the new customer is acknowledged with a comment such as, 'I will be with you in a moment.'

Some establishments have what is known as a '5 metre rule' in relation to making contact with a customer. When staff are within 5 metres of a customer, they should acknowledge the customer with a non-verbal communication – for example, eye contact and a smile or nod of the head. When they approach to within 1-2 metres, staff should use a verbal communication – for example, 'hello' or 'good morning', and maintain the non-verbal communication of a smile and eye contact.

Developing rapport

Staff members will develop **rapport** quickly with the customer if they are welcoming, friendly and smile. When rapport is developed, the customer is more likely to feel they are having a special experience in the establishment. Staff should introduce themselves to their customer/s and take the time to make the customer feel special.

rapport a close and positive relationship between staff member and customer

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Workplace policy and procedures for dealing with customers

Customers from diverse backgrounds

Australia is a diverse multicultural nation, so the likelihood of both your colleagues and customers coming from a range of different backgrounds is quite high. Therefore, everyone needs to be culturally aware, to recognise cultural differences and to accept cultural diversity.

In order to be culturally aware, we need to recognise cultural differences. This means developing an understanding of differences in race, ethnicity, language, nationality, religion, and moral and ethical behaviour. If we celebrate our range of cultural diversity, we are showing tolerance and respect, and are more likely to have harmonious relationships with customers and colleagues. To accept diversity, it is necessary to appreciate, recognise and be aware of differences between ourselves and others. If we are not culturally aware, and willing to accept cultural differences and diversity, conflict is likely to occur. Holding preconceived ideas about a cultural group or race can lead to stereotyping and prejudice.

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

- ensure staff have adequate training to cope with diversity and differences
- recognise and use individual differences and skills
- use a range of communication media and techniques so messages are understood
- promote cultural celebrations and celebrate difference
- actively seek to break down barriers
- develop a workplace culture of empathy and tolerance.

Customers with special needs

Communicating successfully with customers is an essential part of doing business, and you probably work hard to have good communication with your customers. However, when dealing with customers who are blind or have low vision, those who are deaf or hard of hearing, or clients with disabilities that impair speech, you may be uncomfortable or unsure about what to do.

You can speak or read information to a customer who is blind or has low vision. You can use facial or body gestures that express information, point to information or write notes to communicate with a customer who is deaf or hard of hearing. You can read notes written by a customer who has a speech disability, or read or listen to the words communicated by the customer's computer. Customers who are blind may also need assistance in finding an item or in manoeuvring through your business's space.

Wait staff should be aware of whether the chef is willing/able to substitute ingredients to suit the needs of customers with special requests or needs. It is important that accurate information be obtained, as customers can experience severe illnesses or death as a result of inaccurate information from the wait staff.

Difficult and abusive customers

When a customer becomes difficult or abusive, it is important that you follow the workplace policy for dealing with difficult customers. If you are faced with this scenario, use the following techniques to help calm the situation until a supervisor can be found:

- Try to calm the customer by active listening and acknowledging their problem.

Figure 4.14 Follow workplace procedures when dealing with a customer complaint.

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- Take them away from the public arena to an area in which they are able to vent about their problem without causing a scene.
- Do not become agitated – remain controlled and positive.

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

Workplace policy and procedures for directing customers to relevant personnel and/or more experienced staff

The establishment should have policies and procedures about when to direct customers to more relevant personnel and/or more experienced staff. If an employee can't respond to a customer's request or need, it is important to refer them to someone who can. In this situation, customers may be referred to a more suitable or experienced staff member to ensure they receive quality service. In some situations, customers may be directed from one staff member to another as routine procedure – for example, a customer who has checked in at reception may then be directed to a porter to assist them to their room.

Workplace policy and procedure should clearly identify what staff are able to do within their level of responsibility, who they can refer customers to if they can't provide assistance, when customers should be referred to another staff member and how to refer them.

4.4 Customer inquiries

A range of customer inquiries common to the hospitality workplace

Responses to customer inquiries are crucial to the success of the establishment. If the establishment gets it right, then the customer will keep coming back. Get it wrong, however, and they will go elsewhere. It is important that all employees have knowledge of the products and services available in the establishment, such as items on the menu, information about beverages available, specials and location of restrooms, in order to be able to quickly answer customers' questions. Most customer inquiries relate to information about the establishment and the products and services it offers.

ACTIVITY 4.1

Recall 10 customer inquiries that are common to the hospitality industry.

Establishing the details of the inquiry by questioning, summarising and clarifying

People initially ring to inquire, not to make a decision; this call to the enterprise may be one of many they make. How employees respond is vital, as the caller will compare the establishment with the others they have contacted.

A swift response to questions is impressive, but correctly establishing what the caller wants and why is even more important.

Details of the inquiry need to be established by actively listening to the customer. Appropriate questions should be asked to clarify the details. The inquiry should be summarised and paraphrased back to the customer to ensure you have a correct understanding of their message. The caller expects that employees will be knowledgeable about the products and services available, but they do appreciate personal service.

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Paper-based and electronic methods for recording customer inquiries

The details of customer inquiries should be recorded so they can be followed up. Inquiries can be recorded in a paper-based system or electronically. In a paper-based system, the information is written down and referred to the appropriate person or department. A copy of the inquiry should be made and filed appropriately. To record inquiries from customers electronically, an email is composed and sent to the appropriate person or department for follow-up. A copy of this is automatically saved in your emails.

Figure 4.15 Follow workplace procedure when recording customer inquiries.

Sources of information that can be used when handling customer inquiries

Refer to the standard operating manual for the establishment, and follow the guidelines set down. Many establishments also have a frequently asked questions (FAQ) section on their website; this is a source of information that could be used when handling customer inquiries. Fact sheets for areas of the establishment may be helpful – for example, providing information about a day spa or referring to the restaurant's menu.

Effective response to a range of customer inquiries common to hospitality within appropriate timeframes

Follow up on what you say you will do, and keep in touch. If you say you will respond with the information within 24 hours, try not to exceed the deadline. The customer wants to know that their inquiry will be dealt with. If you do not respond to a customer's inquiry within an appropriate timeframe, they may already have taken their business elsewhere. Small establishments usually have the flexibility to go the extra distance to make customers feel valued. Make the most of the personal service you can offer.

Remember to inform your supervisor of any inquiries received, and refrain from promising anything that you do not have the authority to offer.

4.5 Customer complaints and feedback

Regardless of how good the service and/or products are, there will always be someone who is unhappy or dissatisfied, and sometimes this means they will complain about the service and/or product they have received. Statistics show that when people have a bad experience, they tend to tell more people about it than if they have had a good experience. Therefore, it is essential that customer complaints and problems are resolved to the customer's satisfaction. If a customer feels you are genuinely concerned about their complaint and that you have demonstrated active listening and sympathised with them, they will tend to calm down. This makes resolving the complaint or problem much easier. If customers perceive that you have handled their complaint successfully, and in a timely manner, they are more likely to give your establishment a second chance, and may even become loyal customers.

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Reasons for customer dissatisfaction, problems and complaints

The biggest causes of customer dissatisfaction, problems and complaints include:

- delays in service
- unrealistic prices for items or goods
- over-charging for goods and services (incorrect bills)
- poor or inconsistent customer service
- the product itself (being inferior or faulty).

Always have knowledge of the procedures for complaints handling in the enterprise's standard operating procedures.

Examples of customer dissatisfaction, problems and complaints

Some examples of customer dissatisfaction, problems and complaints common to hospitality include:

- delays in service of meals and/or beverages
- long queues to order or waiting times for a table

Figure 4.16 Incorrect food items are a common customer complaint.

- poor hygiene and/or appearance of service staff
- unhygienic and/or unclean service-ware, utensils and/or tables
- dirty premises and/or signs of pests
- foreign objects in food
- food or beverage items served at incorrect temperatures
- food or beverage items that are incorrect – not what the customer ordered.

ACTIVITY 4.2

1. Describe a situation where you were dissatisfied with the product and/or service you received.
2. Describe how you complained.
3. Assess how your complaint was handled.

Complaints-handling policy and procedures

Workplace policies should include procedures for handling customer complaints. These may include the following:

- Listen without interrupting the customer and record vital information. Ask questions to help clarify, but don't argue or deny – just listen.
- Acknowledge the customer's complaint or concern.

At this stage, you should refer the customer to your supervisor, who will:

- identify the nature of the problem and try to confirm all areas of concern
- identify and agree on an acceptable solution
- take action to resolve the complaint to the customer's satisfaction, within the range of their authority
- maintain a record of the complaint by notifying their own supervisor or a higher authority
- follow up by completing all necessary documentation and ensuring that the customer is satisfied with the outcome.

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Skills required for handling complaints

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

- **problem-solving** – the ability to listen and acknowledge, identify the problem, consider solutions, action, record and follow up
- **conflict-resolution** – to result in a win–win situation for both the customer and hospitality establishment
- **negotiating** – as part of resolving the complaint, staff need to be able to negotiate suitable solutions with customers
- **decision-making** – the ability to make a decision that is suitable and acceptable to both the customer and the establishment.

Using conflict-resolution techniques when handling customer dissatisfaction, problems and complaints

Some tested strategies help in finding solutions to specific problems. Conflict-resolution techniques may eliminate adversarial contests or competition. They allow for what is often called a 'win–win' situation. This means a solution has been found that meets the needs of all those concerned, and has provided a rewarding result.

Conflict resolution should be collaborative, and involve a process of consultation, conciliation and negotiation.

Techniques to achieve this include:

- prioritising the customer and listening to what they are really saying
- remembering to not take it personally
- remaining calm and communicating clearly.

These techniques are used to handle customer dissatisfaction, problems and complaints, and also as a means to improve business relationships, change unfair practices at work and plan the future development of the enterprise. Above all, conflict resolution ensures equity and fairness.

Effective responses to a range of instances of customer dissatisfaction, problems and complaints

Some effective responses to instances of customer dissatisfaction, problems and complaints include the following.

- Apologise – even if the customer is being unreasonable. Saying 'sorry' helps to calm an agitated customer down.
- Ask the customer what they would like to happen to resolve the problem or complaint. Their solution may be achievable and could save much stress and work in resolving the problem.
- If you and/or your establishment are in the wrong, ask the customer what they think a fair resolution or solution might be. Often their suggestion is appropriate and easily implemented.
- Try to find ways to resolve the complaint, and don't make excuses for why or how it happened.

ACTIVITY 4.3

If you were the manager or supervisor on duty of a hospitality establishment, outline how you would respond to the following customer complaints:

- A customer finds a cockroach in an entrée.
- A table of four has been waiting for over an hour for their food to be delivered.
- A customer complains that her steak is not cooked the way it was ordered.
- A customer finds a lipstick stain on the edge of his coffee cup.

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The importance of resolving the problem or complaint

When attempting to resolve customer dissatisfaction, problems and complaints, it is essential to remember the importance of:

- **hospitality staff offering a range of viable solutions in accordance with workplace policy and procedures** – a range of solutions should be offered to the customer to allow them choice in resolving the problem or complaint. This helps to make the customer feel valued as they have had some input into the resolution.
- **hospitality staff and the customer agreeing on what is to be done in regard to the problem or complaint** – both the customer and staff must agree upon an acceptable solution to the problem or compliant. Both parties should feel like the solution was a win for them.
- **implementing solution(s) within acceptable timeframes** – once a solution has been agreed upon, it is important that this is implemented within an acceptable timeframe.
- **acting within one's level of authority/scope of responsibility when handling customer dissatisfaction, problems and complaints** – staff should only act within their level of authority or scope of responsibility. If they can't resolve a problem or complaint to a customer's satisfaction, they should refer the problem to appropriate personnel.

Identify when to seek assistance and/or refer customers to other personnel for issues that cannot be resolved effectively

It is appropriate for staff to seek assistance and/or refer customers to appropriate personnel for any issues that they cannot resolve effectively. Staff members should only act within their level of authority or scope of responsibility when solving customer complaints or problems. If they can't resolve a complaint or problem effectively, it is appropriate to refer the customer to someone who has the authority to help them resolve their complaint or problem.

Figure 4.17 Refer customer complaints to your supervisor when appropriate.

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Importance of recording and/or reporting instances of customer dissatisfaction, problems and complaints

It is important to accurately record all instances of customer dissatisfaction, problems and complaints. By recording these instances, establishments can identify areas upon which they may need to improve to ensure they are providing high-quality customer service. If the complaint is taken further – for example, legal action is sought – accurate records of the complaint or problem, and how it was dealt with, are required. All customer dissatisfaction, problems and complaints should be recorded, even if they are minor, as it allows the establishment to improve all areas of its customer service.

Workplace practices for recording and reporting customer complaints and feedback

In the event of a customer complaint, many workplaces require their staff to fill out a report or make some record of the circumstances involved. This may entail recording any complaints received from customers or keeping minutes of a meeting between those who are affected by the conflict. This documentation is important to the enterprise because it allows follow-up to occur on issues raised during the complaint. Staff should complete this documentation accurately and legibly, within the time constraints provided.

Staff should record and report both positive and negative customer feedback. This allows establishments to see which areas or departments or staff members are providing quality service to their customers.

Workplace practices for recording and reporting customer complaints and feedback include:

- formal and informal
- verbal and written.

Recognition of the value of customer complaints and feedback

Customers who complain about services or products are doing your enterprise a favour. They could simply leave in disgust and then tell all their friends about the situation.

It is important to thank the customer for bringing the situation to your attention, as it gives the enterprise the opportunity to correct the problem so no one else is affected.

Figure 4.18 Recognise and appreciate customer feedback.

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Unit summary

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

- types of customers with whom hospitality staff interact
- customers with special needs and different service requirements
- customers' needs, preferences and expectations
- techniques for communicating effectively with customers
- quality customer service
- workplace policy and procedures for customer interaction
- a range of customer inquiries and responses
- customer dissatisfaction, problems and complaints
- conflict-resolution techniques
- recording and reporting customer complaints and feedback.

Unit activities

1 Explain the difference between internal and external customers.

2 Identify a customer with special needs. What could you, as a waitperson, do to meet this customer's needs?

3 Explain what customer expectations are.

4 Establish a customer's needs, preferences and expectations by writing one example each of an open, closed and reflective question that can be asked.

5 Explain the concept of a 'customer-focused' workplace.

6 Describe what quality service is.

7 How can a business establish high-quality service for its customers?

8 What does the phrase 'acting within the scope of your responsibility' mean when handling customer complaints?

9 What are the main causes of complaints or dissatisfaction in an establishment?

10 Outline a procedure that could be used to handle customer complaints.

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Food and beverage stream

Unit 5

Serve food and beverage

Unit code: SITHFAB007

Prerequisite units:

SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

40 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to serve food and beverages to customers in a casual dining setting. It covers the fundamental technical skills required to prepare the outlet for the service period, interact with customers to take orders, serve and clear food and beverages, and complete end of service tasks.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• read food and beverage menus and organisational procedures.
Writing skills to:	• record customer orders and write clear and precise notes on special requests.
Oral communication skills to:	• use active listening and open and closed probe questioning to determine customer preferences • discuss causes of service delays or deficiencies with customers and colleagues in a professional manner.
Initiative and enterprise skills to:	• recognise delays and deficiencies in food service and rectify them to the customer's satisfaction.
Teamwork skills to:	• provide timely operational information to colleagues to support efficient service.
Technology skills to:	• use organisational ordering systems and equipment.

Key terms

à la carte
beverage
cover
customers
dining
end of service
end of shift
order
serve
service
set-up

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5.1 Casual dining

Casual dining terms

- **Casual dining.** A casual **dining** restaurant serves moderately priced food in an informal atmosphere. It typically provides table service. Casual dining comprises a market segment positioned between fast-food establishments and fine dining restaurants. Casual dining restaurants often have a full bar with separate bar staff.

dining eating in a food or beverage establishment

cover the space allocated on a table for the crockery and cutlery for one person to dine

- **Cover.** A **cover** is the space allocated on a table for the crockery and cutlery for one person to dine.
- **Service period**. This defines the time given for the service of a specific meal. Service periods are generally divided into breakfast, lunch and dinner.
- **Style of service.** Refers to the type of menu and how it will be served. The style of service offered depends on the establishment's target market, staffing levels and skills, equipment available and the layout of the enterprise. Some styles of service include **à la carte**, bar, bistro, buffet and fine dining.

à la carte means 'from the menu' or 'from the card'; contains a wide selection of individually priced items, from which customers can select as they wish

Food and beverage outlets offering casual dining

Cafés

Cafés are small, informal restaurants offering a range of simple meals, including made-to-order sandwiches, that can be **ordered** throughout the day. They also serve a range of non-alcoholic **beverages** and espresso coffees. Most cafés are open for breakfast and lunch, although hours of operation may vary. Some cafés are licensed and serve alcoholic beverages and dinner. Cafés offer table service where the customer orders from a menu and the food is served to the table. Many cafés also offer outdoor seating.

order the customer's selection of food and beverages

beverage hot or cold drink

Cafeterias

Cafeterias **serve** pre-cooked food arranged behind a food-serving counter. There is little or no table service. Typically, a patron takes a tray and pushes it along a track in front of the counter. Depending on the establishment, servings may be ordered from attendants, selected as ready-made portions already on plates or be self-served by the customer. Cafeterias are common in hospitals, corporations and educational institutions.

serve present food or drink to a customer

Catering operations

Catering operations are establishments that travel to a venue of the customer's choice to provide food and beverages to the guests of the customer. This may be in a variety of locations, ranging from a backyard or park to a hired venue. Catering operations are mostly used to cater for a specific function or event. They provide a range of food and/or beverages at the choice of the customer.

Clubs

Clubs provide a number of food outlets with a variety of **service** styles within their establishment. They can be bistro or buffet style through to full à la carte dining.

service the way in which food or beverages are presented

Coffee shops

Coffee shops offer quick service in an informal atmosphere. A wide selection of coffee, including espresso, and other non-alcoholic beverages are served, along with sweet or savoury pastries, cakes and specialty biscuits. Light meals and sandwiches are also served.

Hotels or pubs

Hotels and pubs offer simple, reasonably priced meals. The size of the establishment will determine the range of food available. The food served is often bistro style, where the customer orders at a counter and meals are either collected at the counter or delivered to the table. Hotels and pubs also provide accommodation.

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Figure 5.1 Pubs are a popular type of food and beverage outlet.

Restaurants

Restaurants offer a number of different styles of casual dining. **Customers** are seated at tables from which food is ordered and served to them. Restaurants may be of an ethnic style – for example, Chinese, Indian or Thai – or sell a particular style or type of food – for example seafood, steak or sushi. They may also be fast-food style – for example, McDonald's or KFC, where food is pre-cooked and served to customers very quickly.

customers the patrons of the establishment

Styles of service and their characteristics

Bar

Bar service provides low-cost, simple meals that are able to be eaten in the bar area of a hotel. These often comprise finger foods or other simple dishes, including pizzas, breads and chips. The food items are often pre-prepared and the choice is limited. Menus are often written on boards and displayed at the bar, where orders are placed.

Bistro

Bistros are more casual than fine dining, but still stylish. They offer menus that are not as extensive as those of restaurants, but they are varied and often offer ethnic foods or 'specials'. Many bistros have 'theme' nights where particular types of food are served at a cheaper price – for example, steak and schnitzel. Bistros are moderately priced and are often found in clubs and pubs.

Cafeteria

Food is pre-cooked and placed behind a food-serving counter. Customers take a tray and slide it along a track in front of the counter. Food is either served to the customer from attendants who 'plate up' the selected food, or the customer serves themselves ready-portioned foods.
A cashier is at the end of the counter where the customer pays for the food; they then take their tray to a table to eat.

Figure 5.2 Cafeteria style of service

Counter

Customers order and collect their food from a 'counter' and take it to an eating area. The counter is used to display a variety of prepared dishes in refrigerated areas for cold foods or in bains-marie for hot foods. Customers order from a menu, which is often displayed on a board. If foods are 'made to order', the customer will be called to the counter to collect their food when it is ready.

Family

The style of food and service is family friendly. The atmosphere is casual and informal, and often includes an area for children's entertainment. Different menus are available for children and

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adults, and meals are served to the table. Family restaurants often open earlier to suit families with young children, who tend to eat early.

Plate

Plate service is the simplest form of service. All the food items are placed on the plate by the kitchen staff and the waiter delivers complete meals to each customer. The waiter's job is to place the plate in front of the customer, from the customer's right. The main item on the plate should be closest to the customer for ease of eating – that is, the meat or fish portion is at six o'clock on the plate.

Smorgasbord/buffet

Buffets, or smorgasbords, are offered in many establishments – particularly for breakfast. The food is served in a central position on platters or in chafing dishes, and the customers make their own selection and serve themselves. Customers are able to try a wide variety of hot and cold dishes. They can visit the buffet as many times as they like, choosing the foods, and the amount, they want. In a serviced buffet, some items – such as a whole leg of lamb – are served by a chef or wait staff, and the customers help themselves to salads. It is an efficient way of serving large numbers of people very quickly.

Table

Table service consists of food being served to the customer at their table. Staff are trained to deliver and collect plates of food to and from the tables in the restaurant. Table service ranges from local family restaurants serving home-style food in an informal setting to fine dining restaurants.

ACTIVITY 5.1

As a group, discuss and evaluate the different food and beverage outlets in your local area. Classify each outlet and the style of service it provides.

Service requirements for service periods

Figure 5.3 Breakfast buffet

Breakfast

Breakfast service is usually between 6.30 am and 10.00 am daily (with variations), peaking between 7.00 am and 9.30 am. Service times can vary between establishments and according to the type of event to be catered for. In many hotels and resorts, breakfast is served as a buffet for guests. Breakfast is also served in cafes, where customers order items from a menu. Breakfast styles include the following:

- **Full breakfast.** Foods served include fresh fruits, fruit compotes, cereals, yoghurts, bakery products (bread/toast, croissants, Danish pastries and muffins) and conserves, as well as cooked eggs, sausages and bacon, omelettes and hot and cold beverages. The cover will be determined by the establishment and includes hot and cold foods.
- **Continental breakfast.** This consists of a light meal of cold foods, including bakery items, cereals, conserves and hot and cold beverages. The cover will be determined by the establishment.
- **English breakfast.** This is a cooked meal containing eggs, bacon, sausage, tomato and mushrooms, along with fruit juice, fruit, cereals, toast and jam/marmalade, tea and/or coffee.
- **American breakfast.** This consists of pancakes/ waffles with maple syrup, sausages, eggs, hash browns, pancakes and coffee.

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Lunch

Lunch is generally available from 11.00 am until 3.00 pm in most establishments. It is usually a light meal, less formal than dinner. The meal may be served from a buffet or chosen from a table d'hôte or à la carte menu. It can consist of one item ordered from a menu, or two to four courses, depending on the event. Customers often have limited time for lunch.

Dinner

Dinner is usually available from 6.00 pm to 9.00 pm, although times vary at each establishment. Dinner service may be either a formal or informal style. The meal will usually consist of two to four courses, with alcoholic beverages being offered. Service may be buffet, or dishes chosen from a table d'hôte or à la carte menu. The menu available is more extensive and is usually linked to the theme of the restaurant – for example, Italian cuisine in an Italian restaurant. The cover will depend on the menu on offer. The dinner menu can be more elaborate, as customers have more time and will often spend more money on dinner than lunch.

The service requirements for each service period largely depend on the style of service and type of food and beverage being served. Buffets, for example, require setting up the buffet table prior to service.

Morning and afternoon tea

- **Morning tea** can be something as simple as a muffin or sandwiches with simple fillings served with beverages such as juices, tea and coffee. Morning tea typically is served between 9.30 am and 11.00 am.
- **Afternoon tea** is typically served between 2.30 pm and 5.00 pm. It can consist of sandwiches with elaborate fillings, a number of sweet dishes such as gateaux and tortes, scones and simple-to-eat foods such as mini-quiches.

Figure 5.4 Dinner service

Menu types

À la carte

The French term **à la carte** means 'from the menu' or 'from the card'. There is a wide selection of dishes and/or beverages, all items are individually priced and customers can make their selection from any of the dishes and/or beverages available. The menu is usually divided into sections, including beverages, entrees, mains and desserts, and customers are able to order any number of courses from any section of the menu. Food is freshly cooked for individuals when the order is received from a customer. This type of menu is found in cafés, restaurants and clubs.

entrées

Garlic bread	$8.00
Arancini balls	$11.00
Bruschetta	$12.00

mains

ROAST DUCK IN PORT GRAVY *Served with roasted carrot and potato in a rich orange sauce*	$33.00
VEGETARIAN RISOTTO *A delicate blend of pumpkin and zucchini; oven baked*	$27.00
SIRLOIN STEAK *Served on a bed of potatoes and asparagus; choose garlic, peppercorn or béarnaise sauce*	$40.00

sides

Garden salad	$9.00
Wedges with sour cream	$7.50
Polenta chips	$8.00

desserts

Sticky date pudding	$6.50
Salted caramel parfait	$7.00

Figure 5.5 Sample of an à la carte menu

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Blackboard

Menu items are written onto a 'blackboard' using chalk. The board is then displayed in a prominent position for customers to see. Prices and menu items are able to easily be erased and changed.

Figure 5.6 Blackboard menu

Cyclic

Cyclic menus are used in institutions such as hospitals and nursing homes, and by airlines. It is a set menu that rotates weekly or monthly, with limited choices. It is used so that customers do not get bored with the same menu every day and to ensure that dietary requirements are met.

Function

Function menus are designed and served for a specific function or event. They are commonly used at weddings or school formals, and are suited to catering for large numbers of customers. The menu may consist of two or three courses, which are chosen by the host prior to the function. Often one or two different meals are served for each course as an alternate drop. Numbers are confirmed prior to the function so staff can prepare food in advance to exact quantities.

Set

Set menus are decided by the host prior to the event. Customers have no choice about the food items they are served as the host has already chosen the menu. Set menus are commonly used for large functions like weddings and birthday parties. They may include two or more courses.

A degustation menu is a type of set menu that is popular in restaurants. Degustation menus consist of between 7 and 11 (sometimes more) small tasting courses that have been pre-selected by the chef. Wines are sometimes matched to each course of a degustation menu.

Table d'hôte

A table d'hôte menu is a style of set menu that provides some limited choice of dishes to customers. The menu has a fixed price and is usually used as a 'special' to attract customers to the restaurant, or for larger numbers of diners at the restaurant. Commonly, table d'hôte menus may include two courses for $49 or three courses for $59, where the customer is limited in choice to three options for each course. Customers can choose from entrée, main or dessert courses.

WINTER MENU

$50 per person for two courses
$60 per person for three courses

ENTRÉE

Creamy pumpkin soup
with sourdough bread

Baked brie
with mushrooms and fig preserves

MAIN

All main courses served with seasonal vegetables

Lamb cutlets
with potatoes and rich mint sauce

Pork loin
with apple brandy marinade

DESSERT

Raspberry bread and butter pudding

Hazelnut cake
with ice-cream and roasted hazelnuts

Figure 5.7 Sample of a table d'hôte menu

ACTIVITY 5.2

COMMERCIAL FOOD AND BEVERAGE MENUS

- Collect sample menus from a range of food and beverage outlets.
- Determine and justify what type of menu each is and present them in a portfolio.
- Collect at least one sample of each menu type.

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Roles and responsibilities of food and beverage personnel

- The **food and beverage manager** oversees all the food and beverage outlets in the establishment.
- **Coordinators** usually are found in the conferencing and catering sections of the establishment. They source new clients for the business and look after corporate clients. They plan events from start to finish.
- **Supervisors** are responsible for the smooth running of the service period. They organise the running of the restaurant, delegate tasks to employees, assist in providing service to customers and handle customer complaints.
- The **Maître d'hôtel** is the head waiter, responsible for taking reservations, greeting and seating customers, distributing menus and alerting customers to any specials of the day.
- The **sommelier** is the wine waiter in the restaurant. Sommeliers need to have an excellent knowledge of wines, and should be able to suggest wines to suit customer preferences.
- The **cashier** prepares and totals the accounts, and responds to customer phone inquiries.
- The **station head waiter** is responsible for a specific section of the dining area and for ensuring that all customer needs are met. They supervise food and beverage attendants in their section.
- **Food and beverage attendants** (also called wait staff) are responsible for certain areas of the restaurant. They monitor customers and are responsible for developing a rapport with them to enhance their experience in the restaurant. They set up the restaurant, wash and polish glasses and cutlery, fold serviettes and set up the wait station. Food and beverage attendants also take orders, deliver the order to the kitchen, adjust table covers and serve food and beverages to the customer.
- **Room service waiters** take food and beverage orders to guests in hotel rooms.
- **Food runners** clear the wait stations and wipe down tables after customers leave.
- **Bar usefuls** wipe tables in the bar area, wash and polish glasses, keep the floor clean, empty garbage, restock fridges and clean up breakages and spillages.

Figure 5.8 A food and beverage attendant

5.2 *Policy, procedures and standards for food and beverage service*

Industry and workplace standards and workplace policy and procedures

Staff should follow industry and workplace standards and workplace policy and procedures when preparing for service, providing service and closing down after service. It is important to follow workplace policy and procedures to ensure that the correct standard is maintained and consistency in service is provided to the customer.

Preparing for food and beverage service

Preparing for food and beverage service involves having everything that may be needed during the service period ready to use. *Mise en place* means 'everything ready and in its place'; it is the term used to describe the preparation required to ensure that the restaurant is ready for service

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before it opens. *Mise en place* requires attention to detail and consistency. Being well prepared prior to service assists in the smooth flow of the service period.

Providing food and beverage service to customers

Providing food and beverage service to customers refers to the actual service period. This is when customers order and receive food and beverages. Before the service period begins, you should be familiar with the standard operating procedures for the establishment. These vary between establishments and are developed by the management to give an edge to their particular business over other businesses in the area. Staff should follow all policy and procedures when providing service to customers to ensure that quality and consistency are achieved and maintained.

Closing down after food and beverage service

When the service period has ended, staff commence close-down procedures. This generally involves the cleaning of the establishment and re-setting it for the next service period. Workplace policy and procedures for the closing down of the establishment should be followed to maintain consistency and ensure all requirements of management are met for the start of the next service period.

Close-down procedures vary, depending on the point in the daily cycle:

- **End of service** – at **end of service**, full close-down procedures need to occur to clean and set the restaurant ready for the next service period, whether in a few hours or the next day.
- **End of shift** – **end of shift** does not necessarily mean the end of the service period. It means that the shift of one staff member is finished. If they are being replaced by another employee, they will need to participate in a 'handover', where requirements are explained to the staff member taking over from them.

end of service when each service period (e.g. lunch or dinner) ends

end of shift when the working day finishes for the employee

Figure 5.9 Preparing tables

5.3 Preparation for food and beverage service

Check reservations

Check the reservations folder to confirm the bookings for the service period, noting any specific requests. Note the expected numbers of customers during the service period and configure the tables in the restaurant accordingly. This means moving tables and chairs to suit reservations for each service period according to customer numbers – for example, a lunch service may be for one table of ten people, four tables of six people and ten tables of two people, while the dinner reservations on the same day may require four tables of eight people and six tables of six people.

Furniture and fittings

Furniture describes the tables, chairs and waiters' service station, whereas the fittings in a restaurant are the lights, any screens, plants and so on.

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Preparation for food and beverage service

Preparation includes the following tasks:

- Remove beverage stock from stores and place in appropriate service area.
- Remove food and consumables from stores to service area.
- Restock all service points.
- Polish table cutlery and replenish wait station.
- Polish crockery and replenish.
- Polish glassware and replenish.
- Fill cruets – salt, pepper and sauces.
- Prepare butter portions (if required).
- Clean, tidy and wipe down drink/coffee area.
- Check and wipe out refrigerators and display cabinets.
- Undertake the **set-up** procedures for coffee machines, dishwasher, glass washer and other electrical items.
- Check, clean and replenish shelves in display cabinets.
- Replenish linen stores – tablecloths, slip cloths, overlays and folded napkins.
- Configure the restaurant according to the reservation diary.
- Set tables.
- Dust, wipe and polish all hard, glass and mirrored surfaces and screens.
- Check current list of specials and numbers of portions with the kitchen.
- Check the availability of menu items with the kitchen.
- Write up the specials board for the restaurant, and display specials board and other promotional materials in the appropriate place.
- Wipe and polish menu covers.
- Set up the coffee station with requirements – for example, cups, saucers, spoons, sugars, milks, creams.
- Set up restaurant service stations.
- Set up service cutlery on lined plates and place at workstation.
- Attend pre-service briefing.
- Switch on lights and background music.
- Complete a final check of the restaurant.

set-up organise and prepare for a service period

Check for cleanliness, stability and condition

Tables come in a variety of sizes and forms. Round tables are ideal for conversations in larger parties. Often, round tops are fitted onto standard square tables. Square and rectangular tables are common in restaurants, as they are very versatile – you can push them together to accommodate more guests at the table. Check that the table is stable; if not, fix using a cork wedge. Always wipe the tabletop and legs regularly with a damp cloth, and check for chewing gum and food particles underneath the table.

Chairs also come in a variety of shapes and sizes; they need to be comfortable for the customer to sit on. Chairs need to be positioned at the table with the front of the chair lined up to the edge of the table. Any tables and chairs that are worn or damaged need to be reported to your supervisor.

Figure 5.10 Setting tables

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Placement for optimum service efficiency

When planning the positioning of tables and chairs in a restaurant, consider the following suggestions for the comfort of guests:

- Position tables with sufficient space between each seated customer to allow for movement of service staff and guests.
- Allow sufficient space between tables to give guests some privacy.
- Try to position tables away from kitchen noise and major traffic areas of the kitchen, bar and cashier.
- Chairs are best placed not facing the toilet or kitchen; instead, they should make good use of the features of the room.
- Try to keep chairs away from plants, sideboards and doorways.

Set-up of dining area, tables and waiter/service station(s)

The set-up of the dining area, tables and waiters' station will vary according to the type of food and beverage outlet – for example, café, club, restaurant or hotel; the style of service provided – for example, counter, plate, table, buffet or bistro; and the service period – for example, breakfast, lunch or dinner.

À la carte cover

Place an unfolded napkin in the centre of the cover to be set, to serve as a guide to the placement of items.

Figure 5.11 À la carte cover

The setting is then laid in sequence, taking care to check and polish items before placing them on the table. A service plate and napkin are used to collect the requirements for the table. For each cover at the table, you will require a main knife and fork, a side plate, a side knife or small knife, a wine glass (usually a white wine glass is used, as the customer is more likely to order a white wine for the first course) and a water glass. Some establishments also include entrée knives and forks, and dessert forks and spoons, as part of this cover. Cutlery items are placed 1 cm from the edge of the table. After a customer places their order, cutlery can be adjusted to suit their order – for example, replacing a table knife with a steak knife.

Napkins should be folded for each cover. The centrepieces, such as cruets, tent cards, table numbers, bud vases and candlesticks, need to be brought to the table. Try to complete this operation with as few trips to the service station as possible.

Table d'hôte cover

When table d'hôte menus are in use, the table setting (cover) suits the dishes on the menu. Before commencing the setting of the cover, you will need to study the menu to determine the cutlery requirements for each course.

Figure 5.12 An example of a table d'hôte cover

Select the cutlery, crockery and glassware to be used, and transport it to the table using a service tray and napkin. The tableware for this

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setting may include a soup spoon, a fish knife and fork, or entrée knife and fork, a main-course knife and fork, an entrée fork and a spoon for dessert, a side plate, a side knife or small knife, wine glasses, a napkin and a centrepiece. When setting the table, the items are set from the centre guide (napkin), working outwards, following the procedure for the à la carte setting.

Often more than one wine glass is provided with this type of menu. In such cases, the others are set diagonally above the knives on the right-hand side. Each glass should be placed above the item of cutlery for the course that it is to accompany.

Generally, the dessert cutlery is placed horizontally above the main plate setting and centred across the top of the cover. After the main course is cleared and the table has been crumbed down, the dessert cutlery is placed neatly in position, allowing room for the dessert plate.

Traditionally, salt and pepper shakers are placed on the table, although some establishments may have service staff offer salt and pepper to the guests from large mills. Flowers are also positioned, usually in the centre of the table facing the entrance.

Most restaurants will have a set requirement for the placement of these items. Candlesticks and table numbers may also be placed on the table, depending on the establishment's requirements.

Waiter/service station

The waiters' service station, also referred to as a wait station, sideboard or dummy waiter, acts as a pick-up and put-down point for the wait staff when bringing food out of the kitchen or clearing the tables.

It is usually a sideboard, where items regularly used in the restaurant are stored. Accompaniments such as pepper and salt mills, sauces and mustards are often stored on the bench of the waiters' station. Waiter/service stations should be restocked at the end of each service period to be ready for the start of the next period.

The waiters' service station should contain:

- **cutlery** – knives, forks and spoons, which should be polished and then sorted into the relevant compartments of the service station
- **service plates** – which are used to take clean cutlery to and from the table when the covers need to be adjusted to suit the food the customer has ordered.
- **salt and pepper grinders**
- **condiments** – including tomato sauce, mustard, Worcestershire sauce and Tabasco sauce. The waiter will need to check with the kitchen for any specific accompaniments for menu items, such as apple sauce for roast pork.
- stores of **toothpicks, sugar and mints** – should be rotated, and any items that have passed their storage life should be thrown out (after notifying your supervisor). Most sugar is now served in individual portions for health reasons. Bowls should be filled and additional portions located in the waiters' station for future use.
- **polished glassware** – in larger establishments, glassware is stored in the bar area. Check that the glassware is clean and fingerprint-free before storing. Handle the glasses by their stem and place on a service tray covered with a napkin to take them to the tables.
- **menus** – after each shift, these should be wiped clean with a damp, lint-free cloth.
- **docket books** – checks should be made that they have plenty of unfilled pages and that new docket books are ready for use so that time is not wasted during service trying to find new books. A supply of pens should also be located in this area. Electronic ordering devices could also be located here for use and recharging between service periods.

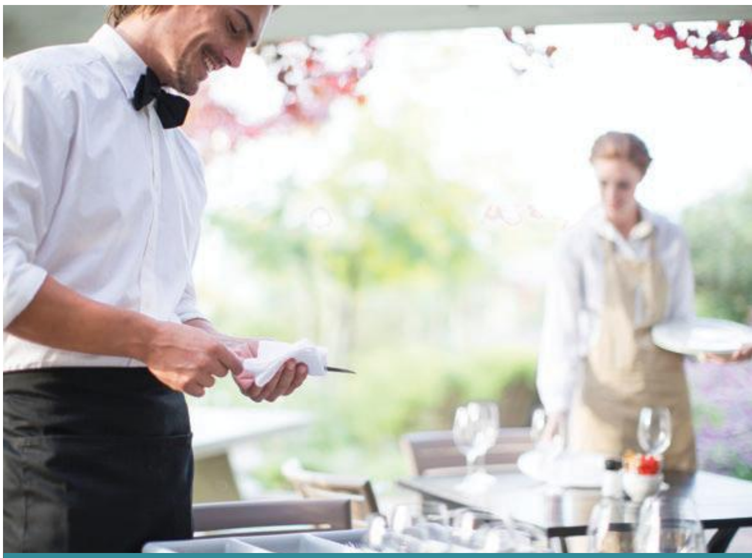

Figure 5.13 Waiters preparing for service

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- **tablecloths** – should be stored with the double fold facing the front of the waiters' station to allow for quick re-clothing of tables during service. In larger establishments, a linen cupboard located in a convenient position close by would be used instead of the waiters' station.
- **serviettes/napkins** – should be stored alongside the linen for quick setting up of the tables after customers have finished
- **table numbers and reserved signage**
- **crumbing-down equipment**
- **waiter's friend and wine buckets**.

The waiter's station should not contain personal items, and the top of the sideboard should always be organised, neat and clean.

Selection, check and preparation of equipment

All equipment required during the service period should be selected, checked and prepared ready for use. It can then be stored in the waiter/service station or placed in the restaurant ready for use.

Crockery

A large range of crockery is used in restaurants for the service of food. Crockery can differ greatly in quality and price.

Check all crockery for food stains, chips, cracks and water marks as it is removed from the dishwasher. Any dirty crockery should be sent back through the washing process. Water marks can be removed by polishing using a clean, damp, lint-free tea-towel. Chipped and cracked plates should be put aside for disposal.

Crockery should be stored and stacked carefully, as it is an important part of the restaurant's stock. It is important that it is stored according to its type and size. Crockery is usually stored on shelves (they need to be sturdy enough to hold the weight). The shelves should be at an appropriate height that is convenient for stacking and accessing the crockery. Flat crockery should not be stacked more than 24 pieces high for safety.

Replenishments of crockery stock need to be carried out regularly to maintain the quantity necessary for service. Procedures for the disposal of damaged crockery vary from establishment to establishment. Damaged crockery must be handled carefully to avoid personal injury. Significant breakages impact on the profit of the business. Notify your supervisor when items are broken so that safe disposal can be organised. Broken crockery should be wrapped in paper and placed in the appropriate bin. Reasons for breakages will need to be investigated and replacements ordered.

Cutlery

A wide range of cutlery is used in restaurants. The quality of cutlery varies from silver to stainless steel.

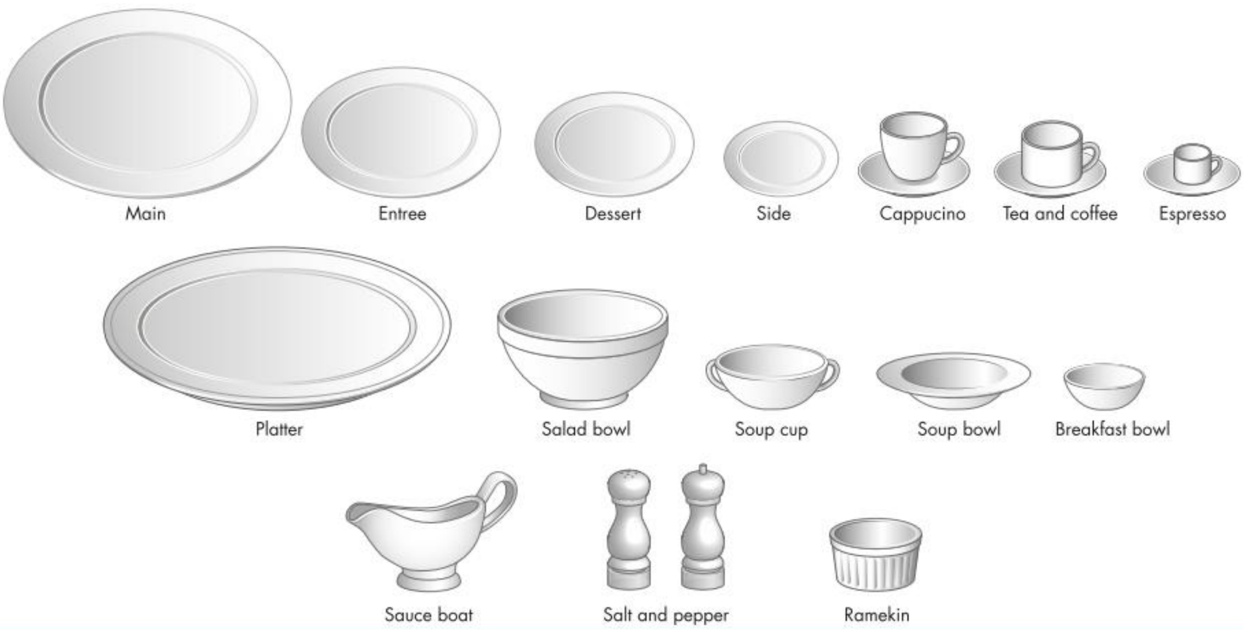

Figure 5.14 Types of crockery

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Figure 5.15 Types of cutlery

Dirty cutlery should be stored in warm soapy water before being washed in a commercial dishwasher. After washing, cutlery should be polished before storing. Cutlery needs to be washed above 80°C to prevent contamination.

ACTIVITY 5.3

POLISHING CUTLERY

Equipment: Jug, hot water, clean, lint-free tea-towel

- Put hot water into jug (some white vinegar can be added to help the shine).
- Take a handful of cutlery and place into the water.
- Remove the cutlery and, using the clean tea-towel, polish each piece of cutlery, making sure no marks are left on the piece.
- Place the cutlery into its storage area.

Figure 5.16 Polishing cutlery

Polishing cutlery is necessary to remove finger marks and water marks from the cutlery, as these look unsightly when customers arrive at tables.

Glassware

A range of glassware is used to serve different types of beverages in a restaurant. Serving drinks in clear, rather than coloured, glass shows the colour of the beverage, which makes it easier to identify and also helps in terms of quality and quantity control.

Glassware should be free from cracks and chips, and should be sparkling clean and polished before service. Only wash glasses in glass-washing machines, as the fat particles from food may stick to the glasses and affect the drinks.

Glasses should be stored upside down to prevent dust from accumulating in them.

ACTIVITY 5.4

POLISHING GLASSES

Equipment: Jug, hot water, clean, lint-free tea-towel

- Put hot water into jug.
- Hold the glass over the hot water to steam the inside.
- Push the clean tea-towel inside the glass and twist to polish.
- Hold the glass up to the light to check that there are no marks on it.
- Store glasses face down in storage area.

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Figure 5.17 Polishing glasses

Linen

Linen tablecloths are not used in all restaurants, as they are expensive to purchase and launder. Some restaurants use a linen-hire service. Care needs to be taken when handling linen to prevent it from being creased. It should be stored flat and removed only as required. Always check when placing linen on the table that it is free from stains and not damaged in any way. Some restaurants use plastic coverings on tables, while others use placemats or nothing at all.

Overlays are often used in establishments to protect cloths from spillages. They can allow the tablecloth to be used for multiple service periods, therefore reducing the costs associated with laundering.

Table skirting or flouncing is often used to decorate tables used for a buffet or formal tables such as the bridal table at a wedding.

Service utensils

Forks and spoons used as part of silver service should be polished and stored in the waiter/service station. Other utensils that can be used to serve food to customers may include tongs, serving spoons and cake servers.

Service-ware

A service plate is used to carry clean cutlery to and from the table. A napkin is placed on the plate to prevent the cutlery from slipping around. The service plate should never be used to clear dirty cutlery. Trays used to carry beverages to tables are generally round with a non-slip surface. These should be cleaned, dried and stored in the waiter/service station.

Table items

The establishment will determine the items that are to be placed on the table. This will often include a table number that should be clean and easy to read by wait staff, and perhaps some promotional material about the establishment. Sometimes a decoration and/or candles may also be placed on the table.

Tableware

Tableware describes the dishes that are used for setting the table. The types of dishes, cutlery and glassware found on the table will be determined by the menu of the establishment. The items placed on the table will also vary according to the culture and cuisine of the establishment.

Ensure an environment that will provide comfort and ambience for the customer

The ambience of a restaurant refers to the atmosphere, mood, character or feel of the restaurant. It is created by the environment of the restaurant and includes background noise, lighting, music, privacy and temperature.

Background noise

Calm and relaxing environments are essential for a great dining experience. Customers should not be disturbed by noise from the kitchen, loud staff or noisy workers. Often people on tables for two tend to like a quieter and more private corner of the restaurant, so avoid placing them near a large group that may become noisy.

Décor lighting

Lighting in the restaurant creates the mood for the dining experience. Candles create an intimate atmosphere, as long as guests can still see what

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they are eating. Bright lights are more suitable for a high-turnover fast-food establishment.

The ambience of the restaurant is strongly influenced by the lighting used. Indirect lighting creates an intimate atmosphere, while candles or small table lights provide additional light on the table to read menus and view the meal.

Check that all lights are working, and remove any cobwebs and dust from light fittings before service begins.

Music

Soft ballads and instrumental music are suitable for most dining areas. People want to be able to have a conversation while eating. However, this is often dependent on the theme of the restaurant; some restaurants feature loud popular music to attract customers.

Privacy

The privacy of customers in the restaurant needs to be taken into consideration to ensure their comfort. Tables should be placed far enough apart so that wait staff can move freely between them, and not invade the customers' space or bump them (it is customary to allow 90 cm between tables). Tables should not be placed too close to high-use areas such as the waiters' station, the bathroom or the service doors from the kitchen. Near the main door tends to be a draughty area due to the constant opening and closing of the door, so tables are best sheltered from this area.

Some restaurants use partitions or screens to increase the privacy of tables in difficult areas. Remember to keep the emergency exits clear at all times to ensure the safety of patrons.

Room temperature

The experience of eating out should be pleasurable, relaxed and comfortable. If the room is too hot, it quickly becomes uncomfortable and stuffy, so ventilation and cooling are necessary considerations for summer. In winter, it is also important that customers can take off their overcoats and eat in comfort without becoming too cold. Log fires are enticing features of some winter dining rooms.

Adjust the dining temperature to suit the outside temperature. Air conditioning is generally set at a comfortable 23°C.

Essential components of a pre-service briefing

A pre-service briefing of employees is necessary. This is when menus, including specials, are explained and tasks and chores are allocated to service staff by the shift supervisor. Any other important information about the service period, including special needs customers, is also communicated to staff.

5.4 The customer

Customer interaction

The hospitality industry is one where the customer is strongly influenced by first impressions. An arrogant, uninterested or condescending waiter puts people offside, and no amount of excellent service or food will change that negative first impression.

Greeting and seating

The maître d'hôtel, head waiter or restaurant supervisor generally keeps a reservations diary. This is a record of tables booked (with customers' special requirements) and hence is a guide to current availability for people who arrive without reservations (called 'walk-ins'). Many restaurants take reservations to ensure tables are available for customers at a particular time. A floor plan is often used to designate tables when taking reservations. A floor plan is a diagram that shows table and seating arrangements.

On arrival, guests' first impressions are very important. Smile and welcome the guest using their name (if known). Inquire whether or not the guest has made a reservation. If so, confirm the details in the reservations book. If no

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reservation has been made, check whether a table is available. Confirm any special needs such as preferred seating if you are able to offer a choice of tables. Hang up their coats, hats and umbrellas if necessary.

Show your guests to their table by leading the way and ensuring they follow you. Pull guests' chairs out from the table for them, starting with the best-positioned one, and invite guests to be seated. As the guest sits down, hold the back of the chair and move it forward. Ensure any special needs, such as cushions or a high chair, are brought over. Place napkins on the laps of customers, using your right hand and working from the right side of the guest. Some guests will prefer to lay their napkin themselves, particularly in a casual restaurant.

Figure 5.18 Greeting and seating customers

During service

Customers expect quality service, polite and friendly staff, prompt service and value for money. Staff need to work together to provide positive experiences in terms of both product and service to ensure return customers.

After taking orders and then delivering food to a customer's table, service staff should return to the customer to check whether there are any problems and confirm that they are happy. If there is a problem, it can then be resolved quickly. Staff should also check whether there is anything else the customer requires. It is important to get the balance right between giving the customer enough privacy and space to enjoy their dining experience and leaving them waiting for too long without providing any assistance.

Plates should be cleared only when guests have finished eating, and the table shouldn't be cleared until the completion of the meal.

Figure 5.19 Waiter taking order from customers

Thanking and farewelling

Farewelling customers is just as important as welcoming them, and will leave a lasting impression when done professionally. Assist guests with their chairs as they stand to leave, and help them with any coats, hats or other items they may have left in your care.

In some restaurants, you may ask the customer whether you can call transport for them. You must remember to thank them for their patronage, and if possible use their names in the farewell. Open the restaurant door to bid them farewell. If you are busy serving other guests when they depart, make sure you acknowledge their departure with a nod or a smile.

Establishing customer needs, preferences and expectations through probing and active listening

Using probe questioning and active listening techniques will help you establish the needs, preferences and expectations of your customers. Once you are aware of a customer's needs, preferences and expectations, you can match products and services to them to provide quality service.

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Dealing with diverse demands and requests of multiple customers

Special requests, including dietary or cultural requirements, are important to customers. Some customers are allergic to foods such as peanuts, shellfish, milk and eggs, to name a few. These foods may cause severe reactions when eaten. Many people also have adverse reactions to foods, which include rashes and swelling of the skin, migraines and headaches. Other customers may not be allergic or intolerant to foods, but simply have a preference not to eat them, such as not liking to eat spinach.

Some religious or cultural beliefs have associated food preparation rules that need to be adhered to by the kitchen staff in order for customers to enjoy their meals.

Many customers have dietary needs of which the wait staff should be made aware as conversations on choice are made from the menu. Often help is requested in the selection of appropriate food from the menu. All wait staff should have an in-depth knowledge of each menu item.

Make sure you confirm the menu items with all seated customers at the table before passing the order on to the kitchen.

It is important to remain calm, polite and friendly when interacting with customers during what can be busy and stressful service periods. Staff need to be able to prioritise and manage tasks to ensure quality service is provided to all customers.

5.5 Providing food and beverage service to customers

Safe and hygienic work practices for the service of food and beverages

It is essential that safe and hygienic work practices are followed when serving food and beverages. All staff must ensure that they follow workplace policy and procedures, and work in a safe and hygienic manner to prevent contamination and ensure that the food and beverages they serve are safe to consume. This includes:

- personal hygiene – including regular hand-washing
- safe and hygienic handling of food and beverages
- correct food storage
- correct dress and use of personal protective equipment (PPE)
- safe and hygienic cleaning/sanitising practices – including avoidance of cross-contamination
- safe handling and disposal of linen and waste
- following food safety programs.

Food and beverage service

Sequence

The workplace's standard operating procedures manual should clearly set out the sequence of service for all employees to follow. The sequence will vary depending on the style of service. Common steps in a sequence include:

1. Greet and seat customers.
2. Present the menu and beverage list.
3. Serve bread (if offered) and water.
4. Take food and beverage orders.
5. Adjust cutlery.
6. Serve food and beverage items.
7. Clear food and beverage items.
8. Offer dessert menu (if not already ordered).
9. Prepare and present account.
10. Thank and farewell customers.

Timing

The correct timing is imperative. Customers do not want to be left waiting for long periods of time without being served. Staff should offer service immediately after a customer is seated.

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Plates of food need to be taken to customers as soon as they are ready for service from the kitchen. Wait staff should constantly have their eye on the kitchen to move food to customers as soon as possible, in order to prevent the food going cold before it is delivered to the customer.

Every time food is served to the table, staff should return after approximately three minutes to check that the customer is happy. It is also important to allow enough time between courses so customers do not feel rushed.

Procedures

The kitchen staff and the wait staff need to have a very close working relationship. Teamwork is essential, and the communication method used to alert wait staff that meals are ready should be known. It may be the ringing of a bell, or the chef calling 'order up'.

The method to be used is written in the establishment's standard operating procedures for all to follow. Once you have been alerted that a meal is ready, it should be checked against the order to ensure you have the required dishes for the table and that they are complete before leaving the kitchen. Let the kitchen know you have taken the plates.

Consistency in procedures is important in order to ensure that quality service is provided to customers.

Teamwork

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

Teams of employees are able to accomplish larger tasks more quickly, such as the end-of-shift cleaning procedures. They can brainstorm ideas with each other and then determine which is the most suitable way to tackle a problem. Members of a team can feel a sense of satisfaction from achieving goals together and improving the reputation of the establishment.

Figure 5.20 Kitchen and wait staff need to work as a team.

Workflow

Good workflow involves logical sequence, time efficiency, planning and organisation, communication, time constraints and cooperation.

Workflow typical to food and beverage service

Food and beverages should be presented in a logical sequence and in a timely manner. Planning and organisation allow staff to know which standard procedures to follow when providing food and beverage service. Cooperation between staff helps to provide quality service.

Traditionally, the host is served last with the woman on his right served first. You should avoid reaching in front of customers and needlessly interrupting conversations. If you work haphazardly, you may find that you surprise a customer, which then causes an accident. Moving in different directions gives the impression of chaos and the symmetry of the service is lost.

When placing plates on the tables, touch the table with your fingers under the bottom of the plate and then move the plate off your fingers on to the table. Never leave a plate with any part protruding over the edge of the table.

Workflow between kitchen and front-of-house areas

Communication needs to occur between the kitchen and front-of-house areas in order to maintain smooth workflow and provide quality service to customers.

The kitchen requires wait staff to present orders quickly and efficiently, according to workplace standard procedures. Any special requests must also be communicated. This ensures mistakes are not made when orders are

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interpreted by kitchen staff and they are prepared without delay. These procedures may be that the wait person needs to call out 'order up' when putting in the order, or a bell may be rung again to let the kitchen know an order is in and needs their attention.

Kitchen staff also need to communicate with front-of-house sections. Procedures should be in place to communicate to wait staff that a customer's order is ready for service.

Information provided at various stages of food and beverage service

Menu choices, options, specials and availability

Staff present customers with the establishment's menu when they are seated. The menu outlines to the customer the choices they have with regard to food and beverage items and the options available to them. The wait staff also provide information about various specials of the day and whether any menu items are unavailable.

Key features of food and beverage menu items

- **Describing and recommending menu items.** Menus today contain quite a deal of information about menu items; however, you may be required to explain the dishes in detail. Some customers consider this explanation the personal attention that they require for quality service. Blackboard items or specials should be able to be explained by wait staff, as there is often no description supplied on the blackboard to inform customers.

  Customers may require wait staff to be able to describe the cooking methods and ingredients, and possibly recommend menu items to them. Staff should know about the ingredients used in items on the menu and possibly help with substitutions that could be available. Wait staff should be able to recommend food and non-alcoholic beverage items to customers as a result of their discussions with them.

Figure 5.21 Staff should be able to make recommendations to customers.

- **Details of ingredients and preparation techniques.** It is important that everyone working in the restaurant has a good knowledge of the working of the kitchen. The food and beverage team provides the customer's contact with the kitchen.

  You should be able to pass on to your customers basic information such as details of the menu items offered, including ingredients and how the dishes are cooked and presented. This knowledge is essential in assisting customers to make appropriate choices, particularly if the query is about food ingredients for a person who has a food allergy. However, it is a good idea to check with the kitchen when placing the order, just to be certain.
- **Recommendations for complementary selections.** Recommendations may also be sought by the customer for any complementary selections to the foods they have ordered, such as salads or sauces. Staff need to have knowledge of menu items and appropriate selections that would complement each menu item.

Location of customer facilities

The ability to be able to discreetly point out the location of toilet or bathroom facilities to customers is important to them. Clear and concise communication skills are needed.

Local/surrounding area

Food and beverage staff will often be asked questions about their local area by customers looking to explore the area for themselves. Information on local events and attractions is part of the quality service people are seeking in an

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establishment. The local tourist information centre will have all the information on things to do and see in the local area, so access the local directory or website to improve your own knowledge, and to be able to pass information onto your customers.

The importance of accuracy and legibility when taking food and beverage orders

When taking food and beverage orders from customers, it is important that the order is accurate and legible. If kitchen staff can't read the order, it may be prepared incorrectly or with different ingredients to those the customer requested. This could potentially lead to a life-threatening situation for a customer with a severe food allergy.

Customers are always impressed when wait staff are able to 'remember' who ordered what, and can accurately deliver food and beverages to customers without having to ask who ordered it. When taking orders, wait staff should develop a system of recording not only the order, but which customer ordered it.

It is also important that orders are legible and accurate so customers are charged correctly for the items they ordered.

Consequences for the customer and business if food and beverage orders are not correct or are mismanaged

Inaccurate orders or problems with reading the writing on the order can lead to the preparation of incorrect meals in the kitchen. As a result, guests may be disappointed with the meal and the establishment. It can also have more serious consequences, as outlined above.

Mismanagement that may result in spillages and mistakes often means dishes have to be started again, wasting valuable time and delaying the service of meals for everyone at the table.

Changes in the menu may mean that the wait staff will need to return to customers to have them reorder from the menu. This delays service of meals for the table and can often lead to disputes with customers.

Taking and processing food and beverage orders

After giving guests their menus, you should approach the table within a reasonable time and inquire whether they are ready to order, or need any assistance in meal selection. Stand at the head of the table to maintain eye contact; only move around the table if it is very large or in a very noisy position.

Traditionally, where there is a host, the waiter should take the order from the right of the host and work in an anti-clockwise direction around the table, asking ladies first and finishing with the host. The establishment may have an alternative policy – for instance, it may use a numbering system to identify guests' positions on the table.

The order-taking process is a vital aspect of service, as only the waiter taking the order knows exactly what each guest has ordered. If guests are ordering from the à la carte menu, the waiter should take the order for the first course (entrée) and main course, then move on to the next guest. If guests are ordering from a table d'hôte menu, the waiter would usually take the order for all the courses before moving on to the next guest. If special requests are made, such as degree of cooking for steaks, record this information beside the order. After completing all the orders, review the orders with the guests to make absolutely sure that you have recorded the details of the order correctly.

Figure 5.22 Taking a customer's order manually

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The menus are then collected and, at the wait station, the docket is organised for the kitchen, bar and cashier. The waiter should take the order on a rough copy so that meals for guests can be identified in each course. On rough copies, the table number and the number of covers must be indicated. Abbreviations can be used, such as 'MR' for a medium rare steak. If a customer has not ordered a particular course from the menu, place a line through the box for the order or leave it blank..

The docket should be accurate, clear, concise and legible when presented to the kitchen to ensure the preparation of correct meals. When the meal is correctly ordered and prepared by the kitchen staff, there is likely to be a high level of guest satisfaction with the restaurant and a good chance of return business.

Equipment and technology

Equipment used to take and process orders can vary from a simple paper and pen to a more elaborate computer system, such as a tablet. Common pieces of equipment used when taking and processing orders include docket books, order books, pens, pencils, small hand-held computers, hand-held ordering devices, tablets and, as technology continues to develop, apps on smartphones.

Systems

Manual systems

Docket books for restaurants are purchased with either duplicate or triplicate copies of each docket. Once the rough copy of the order is completed, the information is transferred to the docket book.

With a duplicate book, one copy of the order goes to the kitchen and the other to the cashier. The last one is kept by the waiter to check the order.

In smaller establishments, you will write the order on paper (either in duplicate or triplicate). When using duplicate dockets, the waiter has to rely on the rough copy for their reference. The docket is the principal means of communication between the waiter, the kitchen, the bar and the cashier. Dockets must be written clearly, using standard abbreviations, to avoid misinterpretation of customers' requirements.

Electronic systems

Computerised systems have been introduced into many establishments to streamline the ordering process. The waiter enters orders on a keypad. Waiters are identified by a code, and they are only able to make entries for the tables in their section. The order is sent to the central computer. Computer systems improve accuracy of service and enable easy collection of statistical data on the service area operations. In some establishments, the entire order is entered on a mobile device at the table; in others, the waiter transfers the order from their rough copy docket onto a touch screen. The order is then sent directly to the bar and the kitchen, where it is printed. The date and time of placement of the order are recorded automatically. The system also automatically creates an account for the

Figure 5.23 A sample docket book

Figure 5.24 Taking a customer's order electronically using a tablet

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customers. This is automatically updated as further orders are taken throughout the meal. When required, an itemised account can be printed for the customer.

In-house training is usually provided for the operation of electronic systems.

Workplace procedures

General

Every establishment has its own standard workplace procedures for taking and processing food and beverage orders. It is important that staff follow these procedures to ensure consistency and quality service. General procedures may include identifying a specified position at each table from which to start taking orders, the direction to follow, using computerised systems to enter orders and how to complete the docket book.

Special requests

Special requests that are important to customers, including dietary or cultural requirements, need to be established when the reservation is taken.

Special requests may relate to:

- **Allergies and intolerances.** Some customers may have life-threatening food allergies or food intolerances and may make special requests when ordering food and beverages to avoid specific ingredients or types of food.
- **Religious or cultural beliefs.** Due to religious or cultural beliefs, some customers may request particular food items, or require menu items to be prepared in a particular way or using particular ingredients.
- **Special occasions.** These may include birthdays or other celebrations, where customers may request a birthday cake to be provided, or may wish to bring a cake into the establishment to be cut, plated and served as dessert. Some establishments charge a 'cakeage' fee for this request.
- **Individual preferences.** These may include simple requests to change or swap ingredients in menu items due to likes and dislikes or a preference for eating certain types of foods. It may be a request to do with the temperature at which a beverage is served – for example, ordering a cappuccino. These requests are based on customer preferences and should be accommodated where possible.

Industry and workplace acceptable abbreviations

Check the standard operating procedures for the establishment to verify acceptable abbreviations used when taking orders. If every waiter were to develop their own abbreviations, it could lead to terrible mistakes being made.

Abbreviations can be made for menu items, special requests and abbreviations.

Menu items

Some common abbreviations used are shown in Table 5.1.

Table 5.1 Common abbreviations for writing orders for the cooking of beef

Docket abbreviation	Kitchen interpretation	Description for customer
B	Blue/bleu	Quickly sealed on both sides, raw on the inside and served warm
R	Rare	Red centre
MR	Medium rare	Warm, red centre
M	Medium	Hot-pink centre
MW	Medium to well done	Thin line of pink in the centre
W	Well done	Cooked through (no pink)

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Special requests

When taking orders, special requests need to be recorded. The kitchen needs to get correct information and cooking instructions to ensure customers receive what they have ordered. It is a good idea to check with the kitchen to ensure a special request can be met. In Table 5.2, the wait staff should check with the kitchen to ensure they have a gluten-free bread available before confirming the customer's order.

Table 5.2 Using abbreviations to record a customer's special request

Menu item	Customer ordered	Recorded on docket
Poached eggs on sourdough with smashed avocado, crispy bacon and rocket pesto	Poached eggs No sourdough (or gluten-free alternative) Extra bacon	P eggs No SD – GF + bacon

Variations

Variations to the menu may be possible; however, always check with the kitchen before you write the order. When writing the order, be very specific about what the customer wants.

Table 5.3 Using abbreviations to record a variation to the menu

Menu	Customer ordered	Recorded on docket
300 g fillet steak Roast potato Side salad with mustard dressing	300 g fillet steak (Medium) No potato Side salad, no dressing	(M) 300 g fillet No pot S/S no dressing

Selection/adjustment of glassware, service-ware and cutlery appropriate to customer menu choices

After taking a customer's order, wait staff need to select and adjust glassware, service-ware and cutlery appropriate to the customer's order. This is commonly referred to as 'adjusting the cover'. To adjust the cover, you need to take the appropriate glassware or cutlery to the table on a service plate from the wait station. Examples of adjustments include red wine glasses for red wine, removing white wine glasses if not needed, steak knife for steak, soup spoon for soup, oyster fork for oysters, pasta spoon for pasta.

ACTIVITY 5.5

1. Practise greeting and seating customers, including laying napkins and presenting the menu.
2. Take a rough copy order. Rewrite the rough copy for the cashier.
3. After your customers have ordered, adjust their covers.

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Tailoring food and beverage service to a range of customers and their requirements

Food and beverage service should be tailored to meet the requirements of each customer. Some customers will prefer fast service as they have limited time, while others would rather relax and enjoy a leisurely meal. Some customers prefer longer periods of time between courses, while families with young children may request that the children's meals be served with the entrée course. It is important for wait staff to determine the needs and preferences of their customers and tailor the service provided to meet individual customer requirements.

Techniques for serving and clearing

Beverage service

Women and the guest of honour should be served first, followed by the men. Beverages are served anti-clockwise around the table. Serve guests from their right side and proceed around the table in order of seating. Glasses should be placed on a napkin or coaster. It is important that the right beverage gets to the right person.

Figure 5.25 Serving beverages to tables

Water and wine glasses should be refilled at the table without touching the glass. If the glass is not within reach, politely ask the customer to move the glass towards you. If the customer has ordered another beverage, remove the empty glass and present the customer with their beverage in a fresh glass.

Beverages should be carried to the table on a tray with a non-slip mat. Avoid touching the rim of the glass or cup when serving beverages. This is where the customer will drink from, and it is unhygienic if you touch or handle this part of the glass.

Collection of food and beverages from kitchen and/or bar

Staff working in the kitchen and bar areas need to have a very close working relationship with the wait staff. Teamwork is essential and the communication method used to alert wait staff that meals or beverages are ready should be known. It may be the ringing of a bell or the chef calling 'order up'.

The method used to collect food from the kitchen and beverages from the bar is set by the establishment.

When food has been plated in the kitchen, it is usually placed in the 'pass', from where wait staff will collect it. Meals should be checked for accuracy and presentation before being taken. Beverages ready for service are usually placed in a designated wait staff service area – usually a separate area at the bar from the one where customers place orders. Wait staff will then place beverages onto a tray to serve to the customer. Beverages should also be checked for accuracy and presentation before being collected.

Carrying and placing plates containing meals

Wait staff should be able to carry at least three plates at one time: two plates in the left hand and a third plate in their right hand. Some experienced wait staff can carry three plates in one hand.

- **The two-plate technique.** This is the most common method used in restaurants. The first plate is held with the thumb and little finger over the rim of the plate and the index and ring fingers under the rim. The second plate is rested on the thumb and little finger, and

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Figure 5.26 Two-plate carrying technique

supported by the wrist and forearm. A third plate can then be carried in the other hand.

- **The three-plate technique.** Hold the first plate between your thumb and forefinger. Slide the rim of the second plate in under the first and steady the base with your ring and little fingers. Bend your wrist to create a level surface for the third plate. The third plate should rest on your forearm and the rim of the second plate.

Figure 5.27 Three-plate carrying technique

Whichever technique is used to carry the plates, remember that it is important to keep the plates level, a comfortable distance from your body and within your own body width.

Soup bowls, coupes and odd-shaped serving dishes may need to be carried separately, as care needs to be taken that the soup, sauce or gravy is not spilt on the table as you put the dish down in front of the customer.

A service cloth, carried on the waiter's left forearm, is used to hold hot plates. You should warn customers when plates are very hot. The service cloth may also be used to wipe up spilt gravy or sauce on the rim of the plate before taking it to the customer.

When placing plates in front of a customer, the plate in your right hand is placed first. Your right hand is then used to place the plates from your left arm onto the table, in reverse order from the way they were picked up.

ACTIVITY 5.6

1. Practise carrying three plates using the two-plate technique.
2. Pick up the plates and place them down as though you were serving customers.
3. Place a number of round objects onto the plates (e.g. Jaffas or Maltesers), to check that the plate is being carried level and steady.
4. When you have mastered the two-plate technique, try carrying three plates in one hand.

Clearing and carrying multiple used plates and service-ware

Plates are removed with the right hand from the right side of the customer. Stand to the right of the cover to be cleared with your right foot forward to balance you. Lift the plate from the table with the right hand and transfer the plate to the left hand.

Move clockwise to the next cover. Lift the next plate with the right hand; place it into the left hand using the two-plate serving technique. Place the cutlery and any scraps from the upper

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plate onto the lower plate, crossing the knives and forks. The knives should go under the forks to secure them on the plate.

Continue around the table, removing plates, placing the cutlery and scraps on the lower plate and stacking the used plates on top of the upper plate. The last plate can be carried in your right hand.

Figure 5.28 Clearing plates from the table

Transfer crockery, cutlery and glassware to the area where service-ware is stacked for washing. The plates are scraped to remove excess food and liquid into the allocated garbage area of the kitchen. Plates of similar size and shape are stacked in piles ready for washing. In some establishments, the washing is carried out by kitchen staff, while in others the waiters are required to stack and operate the dishwashing machine. Rubbish will need to be disposed of according to the enterprise procedures. Recycling of bottles and other recyclable materials is important.

Store used cutlery in the dishwasher containers ready for washing. Place cutlery with handles up so that the areas that are eaten off are not handled by anyone.

Clearing tables

After clearing the main course, the table should be 'crumbed down' if it is particularly dirty. Take a clean service napkin and brush any crumbs onto a plate. The plate should be just under the edge of the table. Repeat this process for each customer until the tablecloth is clean.

Use a tray to clear glasses from customers' tables. Balance the tray on the palm of your hand – preferably the left one – with your fingers comfortably spread and slightly arched to take the weight. Maintain the tray at about waist height, but do not touch the body. Tall glasses like highball glasses should be placed near your body, heavy glasses should be placed in the centre while the squatter glasses ('Old Fashioned') are around the outside. Never lift glasses by the rim; they should always be lifted with your fingers as far away from the rim as possible. Remove glasses from the table only when they are empty.

Cruets, along with any other objects that are on the table and no longer needed, can also be cleared. These are removed from the table by using a tray or service plate.

Dealing with numerous service tasks simultaneously

People working in very busy establishments often have a number of tasks that they need to complete simultaneously. The standard operating procedures should have information regarding the importance of tasks and where your priority should be.

Water may need to go to the table of customers who have just arrived, while the meals are ready from the kitchen for another group of customers. In a team environment, other employees will help in situations like this – for example, another employee could deliver the water for you.

If other employees are not available, then it is important for the worker to be able to prioritise the tasks that have to be completed. Provide the menus for the newly arrived customers and advise that you will be back shortly to explain the menu items. Respond to the meals from the kitchen and quickly deliver the plates from the kitchen to the table. Then return to the new customers to answer any queries they may have about the menu and take their orders.

Dealing with delays and deficiencies in service

If customers arrive early and their table is not ready, they should be offered a seat in the lounge area or at the cocktail bar, if there is one. Customers may arrive at a restaurant without a reservation and find no table available

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immediately. Rather than leaving them standing around, they should also be offered a seat in a waiting area, lounge or at the cocktail bar until a table becomes available. Customers should be kept informed about how long they will need to wait for their table.

If there is a delay with the service of food to customers, wait staff should apologise for the delay and keep the customer informed of the situation. Communicating with the customer is key to maintaining quality service.

Reasons for delay

Some reasons for delays and deficiencies in service might include the following:

- "Walk ins' (people who just turn up with no booking) may cause delays in the restaurant. Tables may not be ready for them and when they order food and/or beverages, it can create extra stress on kitchen staff.
- People who don't turn up (called 'no shows') often mean that tables are held for them rather than letting them go to walk-ins who have not booked. It can also affect timing of service if bookings have been staggered at different times.
- Spillages and mistakes often mean dishes have to be started again, wasting valuable time and delaying the service of meals for everyone at the table.
- Forgotten, misplaced or incorrect orders by staff will also result in delays for the customer.
- Changes in the menu may mean that the wait staff will need to return to customers to have them reorder from the menu. A shortage of ingredients has the same effect on the delivery of the meal.

Problem-solving

When there is a complaint, always follow the instructions in the standard operating procedures. Listen and then act; apologise but do not admit fault. If your customer has received a cold meal, remove the plate and say, 'Sorry sir/madam, I will fix that for you', then take the plate to the kitchen and either have the meal reheated or a fresh one plated up before returning it to the customer. If the meal is reheated, it should be re-plated onto a clean plate.

If the complaint is about over-cooked food, ask whether the customer would like to have the food replaced or try something different. Remember, the steak is easy to replace but the customer isn't. It is important that you do not act or say anything that is outside your authority in the establishment.

If you cannot fix the customer's problem, go to your supervisor and ask for their help. The supervisor has the authority to offer other alternatives as a solution.

Follow-up

Always follow up on any problems or concerns a customer may have. You should check that the problem is being resolved and that any actions decided upon as part of the problem-solving process are being carried out. Follow up with the customer to let them know what is happening.

Rectify to customer satisfaction

After the problem has been resolved, staff should check that the customer is satisfied and happy. Problems should be rectified to ensure customer satisfaction. Most customers who experience a problem or delay in service will still return to the establishment if the problem was resolved to their satisfaction. Leaving customers unhappy and dissatisfied could negatively impact on the business.

Environmentally friendly work practices

Efficient use of resources, water and energy

Conserving water will not only save the establishment money, but will help secure water resources for the future. Water is used in sinks, dishwashers, garbage-disposal units, icemakers and coffee machines. A regular maintenance program should detect and fix leaks as they occur; toilets, taps and cooling systems are the areas where leaks are most likely to occur.

Water savings can often be accomplished by talking with staff to improve everyday procedures and practices like turning off taps when not in use, reporting leaks and using dishwashers only when they are full. Hand-scraping dishes into a bin instead of extra rinsing to remove waste is another option.

Equipment modifications can also mean potential water-saving opportunities. Installing

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water-efficient devices such as flow restrictors with aerators to all hot and cold taps and hand-basins can decrease the amount of water used. Install sensor-operated tap controllers to eliminate taps being left on. Replace inefficient pre-rinse spray guns with low-flow, high-pressure guns. Check water ratings on all new equipment before purchase, and use strainers or traps with a mesh screen to collect food waste and dispose of it in bins or compost rather than using garbage-disposal units. Ice machines can be adjusted to manufacture only the required amount of ice.

Electrical energy is used as a power source for electrical appliances in the establishment. These range from coffee machines, icemakers and blenders, to refrigerators and combi ovens, to lighting and air-conditioning.

Staff should be aware of using energy efficiently. Procedures such as turning off equipment when it is not being used, turning off lights when leaving a room, having lights on timers and setting air-conditioners or heaters to a comfortable 23°C can all be implemented to save energy.

Management of food and beverage waste

Figure 5.29 Recycle all waste where appropriate.

Sorting of recyclables

It is becoming common practice in the hospitality industry to recycle more and more waste products. Often specialist companies are contracted to manage an establishment's waste. They organise and supply a number of wheelie bins, front- and rear-lift bins, skips and compaction units, for the management of waste and recycling.

The recycling programs operated by many companies include cling wrap, polystyrene, paper and cardboard in a single bin, saving valuable time. They can also offer a service to collect and recycle glass bottles, aluminium cans, newspapers and plastic bottles.

Grease traps are used every day in the hospitality sector; they need to be cleaned, and the wastes collected and transported away to comply with local government health regulations. This can be done regularly at agreed times. Recycling companies can process and recycle grease traps and other liquid wastes into useable products – for example, grease traps can be re-used as compost, while used cooking oil can be re-used as feedstock.

Disposal of waste

Food waste should be separated from general waste. Leftover food cannot be recycled onto the table, but can be used in worm farms to produce compost or fertiliser. Offsite organic waste facilities that can turn organic waste into electricity are also available. Excessive food wastage should be investigated by reviewing and adjusting the portion control, then checking whether staff members are serving the correct portion sizes.

Disposable items, including paper products such as serviettes, cardboard and paper board products such as milk and juice cartons, can be recycled through the local recycling system.

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Many chopsticks are single-use items; however, they can be recycled along with other wood or plastic products. Toothpicks are also single-use items, but should be recycled in the paper sections of the garbage.

Bottles can be recycled, including most types of plastics and glass. Plastic bottles need to have their lids removed and be completely empty. Check with your local council for the list of those that can be recycled. It is generally cheaper to have recyclables picked up than to dispose of them in the general waste. Aluminium is a recyclable product and should be separated from the general waste.

Damaged crockery or glassware should be disposed of separately, as it can be recycled by companies such as Reverse Garbage into mosaics for craft workers.

Linen can be recycled into cleaning cloths or smaller pieces of fabric for polishing cloths for glassware and cutlery.

Natural corks are fully recyclable into products such as memo boards, placemats, coasters, floor tiles and gaskets.

Customer accounts

Calculations

Take care when calculating accounts for customers, as these can be one of the major sources of complaints an establishment will receive. Follow the workplace procedures when calculating a customer's account.

Figure 5.30 Calculating customer accounts

The information on the docket is used to produce a very clear account. Any special requests that have influenced the price charged will need to be included. It is the wait staff's responsibility to check that all items have been included and correctly charged on the account. The account can be totalled in separate bills (split bills), but it is usual to combine all items ordered for a table on one bill.

Any deductions for discount vouchers or promotional discounts should be dealt with before the account is presented to the customer.

Timing and presentation

The account should then be folded in half so that the person who is paying will be the only one to see the total amount. The account may then be placed in a folder, on a plate or handed to the customer, according to the establishment's procedures.

Place the account beside the host or, if the host is not known, beside the person who ordered the food and/or drinks, or to the person who asked for the account, or in the centre of the table. Leave the customer to check the details and return when payment has been placed on the plate or if the customer has a query.

Often tips or gratuities will be left with the payment in appreciation of attentive service. Do not expect a tip; however, if a tip has been left, collect it after the customers have departed, unless they specifically invite you to take it earlier. The establishment usually has a policy for handling tips. In some establishments, the money will be distributed between all staff at the end of the shift.

Processing equipment

Equipment used to process card payments includes:

- **point-of-sale (POS)** – an electronic system with touchscreen or PALM order pad. POS systems include credit cards and EFTPOS.
- **electronic funds transfer at point-of-sale (EFTPOS)** – these machines are connected to the bank via phone lines. Customers are able to access their own money or credit to pay for their meal.

When using POS or EFTPOS equipment, follow workplace policy and procedures. Examine the card details – check that the name and expiry date are valid. Some systems require the card to be

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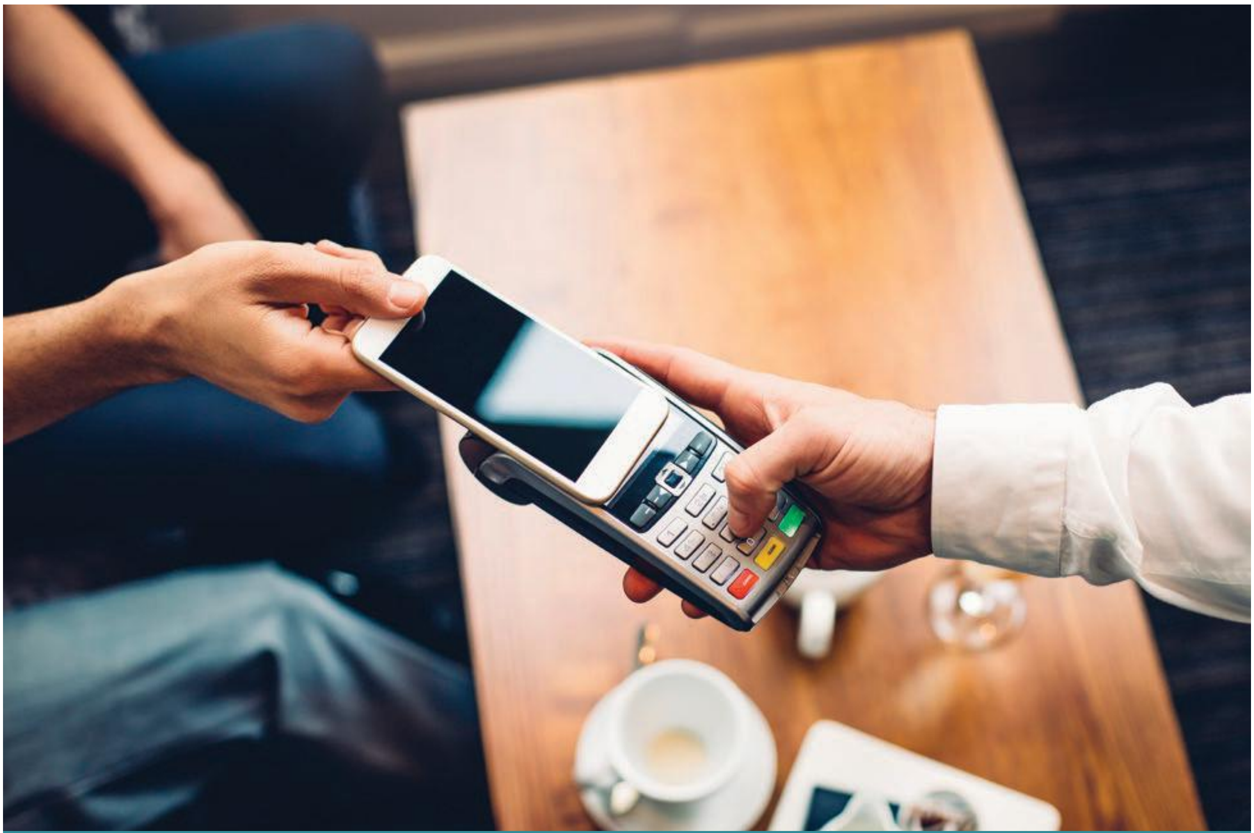


Figure 5.31 Processing card payments using EFTPOS

swiped, inserted or, if using PayPass or payWave, tapped or waved over the machine. Check that the details have been accepted properly, and key in the amount to be charged. Ask the customer to key in their PIN number if required. Return the card to the customer with the receipt. Place the other copies in the till or other suitable place determined by the establishment.

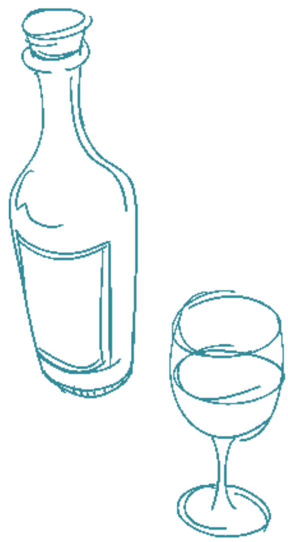
Processing cash transactions and giving change

Cash payments are still used as a method of payment by customers. Keep any notes you are handed outside the till, in the customer's view, until the change has been given.

Count back the change as you give it to the customer. Then place the note in the till and close the drawer. It is important to handle only one transaction at a time. This will help prevent disputes arising, as you are able to show the exact note you were given. If a dispute occurs, follow the standard operating procedures for handling disputes and let your supervisor know.

Processing credit cards

Check with the establishment before processing payments, as some allow only certain staff members to present, collect and process payments. The most common types of credit cards are Visa, MasterCard, American Express and Diners Club; however, not all establishments will accept all types of cards. Credit cards can be processed manually or electronically.



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5.6 Closing down after food and beverage service

Difference between end of service and end of shift

End of service is when the service period ends – for example, when the establishment closes its doors after lunch to set up for the dinner service period. End of shift is when the working day finishes for the employee.

Workplace tasks and procedures

End of service

Workplace tasks and procedures for end of service should include the following:

- The cash register will be closed. Remove all cash from the till except the float required for the next service period. Secure the remaining cash as required on the premises.
- Remove all dirty dishes, cutlery and equipment to the kitchen for cleaning.
- Cover and store, as appropriate, food and beverage items.
- Clear waiters' stations of rubbish, then clean and restock them.
- Clean and restock the bar area.
- Clean and restock the coffee machine.
- Remove linen and tableware and store for the laundry to clean.
- Clean and sanitise tables and chairs.
- Re-set the tables and settings for the next service period.
- Polish cutlery and glassware as it leaves the dishwasher, ready for the next service period.
- Replace folded serviettes, cutlery and glassware into the allocated storage areas for the next service period.
- Dispose of rubbish according to the establishment's procedures. Recycling of bottles and other recyclable materials is important.
- Participate in a debrief with staff.

Preparation for next service period

Preparation for the next service period should include the following:

- Reset tables and settings according to the next service period requirements.
- Check the float in the cash register.
- Prepare all garnishes for service of non-alcoholic beverages.
- Check that all crockery is clean and stacked in the appropriate area.

Figure 5.32 Cleaning tables at the end of a service period

Figure 5.33 Stacking furniture at the end of a shift

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- Inspect glassware and cutlery for smudges and fingerprints.
- Ensure the waiter/service station is fully stocked.

End of shift

End-of-shift tasks include those that are required to be done before the shift ends and the business is closed for the day. Procedures for the end of a shift include those mentioned for the end of a service period, as well as the following:

- Check EFTPOS readings and reconcile takings.
- Clean and sanitise equipment such as coffee machines, bains-marie and refrigerators.
- Check linen and tableware to ensure there is enough for the next service period.
- Stack and store tables and chairs, or re-set for the next service period.
- Clean and sanitise all surfaces, including the customers' bathroom facilities.
- Vacuum and/or sweep and mop floors.
- Turn off electrical equipment and lights.

Service review

Debriefing session

The debriefing session is attended by all staff members to discuss the quality of service they have offered customers during the service period. It allows employees and supervisors/management to communicate any issues they have had so that any problems can be addressed, and so they will not be a problem for the next service period. The debriefing session can be a formal or informal meeting.

Customer feedback

Customer feedback is important for establishments to reflect upon the quality of food and beverage service they provide. It allows staff and management to identify areas that may need improving, and also areas or staff members deserving of recognition.

Feedback can be given through verbal or written forms in formal or informal ways. Effective communication with customers during the service period also provides feedback.

All feedback – both good and bad – is important to improve the quality of service offered. If customers provide negative feedback, staff should thank them for bringing the matter to their attention so it can be rectified.

Handover to colleagues for next shift

This involves communicating to the next shift anything they may need to deal with during their shift. This could be about stock that may need to be collected or ordered, linen issues that they may need to sort out, staff requirements, changes to menus and customer complaint issues that may need investigation and a follow-up phone call, as well as any problems or issues encountered during the previous shift.

If handover doesn't occur face to face, a diary can be used to record information and communicate with staff.

Figure 5.34 Staff participating in a debrief

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Unit summary

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

- casual dining
- styles of service and different service periods
- a range of menu types
- policy, procedures and standards for food and beverage service
- preparing for food and beverage service
- setting up tables and furniture in dining areas
- preparing the environment to ensure comfort and ambience
- preparation of equipment used in food and beverage service
- providing food and beverage service to customers
- interacting with customers to determine their needs, preferences and expectations
- greeting and seating customers
- providing information to customers
- taking and processing food and beverage orders accurately
- techniques for serving and clearing food and beverages
- environmentally friendly work practices
- preparing customer accounts
- closing down after food and beverage service
- tasks and procedures for end of shift and end of service
- handover procedures.

Unit activities

1. Briefly describe four different styles of service.
2. Explain the difference between à la carte and table d'hôte menus.
3. Identify the role and responsibilities of four food and beverage personnel.
4. Identify the tasks that need to be completed before service begins.
5. Describe the waiter/service station.
6. Describe how to polish glassware for service.
7. Identify the common steps in the sequence of providing food and beverage service.
8. Justify why it is important to take customers' orders accurately and legibly.
9. Identify environmentally friendly work practices when managing food and beverage waste.
10. Recall what a handover is.

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Food and beverage stream

Unit 6

Prepare and serve non-alcoholic beverages

Unit code: SITHFAB004

Prerequisite units:

SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

15 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to prepare and serve a range of teas, non-espresso coffees and other non-alcoholic beverages. It requires the ability to select ingredients and equipment and to use a range of methods to make and present drinks. It does not include making espresso coffee beverages, which is covered in SITHFAB005 – Prepare and serve espresso coffee.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• read manufacturer's instructions to determine correct use and maintenance requirements of equipment.
Oral communication skills to:	• use active listening, and open and closed probe questioning, to determine customer preferences and offer suitable products.
Numeracy skills to:	• calculate and measure ingredient quantities for the preparation of beverages.
Planning and organising skills to:	• sequence the preparation of beverages to efficiently serve customers.
Self-management skills to:	• manage own speed, timing and productivity.
Technology skills to:	• use equipment for the preparation of non-alcoholic beverages.

Key terms

industry-standard equipment
inert gases
mise en place
non-alcoholic beverages
post-mix systems
standard recipe
workplace procedures

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6.1 Non-alcoholic beverages

Range of non-alcoholic beverages typically found in commercial beverage menus

Drinks that do not contain alcohol are called **non-alcoholic beverages**; they may be hot or cold. They are high-profit items and they play an important role in any hospitality establishment.

non-alcoholic beverages hot and cold drinks that do not contain alcohol

The range of non-alcoholic beverages typically found in commercial beverage menus includes carbonated drinks, children's specialty drinks, non-espresso coffees, cordials and syrups, flavoured milks, frappés, freshly squeezed juices, health drinks, hot chocolate, iced chocolate or coffee, milkshakes, mocktails, smoothies and teas.

Major types/styles of non-alcoholic beverages and their characteristics

Carbonated

Carbonated beverages are those that are fizzy or bubbly. They are aerated and go flat quickly after they are opened or served. Carbonated beverages are often dispensed from the bar; they include soda water (colourless and tasteless), tonic water (colourless with a slightly bitter quinine flavour), dry ginger ale (golden straw colour with ginger flavour) and bitter lemon (a pale cloudy colour with a sharp lemon flavour). The types of soft drinks available depend on the establishment, but usually include lemonade, lemon squash, cola and ginger beer. Some establishments will use a **post-mix system**, while others will use cans or bottles.

post-mix system uses a gun with one nozzle and a number of buttons to select the correct drink; it is called post-mix as the drink is mixed after it leaves the container

All soft drinks should be served in a glass – generally a highball – with ice, a straw and a garnish, often a lemon or orange slice or wedge. If using cans or bottles, the remainder of the soft drink should be served to the customer next to their glass with the label facing them. Carbonated beverages are served cold.

Figure 6.1 Brightly coloured soft drinks

Coffees (non-espresso)

Non-espresso coffees are made without the use of an espresso coffee machine. They include the following:

- **Instant coffee** (granules or powder) is still used (though less commonly than it once was) in homes and hotel rooms around Australia. It is made quickly by pouring boiling water over freeze-dried, vacuum-packed coffee. Instant coffee is served hot, in cups or mugs, with or without milk and/or sugar.

Figure 6.2 Preparing instant coffee

- **Plunger coffee** is made by adding just under boiling water to coarse, freshly ground coffee in a heatproof glass container. The plunger unit and the lid are positioned and the customer completes the process by pushing the tightly fitting plunger to the base of the container after the coffee has had time to brew. The coffee grounds are collected under the strainer and

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pushed to the bottom, which leaves the coffee free of grinds. Plunger coffee can be served to the customer in an individual plunger pot, along with a cup and saucer. Milk and sugar are also served in separate containers. The customer can then plunge the coffee just before consumption to ensure it is fresh.

Figure 6.3 Using a coffee plunger

- **Percolator coffee** is made using a coffee percolator. The percolator has three parts: a chamber at the bottom, in which cold water is placed, a basket in the middle, in which coarsely ground coffee is placed, and a chamber at the top, in which the brewed coffee sits. There is a tube connecting all three sections. The percolator is placed onto a heat source; when the water has heated enough, steam in the bottom chamber forces the water up the tube, over the coffee granules and into the top chamber, where it collects. Percolated coffee is highly concentrated with a bitter taste. It is served in a cup with or without milk or cream, and can be sweetened with sugar.

Figure 6.4 A coffee percolator

- **Drip coffee** uses hot water dripped through ground roasted coffee in a paper or mesh filter. The coffee is collected in a pot underneath, which is kept warm on a warming element. Drip coffee is suited to functions where customers serve themselves. It should be served as quickly as possible, as it can lose its aroma and burn, creating a bitter taste, if allowed to sit too long.

Figure 6.5 A drip coffee machine with a pot of coffee

- **Pods** are a modern alternative, allowing espresso-style coffee to be produced economically by the cup. Each pod contains sufficient ground coffee for one cup, sealed to retain freshness. Numerous styles of coffee can be made by purchasing different pods. Pod coffee needs to be made using a coffee machine designed to take pods. This style of coffee is the closest to the taste and appearance of espresso coffee. Pod coffee is mostly found at buffet-style functions, or in guests' rooms, where customers serve themselves.

Figure 6.6 Coffee machine with pods

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- **Greek/Turkish coffee** is made in the traditional *ibrik*, a tall, long-handled copper or brass-plated pot with a narrow neck. A measured 85 ml of water and 1–2 heaped teaspoons of fine powder coffee are used for each cup. It is made by bringing the mixture to the boil over medium heat, then pouring half the coffee into a demitasse cup, returning the remaining coffee to the boil, then removing it from the heat. A well-prepared Turkish coffee is boiled three or four times. Some of the creamy foam is then spooned over the coffee in the cups. It is important not to mix the coffee once it is in the cups. Turkish coffee is very strong and full of flavour. It is served hot and frothy with a thick foam on top. The coffee can be boiled with sugar for happy occasions like weddings and without sugar for sad occasions like funerals. It is usually served with a small glass of water and often a small piece of Turkish delight. It is never served with milk or cream. Crushed cardamom and orange blossom water can be used to spice the coffee.

Figure 6.7 *Ibrik* used to prepare Turkish coffee

Fruit-based

Fruit-based non-alcoholic beverages include juices, frappés and smoothies.

Freshly squeezed juices such as orange, pineapple, grapefruit and carrot are very popular, and are commonly enjoyed for breakfast. They involve a selection of chopped fruits and/or vegetables being placed into a juicer to create a refreshing and healthy drink. Fruits and vegetables can be stored in the refrigerator to create cold juices. It is common in some establishments for customers to make their own concoctions of fruit and vegetable juices as part of a buffet breakfast. In this case, a juicer is located in a convenient position with a display of fruit and vegetables for guests to use. In other establishments, customers can order their own creation or select from a range of freshly squeezed juices on the menu.

Figure 6.8 Freshly squeezed juices

Freshly squeezed juices can also have supplements or other ingredients added to them to enhance their nutrient content.

Frappés are frozen blends of fruit and/or flavourings with crushed ice. A frappé mixture may involve freezing a flavoured liquid such as fruit juice or coffee until soft, stirring it and refreezing it, creating a slushy consistency. This can also be achieved by blending fruits such as mango, pineapple and strawberries with crushed ice.

Smoothies are thick, blended drinks made from fresh fruit and vegetables, fruit juice or purée.

Fruit-based drinks are served in tall glasses and garnished with appropriate fruit.

Figure 6.9 Mango frappe

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Milk-based

Milk-based non-alcoholic beverages include the following:

- **Milkshakes** are prepared and made according to the establishment's recipes. The ingredients include chilled milk, syrups for flavouring and ice-cream. Milkshakes are mixed using a commercial milkshake mixer or a blender, which is usually located in the bar or still area. Milkshakes have a frothy appearance and are served in a milkshake glass. Crazy shakes are a current trend in milkshakes. These are milkshakes that have been heavily decorated with items such as chocolate bars, donuts, biscuits and lollies.

Figure 6.10 Milk-based beverages: strawberry milkshake, iced coffee and hot chocolate

- **Flavoured milks** are produced by adding flavouring to milk. Any flavoured syrup or powder (cocoa or chocolate) can be used. If syrup is used, it is often drizzled inside the glass.
- **Hot chocolate** can be made by blending chocolate powder, liquid chocolate or block chocolate with cold milk, then heating it up, or by dissolving chocolate powder in a small amount of hot water and adding milk that has been textured using a steam wand on an espresso coffee machine. Hot chocolate is usually served in a mug, with or without sugar, and garnished with marshmallows on the side.
- **Iced coffee and iced chocolate** are cool, refreshing drinks that are popular in summer. They can be made using chilled coffee, chocolate powder or flavoured toppings. This is then mixed with chilled milk and poured into a milkshake glass over ice. They are often served garnished with ice-cream and/or whipped cream, and sprinkled with drinking chocolate.
- **Smoothies** are a combination of fruit (usually chopped into pieces) and dairy products such as chilled milk, ice-cream or yoghurt. Soy milk, buttermilk, almond or coconut milk can be used to create different tastes. They are blended together in a blender until they are thick and smooth. Ice may be added, or alternatively fruit may be chopped up and frozen. Other ingredients such as honey, wheatgerm, malt, cinnamon sugar and vitamin supplements can also be added. Popular smoothies often contain banana, mango or strawberry.

Figure 6.11 Banana smoothie

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Mocktails

Mocktails are non-alcoholic cocktails that are prepared from a variety of non-alcoholic ingredients – usually a mixture of fruit juices – and presented to resemble cocktails. They are prepared at the bar and, like a cocktail, consist of several ingredients and take some time to prepare. Mocktails may be blended, shaken, stirred or layered. They may be cream based or fruit based. Syrups are often used to replace alcohol ingredients if using a cocktail recipe. Mocktails are heavily garnished and served in a range of different glasses.

Figure 6.12 A mocktail

Teas

There are four basic types of tea:

- **Black tea** is made from leaves that are completely fermented, oxidised and then dried. This results in a dark colour of the tea leaves and contributes to its strong, intense flavour and aroma. Black tea is brewed using boiling water and then left to steep until the desired strength is achieved. It is served with or without milk and sugar.
- **Oolong tea** sits between black and green tea. The leaves are partially fermented, or oxidised; the amount of oxidisation reflects the style and taste. Those that are oxidised more than 50 per cent resemble black teas, while those oxidised for a shorter period resemble green teas. They are brewed using water that is just under boiling temperature and are usually served without milk, lemon or sugar.
- **Green tea** is a light-green, non-fermented tea. It comes from the same plant as black tea; however, it is not fermented during production. It is steamed immediately after picking and has a lighter colour and flavour. Green teas vary in aroma and taste. They are not usually served with anything, although honey and/or lemon can be used to adjust the taste. Green teas are brewed using water at 80°C. If the water is too hot, it will result in a bitter-tasting tea.
- **White tea** is technically the same as green tea, except that only the buds of the plant are used. The buds have been shielded from sunlight and are silvery in colour. It undergoes almost no changes and is just dried and withered. White teas have a delicate flavour and are brewed using water at 80°C. They are served without milk or sugar.

Figure 6.13 Green, oolong, and black tea

Figure 6.14 White tea

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Speciality teas include herbal and fruit teas. For centuries, herbs have been used to make tea. They are currently very popular as they don't contain any caffeine.

- **Herbal teas** are made from herbs, spices or other plant material, including camomile, peppermint, rosehip and mint. As they don't contain tea leaves, herbal teas are not classified as a different type of tea. They are brewed using boiling water and can be served with lemon and/or honey to taste. They can also be served hot or cold.
- **Fruit teas** are also very popular, and include varieties such as cherry, lemon, blackcurrant, mandarin and orange. These teas are made from dried fruits.
- **Floral teas** are made from edible flowers such as camomile and jasmine, and have recently become popular. They usually are consumed without milk or sugar.
- **Flavoured teas** are any type of tea – black, oolong, green or white – that has had flavourings added during processing. Flavours may be natural, flowers, fruits, oils or artificial. Earl Grey tea is a common example of a flavoured tea. It is a black tea base, flavoured with oil from the rind of the bergamot orange.

Many teas are named after their origin. The following are some common names with which you might be familiar:

- **Darjeeling tea** is from the Darjeeling district of West Bengal in India. It has a floral aroma and is available in black, green, white and oolong varieties. It is usually served as an afternoon or evening beverage with either lemon or a little milk.
- **Ceylon tea** is grown in Sri Lanka. It is not a specific type of tea. The tea may be made either in a china or a metal teapot. It is usually served with milk and sugar.

Waters

Water can be dispensed from the bar or still area. Chilled water is often served at the start of a meal, especially if the weather is hot. Bottled spring water or carbonated sparkling water may also be requested. Tap water must also be available to all customers free of charge where alcoholic drinks are served. Water will often be accompanied by a slice of lemon to make the water taste refreshing.

Figure 6.15 Mineral water

Standard recipes for a range of non-alcoholic beverages

Standard recipes are used to ensure that, regardless of who makes a beverage, it will always be the same. They include information such as ingredients, quantities, methods and presentation. It is common to also provide a photo to help ensure consistency in presentation of the beverage. It is important that staff are consistent in their preparation of beverages to ensure customers receive a consistent product. If a customer orders the same beverage each time they visit, but receives a different beverage – varying in appearance, taste or size – they will be unhappy with the service and not return.

standard recipe set ingredients and method for a food or beverage item that ensure consistent products are served each time

Standard recipes are also helpful when ordering correct quantities of ingredients and determining the prices of beverages.

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Industry standards for a range of non-alcoholic beverages

It is important to be aware of the standards of your establishment as well as your customers' preferences. Different establishments have different industry standards in relation to the service and preparation of non-alcoholic beverages. For example, some establishments may serve their soft drinks in cans or bottles, while other establishments serve soft drinks in a glass, garnished with lemon. Some customers also have specific requests in relation to their beverage – they may prefer it to be weaker or stronger.

You should be familiar with your establishment's standards for a range of beverages in relation to strength, taste, temperature and appearance.

Strength

Coffees and teas can be made stronger by adding more coffee or tea, or weaker by using less. Milk-based beverages, hot and iced chocolates and milkshakes can be adjusted in a similar way by altering the amount of flavouring or chocolate used.

Adding too much or too little ice to a beverage can also affect its strength. Ice should be added first, using a scoop, to fill approximately one-third of the glass (depending on the style of drink), and then the beverage should be poured over the ice. Some customers may prefer their beverage without ice.

Taste

It is important to follow standard recipes when preparing non-alcoholic beverages, especially mocktails, smoothies and freshly squeezed juices, to ensure the beverage tastes the way it is supposed to. Using too little or too much of an ingredient, or brewing or blending it for the wrong time or at the wrong temperature, can alter the taste of a beverage.

The taste of beverages can also be adjusted to suit customer preferences – for example, coffee can be sweetened by adding sugar or a flavoured syrup. Teas can be sweetened using sugar or honey, depending on the style. Hot chocolates can also be sweetened with sugar.

Temperature

Most non-alcoholic beverages are served cold, with the exception of coffee, tea and hot chocolate. Cold drinks should be served cold and hot drinks hot; drinks that are lukewarm are not appetising. Glasses can be kept in the refrigerator to help keep cold beverages cold, and cups and mugs for hot drinks should be kept warm or warmed up before use.

It is also important to pay attention to temperatures when preparing non-alcoholic beverages. Tea, for instance, uses water at different temperatures depending on the style of tea. If the water is too hot it will affect the taste of the end-product.

Figure 6.16 Drinks need to meet industry standards for taste, strength, appearance and temperature.

Appearance

Appearance is also critical when preparing and serving beverages: if the beverage doesn't look appealing, the customer won't drink it. Beverages should be garnished and decorated according to standard recipes to ensure consistency of presentation. Care should also be taken to ensure that all service-ware, glasses, cups and so on are clean and free from any marks – for example, lipstick smears – that could detract from the overall appearance of the beverage.

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ACTIVITY 6.1

INDUSTRY STANDARDS FOR STRENGTH, TASTE, TEMPERATURE AND APPEARANCE

Equipment: kettle, hot water, teapots, cups, thermometer, tea leaves or bags

Experiment with preparing tea to different strengths and temperatures, taste each one and note its appearance in order to understand the importance of adhering to industry standards.

1. **Strength:** Make three different strengths of tea, using different amounts of tea leaves/bags. Taste.
2. **Strength:** Place one tea bag in each of three cups, add hot water and brew each cup for a different time. Taste.
3. **Temperature:** Using green tea, brew three cups of tea using water at 50°C, 80°C and 100°C. Taste.

6.2 Equipment – non-alcoholic beverages

Industry-standard equipment used to prepare different types/styles of non-alcoholic beverages

A range of **industry-standard equipment** is used to prepare non-alcoholic beverages. Equipment ranges from utensils and hand-held, small equipment to mechanical and large, fixed equipment. The style or type of beverage will determine the equipment needed to prepare it.

industry-standard equipment equipment specified in the legislation as suitable for use in the food and beverage industry

Range of equipment

Safe and hygienic use/operation

All equipment used in beverage preparation must be used in a safe and hygienic manner. Equipment must be cleaned and sanitised according to the requirements outlined in Table 6.1, to minimise the risk of contamination.

- **Pre-operational and safety checks**. All equipment should be checked prior to use to ensure that it is safe and hygienic. Electrical equipment should be inspected to ensure cords are not frayed and all components are working correctly. Electrical items should also be tagged by an electrician who has tested the item within the last 12 months. All equipment should be clean, with no visible marks or stains, or built-up residue of food or beverage. Glasses and crockery should not be chipped or cracked. These can harbour bacteria and should be disposed of appropriately. If any equipment is not operating correctly, it should not be used; instead, it should be placed to one side, labelled with the problem and then reported to a supervisor for repair and further follow-up.
- **According to manufacturer's instructions.** All equipment should be used according to the manufacturer's instructions. This includes the use of appropriate personal protective equipment (PPE), care and maintenance. Some pieces of equipment require staff to undertake training in the correct and safe use of the equipment prior to using it.

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Table 6.1 Equipment for non-alcoholic beverages

Name and general features	Purpose, limitations and selection for task (functions)	Cleaning and sanitising	Maintenance and storage	Photo
Swizzle sticks: small, thin sticks, often made from plastic, can be disposable	Used to stir mixed drinks. Often used as a decoration. Place in glass just before serving.	Wash in dishwasher after use, or dispose of after use.	Store in bar area in a container.	
Muddler: plastic, stainless steel or wooden stick	Used to crush or mash up solid ingredients, such as lemons and limes, for use in drinks; releases more flavour.	Wash in dishwasher at end of service period and in hot soapy water after use.	Store in bar area. Wooden muddle sticks may need cleaning in a diluted bleach solution if they become stained.	
Peeler: plastic or metal, with a fixed or swivelling blade on the side or bottom	Removes skin from fruits and vegetables, minimising waste. Peelings can also be used as a garnish.	Wash in dishwasher at end of service period and in hot soapy water after use.	Store in utensils container or drawer in bar area. Replace as necessary.	
Zester: plastic or metal handle, with five small, sharp metal holes on one end	Removes the top layer of skin from citrus fruit. Used as a garnish.	Wash in dishwasher at end of service period and in hot, soapy water after use.	Store in utensils container or drawer in bar area. Ensure holes are clean of food build-up.	
Melon baller: spoon-like, rounded scoop, either single or double ended, with wooden or stainless steel handle	Used to scoop out flesh of melons or soft fruit into a rounded ball-shape. Insert melon baller into the fruit and then twist to form a ball of flesh.	Wash in dishwasher at end of service period and in hot soapy water after use.	Store in utensils container or drawer in bar area. Replace as necessary.	
Pip remover: hand-held, spring-loaded or bench-top model	Used to remove pips from cherries and olives.	Wash in dishwasher at end of service period, or in hot soapy water between foods.	Store in utensils container, drawer or cupboard/shelf in bar area.	
Ice-cream scoop: plastic or stainless steel, rounded scoop on one end with a handle; may also be spring-loaded	Used to scoop out portion sizes of ice-cream for milkshakes or smoothies.	Wash in hot soapy water after use.	Store in hot water during service period to help in use. Store in utensils container or drawer in bar area.	

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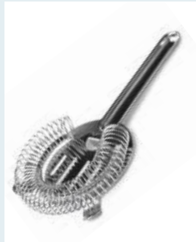
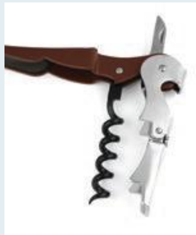
Name and general features	Purpose, limitations and selection for task (functions)	Cleaning and sanitising	Maintenance and storage	Photo
Strainer: metal sieve-like utensil that fits over the rim of the glass or cocktail shaker	Used to remove ice and other solids from a drink as it is poured into the serving glass.	Wash after every use in dishwasher or hot soapy water.	Store in utensils container or drawer in bar area. May need to take apart and use a nylon scourer to clean thoroughly.	
Waiter's friend: hand-held folding utensil with a corkscrew, small knife and bottle opener	Used to remove corks from bottles and caps that do not screw off. Follow manufacturer's instructions on safe use.	Wash in dishwasher at end of service period and in hot soapy water after use.	Store in utensils container or drawer in bar area. Wait staff should also have one and a spare in the wait station.	
Ice tongs: small metal tongs, often with claw-shaped ends	Used to pick up ice, one piece at a time, to add to drinks.	Wash at end of service period.	Store in utensils container or drawer in bar area.	
Ice scoop: plastic or metal, with rounded scoop	Used to scoop ice from the ice machine and into glasses.	Wash in dishwasher at end of service period.	Store on top of or next to ice machine during service period. Store in drawer or utensil container when not in use.	
Ice bucket: stainless steel bucket, often designed to sit in a stand	Used to hold a large amount of ice, in which bottles can be placed to keep them cold. Place on a plate covered with a serviette to collect moisture, or in a stand on the floor.	Wash in dishwasher at end of service period and in hot soapy water after use.	Store stacked upside down on shelves in bar area. Ensure stands are completely dry before storing. Check stands are stable.	
Cocktail shaker: three-piece stainless steel tumbler with tight-fitting lid containing a built-in strainer, and a small cap that fits over the lid	Used to mix drinks by shaking vigorously. When ice is put into the shaker, this allows for a quicker cooling of the drink before serving. Ingredients are placed into tumbler, lid and cap are attached before shaking, then cap is removed to pour drink into glass.	Wash in dishwasher after every use.	Store in bar area, assembled and ready for use.	

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Table 6.1 Equipment for non-alcoholic beverages (continued)

Name and general features	Purpose, limitations and selection for task (functions)	Cleaning and sanitising	Maintenance and storage	Photo
Cups: stainless steel, various sizes	Used to hold and stir or mix drinks before straining and pouring into serving glasses. Milkshakes are mixed in metal cups.	Wash in dishwasher at end of service period and in hot soapy water after use.	Store upside down on shelf or bench in bar area or near milkshake machine.	
Pourer: stainless steel or plastic; some have built-in measures; long, thin end to allow liquid to be poured	Attached to syrup bottles once the lid has been removed. Allows the pouring of syrups to be done quickly and accurately.	Wash in dishwasher when the bottle is empty.	Store in bar area until needed. If pourer becomes clogged, remove from bottle and wash in dishwasher.	
Jigger: metal, or plastic, measuring device that has two cups, one on either end, one measuring 15 ml and one measuring 30 ml	Used to measure liquid ingredients, like syrups or cordials for use in drinks.	Wash in dishwasher at end of service period and in hot, soapy water after use.	Store in bar area.	
Knives: chef's, utility, paring and turning most commonly used for beverage preparation	Used to cut fruits and vegetables to be placed in a blender or juicer, and also to cut garnishes and decorations for drinks.	Wash in dishwasher at end of service period and in hot, soapy water after use.	Store in knife rack. Sharpen regularly using a stone and steel.	
Chopping boards: green and white nylon are commonly used	Used to provide a surface on which to cut fruit and vegetables to protect knife edge.	Wash in hot, soapy water or dishwasher after every use.	Store in a chopping board rack. If nylon, may need to wash in a diluted bleach solution to clean.	
Mesh shaker: stainless steel container with a mesh screw-on lid	Used to shake a thin dusting of chocolate powder, etc. onto drinks.	Empty and wash in dishwasher at end of service period.	Ensure it is completely dry before filling. Check mesh for build-up of ingredients.	
Trays: round with a non-slip surface	Used to hold and carry multiple drinks when serving customers.	Wash and wipe at end of every service period.	Store in a rack or stacked in bar area.	

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Name and general features	Purpose, limitations and selection for task (functions)	Cleaning and sanitising	Maintenance and storage	Photo
Food storage containers: different compartments to store different ingredients; often have lids	Stores prepared garnishes such as lemon slices and wedges ready for service.	Empty and wash in dishwasher at end of service period.	Store on bench during service period, on shelves in storage area when not using.	
Teapot: container – stainless steel, ceramic or glass – to steep tea leaves; range of shapes and sizes	Used to steep tea leaves when brewing tea. Holds water and tea leaves.	Empty and rinse. Wash in hot, soapy water or in dishwasher after use.	Clean once a week with a vinegar solution to remove mineral deposits.	

Table 6.2 Electrical equipment for non-alcoholic beverages

Name and general features	Purpose, limitations and selection for task (functions)	Assembly	Cleaning and sanitising	Maintenance and storage	Photo
Blender: a base, blades and glass or plastic container into which ingredients are placed, and a lid with a centre hole	Used to mix, purée or blend fruit and vegetables and other ingredients for drinks. Commonly used for smoothies and frappés.	Container is placed onto the base unit and clicked into place, ingredients added and the lid placed on. Blender is connected to power source and turned on. When using, place your hand on top of the lid to stop it popping off.	Turn off power, remove blender top from base, separate into parts and wash in hot soapy water, or in dishwasher. Wipe base. Dry and reassemble.	Check cord is not frayed and blender is not cracked or chipped.	
Juicer: electrical device to extract juice from fruits	Used to extract juice from fruits and vegetables. Separates juice from skins, seeds and pith.	Assemble all parts of the machine according to the manufacturer's instructions. Connect to power supply and turn machine on.	Unplug before cleaning and follow the manufacturer's instructions. The machine should be disassembled for cleaning, with some parts able to be put through the dishwasher; others will need to be washed by hand in hot, soapy water.	Check cords are not frayed and machine is working correctly. Machine may need servicing by a qualified tradesperson at regular intervals.	
Kettle: electric, stainless steel or plastic outer	Used to heat water. Hot water is required to brew tea or infuse other ingredients.	Empty, rinse and then wipe over after use. Refill at end of service period.	Rub down the interior and decalcify to remove mineral deposits, which can affect the taste.		

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Table 6.2 Electrical equipment for non-alcoholic beverages (continued)

Name and general features	Purpose, limitations and selection for task (functions)	Assembly	Cleaning and sanitising	Maintenance and storage	Photo
Fridge, cool room: fridge or bar fridge	Used to keep ingredients below 5°C. Stores perishable ingredients out of the danger zone. Enables drinks to be served at the desired temperature.	Before initial use, ensure fridge is level and allow to stand for 24 hours before turning it on. Before use, check correct temperature is reached.	Clean according to the manufacturer's instructions. Wipe inside with cloth, remove shelves and wash in hot, soapy water. Wipe doors.	Monitor temperature gauges at regular intervals. Install temperature alarms. Check door seals are in good condition.	
Milkshake maker: has a motor with a shaft and mixing head. Uses a removable metal container in which the milkshake is made.	Used for making milkshakes. Mixes milk, ice-cream and syrups to make milkshakes.	Connect machine to power source and turn on.	Clean according to the manufacturer's instructions, using a damp cloth to wipe all areas of the machine. Clean after each use and at end of service period. Metal container can go through dishwasher.	Check cords are not frayed or damaged. Regularly service machine and check it is working correctly, report any faults. Store on bench.	
Post-mix system: a post-mix gun that has one nozzle with a number of buttons to select the correct drink. It is called post-mix as the drink is mixed after it leaves the container.	Water is mixed with carbonated water and a flavoured syrup, and dispensed into a glass as an instant soft drink. Buttons are pressed on the handle to pour cold soft drinks.	Carbon dioxide cylinders usually stored in cellar, while syrup usually is kept under the bar. Follow the manufacturer's instructions when assembling lines and connecting gas cylinders.	Clean according to the manufacturer's instructions. Clean nozzle daily with warm, soapy water and rinse. Rinse connectors in hot water when changing canisters.	Regularly clean filters and lines. When changing gas cylinders, always follow the manufacturer's instructions.	
Ice machine: bench-top models or floor-standing. Machine has three parts: the icemaker, motor and storage bin.	Used to provide a constant supply of ice for drinks and ice buckets.	Follow the manufacturer's instructions.	Clean according to the manufacturer's instructions. Don't use detergents or abrasives on the machine. Clean regularly to prevent contamination.	Regular maintenance schedules needed to ensure machine working efficiently and at correct temperature.	

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Name and general features	Purpose, limitations and selection for task (functions)	Assembly	Cleaning and sanitising	Maintenance and storage	Photo
Glass dishwasher: fully automatic, made from stainless steel. Minimum water temperature is 60°C, rinse cycle must be at least 10 seconds at 82°C.	Used to wash glasses only. Washes and removes smears, residues and dirt from glasses.	Follow the manufacturer's instructions. Machine will need to be installed by a qualified tradesperson. Check detergent levels before use. Place trays into machine and shut door.	Clean regularly, according to the manufacturer's instructions, to prevent contamination. Disconnect machine when cleaning. Some machines have a self-cleaning cycle.	Check door seals are in good condition. Implement a regular cleaning and maintenance schedule, according to manufacturer's instructions.	
Dishwasher: As above. Most commercial varieties are a pass-through style, where equipment is rinsed then passed through the dishwasher and out the other side after washing.	Used to wash, clean and sanitise all equipment except glasses. Items are rinsed prior to placing in dishwasher.	As above, following the manufacturer's instructions.	As above, following the manufacturer's instructions.	As above, following the manufacturer's instructions.	

Working with post-mix dispensing systems

Post-mix systems are used by large establishments that have many non-alcoholic beverage sales. They are used in almost all fast-food outlets. Various different post-mix systems are available.

Post-mix systems are for the service of soft drinks. Filtered water is carbonated, making soda water. The soda water is then blended at the dispensing point with soft drink syrup.

The dispenser nozzles and drip-tray should be cleaned daily to ensure a consistent and high-quality product. Dispensed drinks should be checked for sufficient concentrate levels and gas before every service period. All beverages should be checked for freshness. Check the enterprise's procedures for cleaning the post-mix system.

Dangers associated with inert gases

It is essential that all hospitality workers understand the dangers and safety requirements of working with the **inert gases** used in beverage dispensing systems, and the hazards associated with compressed and refrigerated gases. Inert gases are generally non-reactive with other substances. They are odourless, colourless and non-flammable. Carbon dioxide is the most common gas used in post-mix systems.

inert gases carbon dioxide and nitrogen – odourless, colourless asphyxiant gases used to carbonate soft drinks

Inert gases (carbon dioxide and nitrogen) used to carbonate soft drinks are odourless, colourless asphyxiant gases. As the gas system is under pressure, it is possible that the post-mix system and equipment connections may develop leaks, causing a build-up of inert gases in cellars and low-level areas that could pose hazards for personnel

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working in these areas. If the oxygen in the air is replaced by leaking gases, a person entering the cellar can be overcome without warning and suffocate in only a few minutes. Beverage staff have been killed in cellars after breathing in leaking carbon dioxide and/or nitrogen.

Appropriate measures to ensure the safety of hospitality workers and customers

Systems need to be labelled and appropriately signed with warning notices, operating instructions, inert gas warning signs, safe operating procedures, isolation valves, safety valves and pipeline contents.

Other safety precautions include avoiding knocking cylinders to prevent damage to them from the impact. Never use cylinders as rollers to move other objects. When moving the cylinders, do not roll them; instead, use a cylinder trolley with a restraining strap. Eye protection, safety shoes and gloves must be worn in gas cylinder storage and handling areas.

In 2005, Australian Standard AS5034: Installation and use of inert gases for beverage dispensing came into effect. It sets requirements for the use of inert gases for beverage dispensing.

- **Gas monitors.** Storage areas that don't comply with ventilation requirements need gas monitoring and ventilation devices. Carbon dioxide (CO_2) levels must be maintained below 0.5 per cent and oxygen (O_2) levels shall be maintained above 19.5 per cent.
- **Signage.** This must be installed at all entrances where inert gases are stored or in use. All systems need to be labelled and appropriately signed.
- **Maintenance.** All inert gas systems and gas monitoring equipment need to be checked and maintained. Weekly leak checks by the establishment, and six-monthly and yearly maintenance by a qualified tradesperson to check pipes and safety valves, are required. Maintenance records should be kept for two years.
- **Training.** All staff need to be trained in manual handling procedures, and the properties and hazards of inert gases. Training records should be kept.

Figure 6.17 Bartender using a post-mix system

6.3 Customer service of non-alcoholic beverages

Establishing customer needs, preferences and expectations through probe questioning and active listening

Customer preferences, needs and expectations are established through active listening and asking probing questions. This includes listening to the full message the customer is conveying without interruption. Concentrate on what is being said and avoid distractions so you are

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able to take down the full order. Question the customer with care and at an appropriate time, as every order has the opportunity to suggestive-sell an additional item. Use open, closed and reflective questioning to clarify the message being received from the customer. Customers should be observed for non-verbal signs to indicate that they may require assistance.

Matching needs, preferences and expectations with the most suitable non-alcoholic beverage

The ability to match preferences, needs and expectations with the most suitable product or service will provide an exceptional experience for the customer. Remembering regular customers' preferences ensures repeat business. To match customer's needs, preferences and expectations with the most suitable beverage requires you to have excellent product knowledge. Without knowing the range of products your establishment sells, how they are served, the ingredients used and why they appeal to customers, it is difficult to offer advice or suggestions to those customers seeking them.

Workplace procedures for non-alcoholic beverage service

workplace procedures steps or methods establishments have in place to follow when completing tasks

When serving non-alcoholic beverages to customers, you should follow the standard **workplace procedures** for the establishment, which should include taking the order, how to call in the order, delivering the beverage to the table and presenting it to the customer.

Taking orders (manual and electronic)

Manual ordering

It is most impressive, from the customer's point of view, when large orders are able to be memorised and everyone gets what they have ordered. However, this is a real skill that needs to be mastered. Start by trying with small orders. If you have difficulty remembering, and when you are first starting off, it is better to write orders down to avoid confusion.

Figure 6.18 Taking beverage orders

Remembering lots of special requests is a difficult task. When waiters are working as a team, orders are best written down. This prevents any breakdowns in communication, as orders will not be lost or confused, or prepared out of order. Written orders have the following advantages:

- Communication between the waiter and person making the beverage is clear and concise.
- There is less likelihood of mistakes than when ordering verbally.
- They provide a reminder of each person's order when delivering.
- They help the person doing the invoicing or collecting payment.
- They are useful to management for decision-making about purchasing and menus.

Electronic ordering

This method saves time in taking customers' orders.

In some establishments, it is now possible to order beverages online using your phone or computer, or a tablet located on the table. Payment can also be organised to be made online. This means that the customer can text their order to the establishment and it will be ready for them when they arrive. The order can be tracked online, as can the loyalty points given and the payment.

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Calling of order

When a waiter delivers an order to the bar person, it is customary for the waiter to call the order or let the bar person know that a new order has been placed. Depending on the standard operating procedures of the establishment, the waiter may need to call the whole order to the bar person or simply call 'order up' to indicate that a new order has been placed.

Delivery to table

A good waiter will keep an eye on the counter to check on the progress of the order placed. Many signals can be given to indicate that the order is complete, such as ringing a bell. Once a waiter receives the cue that the order is complete, they need to get it to the customer as soon as possible; orders should not be left sitting on the counter.

Figure 6.19 Making beverages

Tray service to the table is the most efficient way to deliver large orders to tables. It is a professional method of delivering beverages to the table. It is also less physically tiring than delivering beverages one by one to customers.

The docket and the change for the table can be placed on the tray, and it can also be used to pick up service-ware from vacated tables on the way back to the counter. Sugar sachets and serviettes should be placed on the saucer if they are not available on the table.

Using a tray with a non-slip mat will stop the drinks from slipping on the tray. Load the tray with the drinks on a flat surface. Then slide the tray into the palm of your left hand (if right-handed), with your fingers comfortably spread open. Steady the tray with your right hand, holding it at a comfortable height and not touching your body. Handle glassware by the bottom of the glass or by the stem to keep fingerprints off the glass.

Figure 6.20 When carrying a tray, make sure your fingers are spread out.

Presentation to customer

The delivery of the beverage to the customer depends on the style of service. Service of individual beverages involves using the saucer, or the base of the cup or glass, to lift the beverage. Fingers should never touch the rim of the cup/glass, as this is unhygienic.

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Serve beverages on the right-hand side of the customer. Serve the person on the right of the host first, then serve in an anti-clockwise direction around the table. Serve the drink to the right-hand side of the customer.

If the beverage spills, it should be taken away and presented again. A serviette on top of the saucer, under the cup or glass, will help prevent spillages.

ACTIVITY 6.2

CARRYING DRINKS

Equipment: plastic cups, water, non-slip drinks tray

1. Fill cups with water and place onto tray. Practise carrying the tray in your left hand and serving drinks from your right hand (removing drinks from the tray). Place more drinks onto the tray as you develop your confidence.
2. Once you have mastered carrying a drinks tray and serving drinks, ask your class mates to serve themselves from the tray.

Note: this activity is best done outside.

Standard turnaround times for non-alcoholic beverage service

Guests will order drinks as soon as they arrive at the establishment, and expect them to be delivered quite quickly. Customers are then occupied, giving the kitchen time to prepare their food orders. It is good service to provide a bottle of cold water to the table when customers are seated.

Figure 6.21 Serving drinks to customers

Dealing with numerous service and operational tasks simultaneously during preparation of non-alcoholic beverages

The food and beverage team needs to work together in order to complete the required service and operational tasks when preparing non-alcoholic beverages. It is necessary for the team to be cooperative and flexible, and able to deal with the unforeseen situations that often arise during a service period. It helps if members of the team have problem-solving skills to be able to solve some of the issues that may arise.

Staff need to be able to multi-task, and deal with numerous tasks simultaneously. Being well prepared before the service period begins, with all *mise en place* completed, helps to ensure staff are able to prepare and serve several orders at the same time.

It is best practice for staff to clean as they go during the service period, as then the equipment will always be ready to use when needed, saving valuable time.

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6.4 *Preparation of non-alcoholic beverages*

Safe and hygienic work practices for preparation and service of non-alcoholic beverages

The enterprise's safe working practices manual should be followed when working with equipment, including knives. Heated surfaces such as those on urns, kettles and coffee machines can cause serious burns and need to be treated with care.

When using machinery and equipment, check the safe operation procedures for the establishment and always follow the manufacturer's instructions. The machinery should be used only for the purpose for which it was designed. Regular cleaning of all machinery and equipment should be undertaken after making each beverage and at the beginning and end of each shift. Correct posture when sitting, standing, bending and lifting will prevent fatigue. When lifting and transferring equipment and machinery that is heavy, remember to use correct manual handling procedures for heavy equipment.

Figure 6.22 Garnished beverage ready for serving

It is important for staff to comply with hygiene legislation when preparing and serving non-alcoholic beverages. Hygienic work practices relate to transporting, handling, storing, preparing and serving beverages, cleaning and sanitising preparation and service equipment, and personal hygiene and presentation.

Time and task management

Efficiently sequence beverage order and preparation

To ensure fast and efficient service, staff need to be able to prioritise and sequence the preparation of beverages. Some beverages require time to be mixed in a blender, while others only need to be dispensed from the post-mix system. Staff should prepare those beverages that take the longest first, to ensure that an order of multiple beverages can be served to a group at the same time. Drinks should not be left sitting for a long period of time before they are served to the customer. Staff should also be aware of the order in which to prepare individual beverages and follow standard recipes. They also need to check orders as they come in: if more than one serve of the same beverage is ordered, staff can save time by increasing the quantity of ingredients and preparing several drinks at the same time.

Prepare and serve within commercially realistic timeframes

Customers in a group expect their entire order to arrive together. Staff should look at the order and decide which beverages to prepare first – generally those that take longer. Some beverages cannot be left sitting, but need to be served immediately as they are made to avoid them separating.

Customers expect service to be fast and efficient; they do not want to be kept waiting for their beverages or they will be dissatisfied and won't return. If you are extremely busy, it is best to communicate this to customers and explain that there may be a delay in service so they are not kept waiting for an unreasonable length of time. Most establishments have timeframes that they strive to achieve from when the customer places an order until when it is served to them.

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6.5 Preparation specific to non-alcoholic beverages

Environmentally friendly work practices

Efficient use of resources, water and energy

Restaurant and Catering has developed the Savour Green Table certification for environmental sustainability in the hospitality industry in Australia. The program recognises Australian restaurants, cafes and catering businesses that are committed to utilising environmentally sustainable products and practices. The program is particularly interested in looking at the conservation of water and energy, waste management and the reduction of carbon dioxide emissions.

Staff should always look to use resources, including water and energy, efficiently. Appliances should be turned off when not in use, and they should be serviced regularly to ensure they are operating efficiently. Dishwashers and glasswashers should only be used when they are full and leaking taps should be fixed to save water.

Management of waste

Management of waste should consider the following:

- **Sorting of recyclables.** Recyclable waste should be sorted into the following areas; glass, aluminium, paper, cardboard and plastic.
- **Disposal of waste.** All waste should be disposed of appropriately and according to establishment procedures. Waste bins should be emptied regularly, located away from food areas, have a sealed lid and be lined with a bin liner. Any hazardous waste should be disposed of correctly. General food waste and scraps can be disposed of into compost bins for use on gardens.

Mise en place for non-alcoholic beverages

mise en place everything ready and in its place; refers to the preparation completed prior to the service period

Tasks should be organised and ***mise en place*** completed before the service period begins. This helps to ensure staff can prepare beverages as they are ordered and serve them to customers with minimal waiting time. Being organised and ready for service helps to ensure smooth service, as staff don't need to waste time on items that could have been prepared earlier.

Workstation

One of the most important *mise en place* tasks is ensuring that the workstation is stocked and ready prior to service. This includes ensuring the work station is set up with all the required utensils, equipment and ingredients that are needed in the preparation and service of beverages.

Preparation of beverage

The beverage should be prepared using the enterprise's standard recipe card. Quantities on the card should be followed accurately so that every drink will taste exactly the same. It is also important to follow the standard operating procedures for the serving of the drink, which will demonstrate the size and shape of glass to be used as well as the garnishes to be added.

Figure 6.23 Correct glassware and garnishes should be used for each beverage.

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Mise en place tasks in relation to beverage preparation include preparation and storage of garnishes ready for use, checking that there is a good supply of ice, ensuring all ingredients required are prepared and stored ready for use, and checking that equipment is in good working order, assembled and ready for use.

Service of beverage

Non-alcoholic beverages should be served chilled and with garnishes that complement the flavours of ingredients in the drink and the size of glass. Garnishes decided upon by the establishment can be edible, such as fruits or vegetables, or non-edible, such as decorative umbrellas or swizzle sticks. Garnishes may sit on the edge of the glass or float on top of the liquid.

Mise en place tasks for the service of beverages include ensuring that all glassware is polished, trays are clean and stacked ready for use, crockery is clean and stacked on a warmer, and takeaway cups and lids are stocked.

Ingredients for a range of non-alcoholic beverages

The style/type of beverage being prepared will influence the ingredients used. Refer to pages 184–9 for information on ingredients for specific beverages.

Associated culinary terms

Staff preparing beverages should be familiar with the meaning of a range of culinary terms, including:

- **ingredients:** oolong tea, Darjeeling tea, Ceylon tea, bitters, chai, grenadine, tonic, verjuice, malt, sarsaparilla, pods
- **garnishes:** zest, julienne, wedges, slice, curls, shavings
- **styles:** decaf, frappé, slushie, smoothie, Turkish coffee.

ACTIVITY 6.3

CULINARY TERMS

Look up and clarify any culinary term about which you are unsure.

Characteristics

All ingredients chosen for use in beverages should be fresh, of a high quality and stored at the correct temperature. Smell, aroma, texture and colour should be consistent to ensure the correct taste and flavour of the finished beverage.

Handling and storage

Milk and other perishable ingredients, including fruits and vegetables, should be stored in the cool room at a temperature of between 1 and 4°C. Frozen ingredients, such as ice and ice-cream, should be stored in the freezer at below –18°C. Tea, coffee, sugar and other non-perishable ingredients should be stored at room temperature. All ingredients should be stored in appropriate containers, labelled and dated. Stock-rotation principles of Last In, Last Out (LILO) and First In, First Out (FIFO) should be implemented to ensure ingredients are used before their 'use by' date.

Staff should avoid handling ingredients with their hands, using tongs or wearing gloves as appropriate.

Range of preparation methods for non-alcoholic beverages

Blending

Ingredients, including ice, are placed into a blender and mixed until the desired consistency is achieved. Frappés and smoothies are blended.

Brewing

Tea and coffee can be brewed. Brewing is where water is added to various ingredients and allowed to steep or infuse. Tea leaves are placed into a teapot, then water is poured over and left to sit (brew). The flavour from the tea leaves seeps into the water. When the desired flavour is reached, the tea leaves are removed and the tea is ready to pour.

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The tea-making process

1. Pre-heat the pot before putting in the dry tea.
2. Measure the tea into the pot according to establishment's requirements. The general rule is one teaspoon or bag per person and one for the pot.
3. Use freshly boiled water, taking the pot to the kettle not the kettle to the pot.
4. Make sure the water is at the correct temperature as it enters the pot.
5. Allow the tea to brew for three to six minutes to obtain maximum strength, then stir the pot with a spoon before serving.
6. Remove tea bags after this period or the tea will keep brewing and become bitter. If tea leaves are used, provide a strainer with the service.

Figure 6.24 Service of green tea

Juicing

Can be done by hand or machine. Juicing is removing the juice from fruits and vegetables. A range of juices can be created by either using just one ingredient – for example, freshly squeezed orange juice – or using a range of ingredients – for example, a combination of pineapple, orange and watermelon, or celery, apple and ginger.

Mixing

Ingredients are placed into a cup or glass and mixed using a stirrer or swizzle stick.

Plunging

Coffee can be plunged. Ground coffee is placed in the bottom of a plunger, and water is poured over and left to brew. The plunger is then pushed down, forcing the coffee granules to the bottom and leaving freshly brewed coffee on top.

Shaking

Ingredients, including ice, are placed into a cocktail shaker, the lid is attached and it is then shaken vigorously for about five to 10 seconds to mix the ingredients.

Figure 6.25 Shaking mocktails

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Measuring ingredients and calculating quantities

Beverage recipes should be written on standard recipe cards. They should be located in a folder in the bar area, for easy access by staff. Each beverage should have a standard recipe for making one serving of the beverage. It is helpful if the standard recipe card has a picture to illustrate the glass to use and the serving the establishment requires for the beverage. This makes the calculations for multiple beverages easier and prevents the wastage of ingredients.

Jiggers, pourers and measuring jugs are used commonly to measure ingredients for beverages. It is important to measure ingredients correctly to ensure the taste of the beverage is correct and waste is minimised.

Deficiencies in beverage quality

Evaluation

Deficiencies in beverage quality are usually associated with the standard recipe card for the beverage not being followed, or not using fresh, high-quality ingredients.

Table 6.3 Evaluating and solving problems when making beverages

Indicators	Causes	Adjustments
Drinks curdling	Milk may be sour. Milk may have been over-heated. Combination of ingredients (e.g. pineapple and milk) will curdle.	Discard drink and milk. Ensure drink is mixed correctly, serve immediately.
Coffee too strong	The grind of the coffee may be incorrect.	Adjust grind. Add hot water or milk.
Coffee too weak	Not enough coffee used. Incorrect grind.	Add more coffee. Adjust grind.
Cold drink is warm	The beverage was left sitting on the counter for a long time before being served to the customer. The glass may have just been taken out of the dishwasher and not cooled before use.	Make a fresh drink. Ice may need to be added. Store glasses in fridge, use stock-rotation principles.
Hot drink is cold	The beverage was left sitting on the counter for a long time before being served to the customer. The cup was not warmed prior to use.	Make a fresh drink. Check water temperature is correct. Use a warmed cup or glass.
The drink tastes very acidic	The ratio of ingredients used was not correct, as the recipe card may not have been followed.	Remake, following standard recipe card exactly.
The drink is watery	Ice may have melted into the drink because it was held too long before it was delivered to the customer.	Remake, using less ice, and deliver immediately. Ensure ice is frozen.
The flavour of the drink is not correct	May indicate equipment had not been washed correctly or the ingredients were stale, incorrect or of the wrong quantity.	Remake, checking all equipment is clean and ingredients are correct and fresh.
Flavour of drink is weak	Syrup in post-mix system may be empty or clogged.	Check post-mix system.
Tea tastes bitter	Brewed for too long. Water was too hot.	Discard, prepare new brew, brew for less time. Check water is at correct temperature for type of tea.

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Making beverages requires practice, and inexperienced staff may encounter problems. Table 6.3 provides a guide to evaluating and solving some of the common issues.

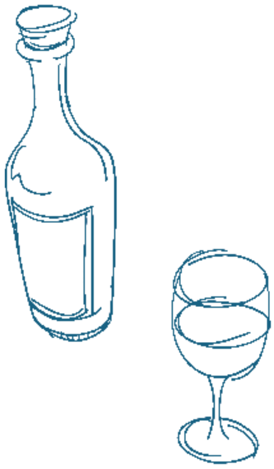

Figure 6.26 Check the quality of the beverage before serving.

6.6 Service of non-alcoholic beverages

Traditional and workplace-specific standards for presentation of quality non-alcoholic beverages

Non-alcoholic beverages should be served in the appropriate glassware and garnished according to the standard recipe card, which reflects workplace-specific standards and traditional standards. Customers have expectations about how beverages should look and taste. Staff need to ensure that they follow workplace-specific standards to ensure consistency with the preparation and service of beverages.

Most non-alcoholic beverages are served chilled. Fingers and hands should never touch the rim of the glass when serving. Glasses should be handled by the base of the glass only. Teapots, hot water pots and sometimes coffee pots required for service should be heated before use.

Service-ware for non-alcoholic beverages

Glassware

Glasses need to be washed in a glass dishwasher, which will remove any residue, smears, smudges and lipstick marks. A glass brush may need to be used before dishwashing to remove any pulp stuck to the inside of the glass. Once washed, glasses need to be air dried and polished before being stored for use. Use a clean lint-free polishing cloth. The glasses should also be checked for chips and cracks (if these are sighted, they should be removed from service).

Polished glasses should be stored in an area close to where they will be used. If possible, store glasses for cold drinks in the refrigerator or freezer to chill them thoroughly; this will keep the drinks chilled a little longer.

Table 6.4 outlines common glassware used for the service of non-alcoholic beverages.

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Table 6.4 Correct glasses for the service of beverages

Name	Use	Size	Photo
Highball glass	Commonly used to serve soft drinks, cordials and water. Tall, straight-sided glass.	240–350 ml	
Tumbler or old-fashioned glass	Used to serve a variety of drinks. Short, straight-sided glass.	180–250 ml	
Juice glass	Used for breakfast juices.	250–300 ml	
Milkshake glass	Large glass used to serve smoothies and milkshakes.	350–450 ml	
Cocktail or martini glass	Triangular shape glass on a stem. Used to serve mocktails and cocktails.	250–300 ml	
Margarita glass	Used to serve margaritas and mocktails. The rounded, broad rim is suited to holding salt or sugar.	250–300 ml	
Hurricane glass	Tall, elegantly cut glass, shaped like a lamp. Used for mocktails.	600 ml	

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Name	Use	Size	Photo
Mason jar	Large, square-shaped jar with a lid. Popular for milkshakes.	250–1000 ml	
White wine glass	Used to serve white wine. Smaller than a red wine glass.	240–360 ml	
Red wine glass	Used to serve red wine; larger to allow the wine to breathe.	270–400 ml	
Champagne flute	Used to serve champagne or sparkling wine.	180–230 ml	

Crockery

The crockery used for serving tea and coffee includes tea cups, coffee cups and mugs, demitasse cups and stackable cups. Saucers to suit should be available so that the cup is secure while serving. Teapots, hot water pots and sometimes coffee pots will be required for service.

Sugar bowls and (depending on the type of sugar used) a teaspoon or tongs are provided for serving sugar. Sugar may often be served in individual sachets for health reasons. Milk and cream jugs should be checked for cleanliness, chips and cracks before being used. A small bowl is provided to hold the used tea bags (if teabags are being used). In formal restaurants, a tea strainer may be served with a stand to keep tea leaves out of the poured tea (especially if the teapot does not have a built-in strainer).

Figure 6.27 Demitasse cup and saucer

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Figure 6.28 Coffee mug

Takeaway cups and lids

Many non-alcoholic beverages are served in takeaway cups to allow customers to take their drinks with them. The majority of takeaway cups for hot beverages are made from paper with a plastic lid, although polystyrene or foam is still used at some establishments. The cup is often double-walled and can be smooth or rippled. Lids can have either a spout to drink from – used with hot beverages – or a slot in which a straw can be placed – used with cold beverages. Takeaway cups are available in a range of sizes, from small cups used for tea, coffee and hot chocolate to a large size used for milkshakes.

Plastic takeaway cups are also available, commonly used with juices and frappés. These often have a dome-shaped lid with a centre hole for a straw.

Garnishes and accompaniments for non-alcoholic beverages

Garnishes for non-alcoholic beverages can be made from fruits and vegetables:

- Small slits are cut into the fruit to allow it to sit on the rim of glasses.
- Strawberries can be rested on the side of the glass by cutting a small slit in their side.
- The zest of fruit could be placed in the drink or knotted and used to decorate the rim.
- Small balls of fruit cut with a melon baller can be made and placed on toothpicks.
- Blueberries can be floated on top of drinks.
- Carrots and cucumber can be cut into sticks and used to stir drinks.

In addition, the following techniques can be used:

- The rims of glasses can be coated with sugar.
- The inside of glasses can be decorated with flavoured syrups.
- Chocolate powder, cinnamon or nutmeg can be dusted over the surface of beverages.
- Ice can be processed in a number of ways – for example, crushed – and used in drinks.
- Other items can also be used, such as umbrellas, straws, swizzle sticks and toothpicks.

Figure 6.29 Takeaway cups and lids

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Garnishes and accompaniments for tea and coffee could include mints, petit fours, chocolates, biscuits and glacé fruit. The establishment's recipe cards will indicate which garnish is to be used and the quantity required for each beverage.

Figure 6.30 Garnishes should enhance the flavour and colour of the drink.

Importance of consistency in quality, volume and appearance

It is essential that staff follow standard recipe cards when preparing and serving of non-alcoholic beverages to ensure consistency of quality, volume and appearance. Customers will not be satisfied if a beverage looks different every time they order it, or if the beverage looks as though it has already been half drunk. Unsatisfied customers will not return to your establishment and bad publicity can also cost money.

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Unit summary

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

- major types/styles of non-alcoholic beverages and their characteristics
- a range of industry-standard equipment used to prepare non-alcoholic beverages
- working with post-mix systems
- customer service of non-alcoholic beverages, including establishing customer needs, preferences and expectations
- workplace procedures for non-alcoholic beverages
- safe and hygienic work practices
- *mise en place* for non-alcoholic beverages
- preparation methods used for non-alcoholic beverages
- deficiencies in beverage quality
- service of non-alcoholic beverages
- service-ware and garnishes for non-alcoholic beverages.

Unit activities

1. Describe seven major styles of non-alcoholic beverages. Give an example of each.
2. Compare milkshakes and smoothies.
3. Describe the four basic types of tea and explain how you would prepare and serve each one.
4. Recall and describe standard recipe cards used for non-alcoholic beverages.
5. Name six pieces of equipment you may need to prepare different styles of non-alcoholic beverages. Describe the function and cleaning of each piece.
6. Describe the safety precautions that must be followed rigidly when working with inert gases.
7. Outline the *mise en place* tasks required for non-alcoholic beverages.
8. Identify six preparation methods for non-alcoholic beverages. For each method, name an example of a drink prepared using this method.
9. Identify one deficiency in beverage quality. Evaluate the possible causes and indicators of this deficiency and outline adjustments that could be made.
10. Glasses require special care when cleaning to maintain their cleanliness and hygiene. Describe how you clean, care for and handle glasses.

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Food and beverage stream

Unit 7

Prepare and serve espresso coffee

Unit code: SITHFAB005

Prerequisite units:

SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

15 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to extract and serve espresso coffee beverages using commercial espresso machines and grinders. It requires the ability to advise customers on coffee beverages, select and grind coffee beans, prepare and assess espresso coffee beverages and use, maintain and clean espresso machines and grinders. Complex repairs of equipment would be referred to specialist service technicians.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• interpret organisational documents or diagrams that relate to: – safety data sheets (SDS) and product instructions for cleaning chemicals – organisational procedures for operating, cleaning and maintaining equipment • read beverage menus and standard recipes for espresso coffee beverages.
Writing skills to:	• write orders and basic notes on customer preferences.
Oral communication skills to:	• use active listening and open and closed probe questioning to determine customer preferences and offer suitable products.
Numeracy skills to:	• visually estimate amounts of milk and make adjustments to doses of ground coffee.
Problem-solving skills to:	• identify deficiencies in espresso extraction and make adjustments to ensure a quality product • monitor operational efficiency of espresso machine and adjust use during coffee beverage preparation.
Planning and organising skills to:	• sequence the preparation of beverages and their components to efficiently serve customers.
Technology skills to:	• use coffee grinders and espresso machines, identifying faults and maintenance issues as they arise.

Key terms

barista
crema
doppio
doppio ristretto
dose
espresso
extraction
group head
ristretto
tamp

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7.1 Espresso coffee

Culinary terms associated with espresso coffee

Barista

A **barista** is a person who has had specific training to make and serve espresso and espresso-based coffee drinks. The term 'barista' may also be used to describe anyone with a high level of skill in making espresso and espresso-based drinks. Baristas are responsible for preparing and serving espresso-based coffees using an espresso coffee machine.

barista a person who has had specific training to make and serve espresso and espresso-based coffee drinks

Espresso

espresso a concentrated form of coffee that is served in shots; made in an espresso machine

Espresso is a concentrated form of coffee that is served in shots. It is made in an espresso machine, where pressurised hot water is forced through very finely ground coffee beans to extract flavour. Espresso coffee is the basis of a range of coffee drinks.

The term 'espresso' is also used to describe:

- coffee-making equipment and method
- type of roast
- a drink.

Extraction

Extraction is the term used to describe the process of removing the total dissolved solids from the roasted coffee bean and depositing them into the water that is passing. It is the 'extracting' or removing of flavour from the coffee beans into water. It is important to understand the extraction process to know how to make a quality espresso.

extraction the process of removing the total dissolved solids from the roasted coffee bean and depositing them into the water that is passing

Espresso is the most common extraction method used for espresso coffees. Extraction for an espresso coffee should be 30 ml in 25–30 seconds.

Figure 7.1 Extraction of a 30ml espresso should take 25–30 seconds.

Ristretto ('restricted' in Italian) is the first part of the espresso extraction. It is an intense, concentrated and short shot of 15 ml, extracted in 12–15 seconds. This is used to make a 'weak' coffee.

Doppio ('double') is a double shot. It is made by extracting 60 ml espresso using double the coffee (14 g) in 25–30 seconds. This can be used to make long blacks and long macchiatos, or where a mug or larger cup is used.

A **doppio ristretto** is extracted in the same way as a doppio espresso, except that only 30 ml of coffee is extracted. This creates an espresso

ristretto a restricted espresso (15 ml of espresso extracted in 15 seconds)

doppio a double espresso, using twice as much (14 g) coffee to produce 60 ml of espresso, extracted in 25–30 seconds

doppio ristretto a restricted double espresso, using 14 g coffee to produce 30 ml espresso, extracted in 15 seconds

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that has the same volume, but is twice as strong because it uses twice as much coffee. This is used to make a 'strong' coffee, or long blacks and long macchiatos, or where a mug or larger cup is used and the same volume of espresso is required.

Group head

group head the part on the espresso machine that holds the group handle

The **group head** is the part on the espresso machine that holds the group handle. Hot pressurised water passes through the metal shower of the group head to be distributed evenly over the filter basket, which holds the coffee, during extraction.

Tamping

tamp the compacting or compressing of the ground coffee beans

Tamping is the compacting or compressing of the ground coffee beans. The device (a 'tamper') is used to apply pressure to the coffee grounds in the group handle. Tamping also polishes the surface of the coffee grounds.

Figure 7.2 Tamping coffee grounds

Different types of coffee beans, blends and roasts, and their characteristics

The two main types of coffee beans are Coffea Arabica and Coffea Robusta. Arabica is a higher quality bean and makes up about 75 per cent of the world's production, while Robusta is about 30 per cent cheaper and is used in instant coffee. Table 7.1 provides a summary of the characteristics of each type.

Table 7.1 Characteristics of Arabica and Robusta coffee beans

Arabica	Robusta
Sweeter aroma and a better flavour	Stronger flavour, astringent, almost bitter
Less caffeine (0.8 to 1.4 per cent)	More caffeine (1.7 to 4 per cent)
More oils and sugars	Fewer oils and sugars
Smaller yields	Higher yields
Higher priced	Lower priced
Less disease-resistant	More disease-resistant
Particular about climate and soil	Greater range of acceptable climate and soil
High altitude	Lower altitude
Prefers temperatures 15–24°C	Prefers temperatures 24–30°C
Oval bean with shaped slit	Rounder bean with straight slit
Wider taste range from sweet-soft to sharp-tangy	Harsher or sharper taste.

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Figure 7.3 Roasted beans, grean beans and coffee beans

Most coffees are created using a blend of coffee beans from different regions. Blending coffee beans allows for an espresso coffee to be created that has a full body and rounded taste. Some blends use 100 per cent Arabica coffee in their mix, while others are a blend of Arabica and Robusta. It is the job of a coffee blender to develop the best combination of coffees from different regions to produce a good blend. The quality of the blend depends on the skill of the blender and the quality of the beans.

Roasting is the process where heat is applied to green coffee beans to bring out their flavour and aroma. Temperature and time are the most important factors to consider when roasting coffee beans. Coffee is generally roasted at between 200°C and 250°C, and once the beans have reached the desired colour or degree of roast, they are cooled quickly. The longer beans are roasted, the more they will darken and caramelise. Coffee can be lightly or darkly roasted. A darker roast will have less acidity in the cup but a better body.

Major styles of espresso coffee and their characteristics

The major styles of espresso coffee typically found on commercial beverage menus, and their characteristics, are outlined in Table 7.2 (pages 220–1).

Different types of milk and their characteristics

- **Whole milk** is a thick, creamy liquid secreted from cows. It contains at least 3.2 per cent fat. Whole milk produces the best texture for espresso beverages with a heavy, creamy, thick foam.
- **Light milk** contains no more than 1.5 per cent fat. Skim milk powder is often added to make it taste creamier. It is a light, creamy liquid that produces a medium-volume creamy, thick foam.
- **Skim milk** is whole milk that has had all the cream removed. Most skim milks contain about 0.1 per cent fat and have also had skim milk powder added to make them taste creamier and provide extra protein and calcium. Skim milk is watery and produces a large-volume, very light, fluffy, airy foam that dissipates easily.
- **Organic milk** is produced under certified conditions that limit the use of chemicals and pesticides. Cows are fed organic feed, are allowed to graze and have not been given any hormones or other drugs.
- **Soy milk** is a plant-based milk made from soy beans. It is non-dairy and offered by most cafes as an alternative for lactose-intolerant customers. Soy milk produces a heavy, creamy thick foam. Don't heat soy milk past 50–55°C or the milk could curdle and the flavour will become unpleasant.
- **Almond milk** is a milky liquid made from almonds. It is soy, lactose and dairy free, making it a popular choice for customers who are allergic to soy and cow's milk and lactose intolerant. It has a creamy texture and a nutty flavour.
- **UHT milk**, or long-life milk, has undergone pasteurisation using the ultra-high temperature (UHT) method. It can be stored for months without refrigeration.

Other sources of milk, from animals such as goats, sheep, camels and buffalo, can be used, but the taste of the coffee may be a little different from that expected.

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Milk in different coffee styles

Steamed milk

Steamed milk has had steam bubbled into it to increase its volume and temperature. When the milk is steamed, the steaming wand is lowered into the milk, creating a thinner texture. Steamed milk is used in flat whites and lattes.

Figure 7.4 Steaming milk

Textured milk

Textured milk is created by incorporating the bubbles when steaming milk throughout the milk to produce a thick, velvety texture. The steaming wand is kept just under the surface of the milk, making a hissing sound. This produces a thicker texture. Textured milk is used in cappuccinos and mochas.

Cold milk

Cold milk is used straight from the refrigerator. Customers sometimes request for it to be used in a long macchiato.

All milk used in espresso coffees should be cold to start with. This assists in producing correct texture and body. Keep all milk refrigerated and stored at 4°C. Use a stainless steel jug when texturing or steaming milk, of the correct size for the amount of milk you need, and only fill it halfway to allow room for the milk to increase in volume.

Characteristics of textured milk

When texturing milk, it is important to create a rich, creamy amalgam of thick, froth without large, airy bubbles. Textured milk should have the following characteristics:

Silken

The texture of the milk should be silky and velvety, with the milk and bubbles combined into one mixture.

Reflective

The surface of textured milk should have a glossy or reflective sheen.

Smooth

The texture should also be smooth, with the milk and bubbles mixed together to create a smooth, consistent texture.

Pliable

The consistency of the milk should not be too thick or too thin; it needs to be 'pliable' to enable a perfect pour.

Standard recipes for a range of espresso coffee styles

It is important to follow a standard recipe when preparing espresso coffees. Most styles of espresso coffee need to be prepared in a specific way, with specific ratios or amounts of ingredients. If you don't follow a standard recipe, you may end preparing an espresso coffee that is not what your customer ordered. Experienced baristas generally know the standard recipes for a range of espresso coffees, as they prepare them often. Newly trained baristas should refer to the standard recipe to ensure they are correctly preparing and serving the style of espresso coffee ordered.

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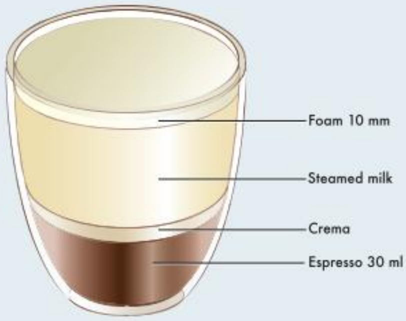
Table 7.2 Major styles of espresso coffee and their characteristics

Style of coffee	Preparation	Diagram	Serving	Photo
Caffé latte (pronounced caf-ayla-tay) A creamy, milky coffee with a layer of foam on top served in a glass.	30 ml espresso topped with steamed milk and a 10 mm dense foam on top		In a 170–220 ml glass, traditionally with a serviette wrapped around the outside	
Cappuccino (pronounced cap-ah-cheeno) An espresso with silky-smooth textured milk topped with a dense, creamy foam and dusted with chocolate powder	30 ml espresso topped with textured milk and 10–15 mm dense foam on top, sprinkled with chocolate powder		In a 170–220 ml cup and saucer	
Espresso (pronounced ess-press-o); also known as a short black A small, dark-bodied coffee with a thick layer of caramel-coloured crema on top; the basis for all espresso-style coffees	30 ml espresso		In a heated 80 ml demitasse cup	
Flat white A creamy, milky coffee similar to a latte, without the layer of foam	30 ml espresso topped with steamed milk and up to 5 mm of dense foam		In 170–220 ml cup with saucer	
Long black Uses a double shot of espresso, poured onto hot water; crema should be visible; no milk	90–150 ml hot water poured into a cup (half to two-thirds full), and an espresso or doppio ristretto extracted on top		In 170–220 ml cup	

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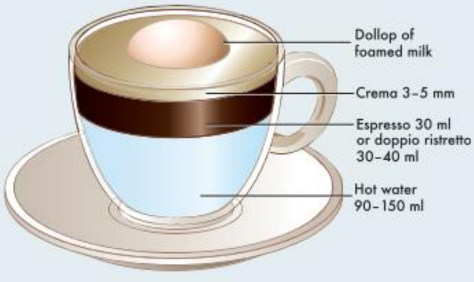
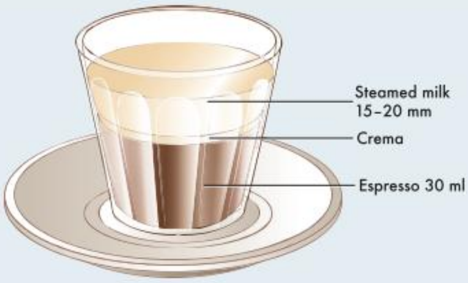
Style of coffee	Preparation	Diagram	Serving	Photo
Macchiato (pronounced ma-key-ahtoe) An espresso that is stained with milk and a dollop of foam; can be short or long	**Short:** 30 ml espresso, stained with a dollop of heated milk/froth **Long:** 90–150 ml hot water poured into cup (half to two-thirds full), an espresso or doppio ristretto extracted on top and stained with a dollop of heated milk/froth	 	**Short:** in a 70–90 ml espresso glass or demitasse cup **Long:** in a 170–220 ml glass or cup	 
Mocha (pronounced mock-ah) An espresso mixed with chocolate powder or syrup with silky-smooth textured milk topped with a dense, creamy foam and dusted with chocolate powder	30 ml espresso (or doppio espresso or ristretto if using a mug), mixed with chocolate powder or syrup, topped with textured milk and 10–15 mm dense foam on top, sprinkled with chocolate powder		In a 170–250 ml cup or mug	
Piccolo latte A small, intense coffee with a small amount of steamed milk on an espresso	30 ml espresso topped with 15–20 mm of dense, steamed milk.		In a 70–90 ml espresso glass	
Ristretto A short espresso (15 ml extracted in 12–15 seconds); the first part of the espresso extraction; has an intense, sweet flavour and a long after-taste	15–20 ml espresso		In a 70–90 ml espresso glass or demitasse cup	

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Criteria used to evaluate the quality of coffee

Criteria used to evaluate the quality of coffee include the following:

Aroma

Aroma is the smell of freshly brewed coffee. It is created when the gases and vapours are released from the brewed coffee and inhaled through the nose. Aroma is one of the main qualities that determines the flavour of the coffee and is used to judge the quality of espresso coffees. Customers with an 'espresso nose' can immediately identify the 'notes' of a perfect espresso, usually rich and pleasing. Flavour and acidity also influence aroma – for example, if a coffee is rich in flavour, the aroma will reflect that richness, or if the coffee is acidic, it will also smell acidic. The blend of beans used will determine the aroma.

Body

Body refers to the way the coffee feels in your mouth and on your tongue – its viscosity or heaviness. The body of a coffee can range from light to medium to full; a full-bodied coffee may be buttery or syrupy. It can even be described as grainy, oily or watery. Body measures the thickness or viscosity, which contributes to its richness, including aroma and flavour.

Flavour

Flavour is perceived through the tastebuds on the surface of the tongue. An excellent espresso should have a balance of three key qualities of flavour: sweetness, bitterness and acidity.

- **Acidity.** Acidity creates the lively bright taste in the espresso. Low acidity may be described as smooth, but if the acidity is too low, the beverage will be unexciting and boring, tasting flat and lifeless. The acids in coffee combine with sugars and increase the overall sweetness of the coffee while adding a 'punch' or 'energy' to create the desirable quality of acidity.
- **Bitterness.** A well-balanced bitterness adds to the fullness of flavour. It is desirable in a dark roast or espresso coffee. Robusta beans are usually more bitter than Arabica beans. While bitterness is desirable, too much bitterness will create an unpleasant taste, especially if the bitterness is the result of over-extraction, the extraction time was too long or the temperature of the water was too high.
- **Sweetness.** Sweetness is a mild, smooth coffee flavour without any harsh tastes or flavours. It describes the intensity of the sugary qualities of espresso coffee when it is swooshed around the mouth.

Quality of the crema

The **crema** is the thick layer of caramel-coloured foam on top of an espresso. It is made up of tiny bubbles of emulsified coffee oils, formed as the water is forced through the coffee beans. The crema should be very dense and cover the whole surface of the espresso, and be able to support or hold sugar for a few moments. It is the crema that gives the espresso its sweetness. An espresso is 30 ml of coffee; 10 per cent of this volume should be the crema. A crema that disappears quickly after extraction, or is non-existent, indicates a poor-quality espresso coffee.

crema golden-coloured layer of foam on top of an espresso

Figure 7.5 Close-up of a crema

Volume of the espresso

The volume of an espresso should be 30 ml extracted in 25–30 seconds. If the volume is under or over this, the coffee may be under- or over-extracted, which will impact the quality and taste.

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Figure 7.6 The grind and dose need to be correct to produce a quality coffee.

Producing quality coffee

Grind

The barista needs to be mindful of the amount of moisture in the air. When the humidity is high, a coarser grind is required; when the humidity is low, a finer grind is required. The size of the grind determines how fast the water moves through the coffee grinds in the filter basket. The correct speed for the extraction time is 30 ml in 25–30 seconds.

If the grind of the coffee is too fine or too coarse, this will impact the taste of the espresso. Coffee that is ground too coarsely will result in under-extraction as the water moves through the coffee too quickly, and the resulting espresso will lack flavour, body and crema. If the coffee is ground too finely, the water will take too long to pass through the coffee, resulting in over-extraction and a bitter or burned-tasting espresso.

Dose

To produce a quality espresso, the **dose** also needs to be correct. This refers to the amount of ground coffee beans that are added to the filter basket. Industry standards are 7 g for a single serve and 14 g for a double. If the dose is incorrect, it will also affect the flavour and quality of the espresso. The best way to check the dose is to check the spent coffee grounds; a firm coffee cake means the dose is correct and a sloppy cake means the dose is too small.

dose amount of ground coffee placed into the filter basket to make an espresso coffee

Tamp

Tamping is the compressing of the coffee grounds in the filter basket. If the coffee is tamped with too much or not enough pressure, or is unevenly tamped, the espresso will be of a poor quality. Too much pressure may result in over-extraction as the water can't pass through the coffee, and too little pressure can result in under-extraction, as the water passes through the coffee too quickly. To tamp correctly, first level the coffee in the filter basket by tapping it and pressing gently with the tamp. Then firmly pack the coffee by applying more pressure to the tamp and twisting slightly.

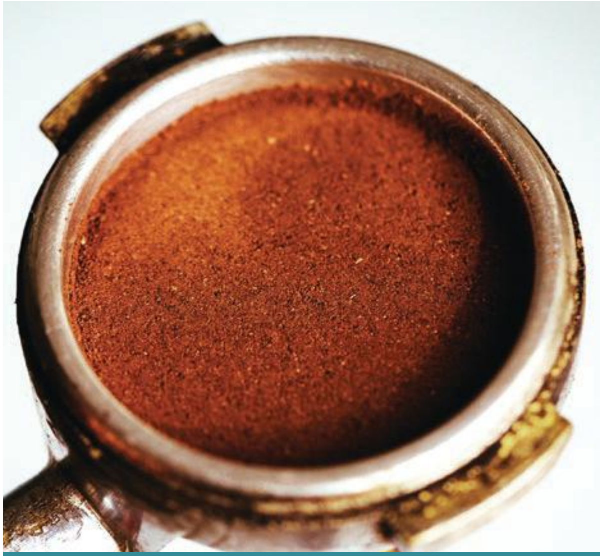

Figure 7.7 Tamping creates a smooth, polished surface.

Extraction

It should take 25–30 seconds to extract 30 ml of espresso from 7 g of coffee. If it takes longer to produce 30 ml, it is likely that the espresso will be over-extracted. If it takes less than 25 seconds, it will most likely be under-extracted. If the extraction time is too fast or too slow, the grind, dose or tamp may require adjusting in order to achieve a quality espresso.

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Industry standards for a range of espresso coffee styles

It is important to be aware of the standards of your establishment as well as your customers' preferences. Different establishments have different standards in relation to the service and preparation of espresso coffees. Commonly, it is the size of the coffee that differs; you also need to understand your establishment's grinder and how much coffee is delivered in a single dose. Some customers also have specific requests in relation to their coffee – they may prefer it to be weaker or stronger.

You should be familiar with your establishment's standards for a range of espresso coffee styles in relation to strength, taste, temperature and appearance.

Strength

Espresso coffees can be made stronger by using a doppio espresso, or weaker by using a ristretto espresso or adding more milk and/or water. If you are using a large cup or mug, it is important to use a doppio espresso to ensure a consistent strength and taste.

Taste

It is important to follow standard recipes when preparing espresso coffees to ensure the beverage tastes the way it is supposed to. Using too little or too much coffee and/or milk and/or water, or extracting it for the wrong time or at the wrong temperature, can alter the taste of an espresso coffee.

The taste of espresso coffees can also be adjusted to suit customer preferences – for example, they can be sweetened by adding sugar or a flavoured syrup, or using a milk alternative such as almond or soy milk.

Temperature

Espresso coffees are served hot. Glasses, cups and mugs should be kept warm or warmed up before using. It is important when texturing milk not to heat it too much or the taste of the coffee will be affected.

Appearance

Appearance is also essential when preparing and serving espresso coffees. If it doesn't look appealing, customers won't drink it. Espresso coffees should be garnished and decorated according to standard recipes to ensure consistency in presentation. Care should also be taken to ensure all service-ware, glasses, cups and so on are clean and free from any marks – for example, lipstick smears – that could detract from the overall appearance of the beverage.

ACTIVITY 7.1

INDUSTRY STANDARDS FOR STRENGTH, TASTE, TEMPERATURE AND APPEARANCE

Equipment: espresso coffee machine, hot water, milk, coffee

To understand the importance of adhering to industry standards, experiment with preparing espresso coffees to different strengths. Taste each one and note its appearance.

1. Make an espresso, a ristretto and doppio ristretto. Taste.
2. Make four cappuccinos or flat whites using an espresso, a ristretto, a doppio espresso and a doppio ristretto as the base. Taste.
3. Make four long blacks using an espresso, a ristretto, a doppio espresso and a doppio ristretto as the base. Taste.
4. Make three cappuccinos using milk that has been textured at different temperatures. Taste.

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7.2 Equipment – espresso coffee

Industry-standard equipment used to prepare different styles of espresso coffee

A range of industry-standard equipment is used to prepare espresso coffees. Equipment ranges from utensils and hand-held, small equipment to mechanical and large, fixed equipment. All espresso coffees require an espresso machine and grinder to prepare them; however, the style of espresso will determine what other equipment is needed to prepare it. Table 7.3 outlines a range of industry-standard equipment used in the preparation of espresso coffees.

Table 7.3 Industry-standard equipment used to prepare different styles of espresso coffee

Name	General features	Selection for task (function)	Safe and hygienic use	Cleaning and storage	Photo
Group handle	Single or double, holds filter basket, fits into group head, has a handle to use when attaching to espresso machine.	Holds the freshly ground coffee in the filter basket and attaches into the group head on the espresso machine.	Inserted left to right. Use all the group heads evenly. Hold by handle as the filter basket area can become hot.	Wash in the chemicals used to clean the machine at the end of service. Put through dishwasher. Store in group head.	
Filter basket	Round stainless steel basket with very fine holes. Fits into group handle. Single or double.	Holds freshly ground coffee, fits into group handle, which then fits into espresso machine.	Can become hot. Empty spent coffee grounds after each coffee and rinse before using again.	Keep free of coffee grounds. Wash in chemicals and dishwasher at end of service period.	
Blind or blank filter basket	A round stainless steel basket with no holes. Fits into group handle.	Used when cleaning (backflushing) the espresso machine.	Used to clean espresso machine. Can become hot.	Keep in the storage area for cleaning equipment. Can be cleaned in dishwasher.	
Brushes	Soft bristles. Shaped head to get into difficult spaces.	Used to clean (brush) coffee granules from espresso machine, particularly in group head and grinder.	Clean brushes regularly. Be careful of hot parts on machine.	Keep in the storage area for cleaning equipment. Clean in hot, soapy water.	
Tamper	Can be hand-held or attached to the grinder. Made in a range of materials including stainless steel, plastic and wood.	Used to tamp (smooth and compact) ground coffee into filter basket/group handle.	Use correct techniques when tamping to avoid RSI.	Return the tamp to its position near the grinder after every use. Wash in hot, soapy water at end of service.	

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Table 7.3 Industry-standard equipment used to prepare different styles of espresso coffee (continued)

Name	General features	Selection for task (function)	Safe and hygienic use	Cleaning and storage	Photo
Tamping mat	Silicon, plastic, or other material, mat or base, used when tamping. Available in a range of sizes, shapes and colours.	A convenient dock for the tamp. Easy to use. Keeps the group handle stable and horizontal. Stops damage to the benchtop and provides cushioning when tamping.	Provides a place to return tamp and store after use.	Wipe and rinse regularly during service period. Wash in hot, soapy water at the end of service.	
Thermometer	Made from stainless steel, features a clip at the top to attach to side of jug and a long probe that sits inside the jug. Dial usually identifies correct milk steaming temperature range.	Useful when learning to foam and steam milk. Clips to the side of the jug.	Keep clean. Ensure thermometer is securely clipped onto edge of jug when using.	Keep clean and in a safe place. Do not put in dishwasher. Test accuracy every three months, using both boiling and frozen water.	
Timer	Can be hand-held, watch or mobile phone.	Used to accurately time how long it takes to extract an espresso.	Keep clean.	Store in a safe place.	
Milk-foaming jugs	Different-sized stainless steel jugs for different quantities of milk.	Used to steam or texture milk. Jugs can be labelled to distinguish the different types of milk they hold.	Choose the correct-sized jug for the amount of milk required. The jug should be one-third full of milk before stretching and texturing. Position near espresso machine when empty. Refrigerate if jug contains milk.	Wash regularly in dishwasher or hot, soapy water, then refrigerate before using.	
Knock-box or knock-bin	Tube-shaped container that sits on the bench or floor, has a rubber coated bar across the top to 'knock' group handle on.	Used to 'knock' group handle on to empty spent coffee grounds (puck) out of the filter basket into the knock-box. Holds the used ground coffee beans (cakes).	Ensure the knock-box is stable. Empty regularly.	Place next to the espresso machine on the same side as the grinder. Regularly empty, clean and wash – especially after every service period.	

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Name	General features	Selection for task (function)	Safe and hygienic use	Cleaning and storage	Photo
Chocolate shaker or powder shaker	Stainless steel container with a mesh screw-on or perforated lid.	Used to shake a thin dusting of chocolate powder on cappuccinos and mochas.	Empty and clean regularly to prevent build-up of chocolate.	Keep near the espresso machine. Regularly empty and clean in dishwasher. Ensure thoroughly dry before refilling.	
Service trays	Round with a non-slip surface.	Used to carry coffees to tables. Non-slip mats help prevent beverages from slipping on trays.	Clean regularly. Use correct technique when carrying.	Wipe regularly to remove spilt beverages. Clean in hot, soapy water at the end of each service period.	
Spoons and stirrers	Stainless steel teaspoons.	Used to stir espressos during preparation – for example, when adding chocolate powder for a mocha.	Check clean before use.	Wash in dishwasher after each use.	
Colour-coded cleaning cloths	Microfibre cloths or cloths made from other materials in a range of colours.	Different-coloured cloths used to clean or wipe down different areas. Different colours help to prevent cross-contamination.	Use the same colour for the same task *all* the time. Never change the colour – it is confusing. Never use the cloth for another task.	Place near the espresso machine, grinder, steam wand and sink. Machine wash after every service period. Replace all cloths at the end of every service period.	
Refrigerator	Small easy-closing door fridge located under or close to espresso machine.	Used to store milk for espresso coffees. Milk can be stored in containers prior to being used and/or in jugs while not being used. Also used to store jugs to keep them cold.	Allows milk to be kept at below 5°C. Door seals should be well maintained.	Clean on a regular routine maintenance schedule.	

Commercial espresso machines

Features, parts and functions

Commercial espresso machines force steam and water through coffee grounds under pressure. The main function of an espresso machine is to control the temperature and volume of water passing through the coffee. The grind and dose act as a resistance to the water, creating optimum flavour.

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Features of commercial espresso machines include:

- **group head** – the area that holds the group handle
- **temperature and pressure gauge** – to show when correct temperature and pressure is reached to use the machine
- **espresso pour control** – the on/off switch or control buttons used to start and stop the extraction of coffee – can be manual or automatic
- **steam wand** – arm that dispenses steam used to heat and texturise milk
- **steam control** – used to control the flow of steam from the steam wand, to start and stop it
- **hot water** – area from which hot water is dispensed
- **warming tray** – top area of machine, used to store cups and keep them warm.

Assembly

The espresso machine needs to be installed by qualified tradespersons. Before using, turn on the machine and allow it to heat up. Then check that the correct pressure has been reached on the steam and water pressure gauges. The steam wand should not be used before the machine is at the correct temperature, as dirty water may be drawn up into the boiler. It takes around 15–20 minutes for the espresso machine to heat up.

Safe and hygienic use/operation of espresso machine

- **Pre-operational and safety checks.** Espresso machines vary in their design and technical features, although essentially they are large, enclosed boilers, and as a result have many parts that are hot. Care needs to be taken when using the espresso machine to avoid burns and other injuries. Prior to use, pre-operational and safety checks of the machine should be carried out to ensure all parts are working correctly.
- **According to manufacturer's instructions.** The espresso machine should be used according to the manufacturer's instructions or the establishment's manual for safe operating procedures.

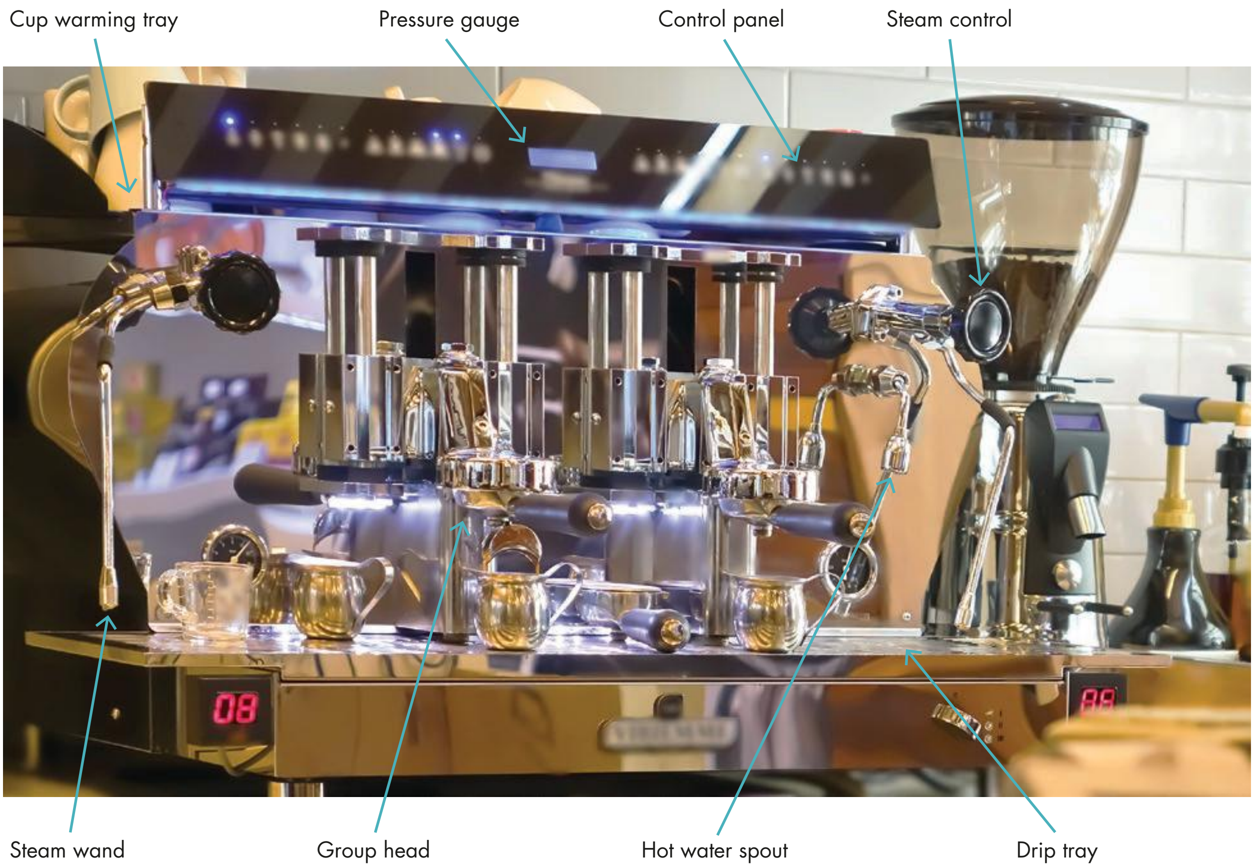

Figure 7.8 The espresso machine

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- **Preparation for service.** To prepare for service, ensure group handles are securely in place in the group head. If they are not securely in place, they will fall out once pressurised water begins to flow through, spurting hot water and coffee onto the user, and possibly breaking the coffee cup. Steam wands should be turned off after use and turned into the machine. Use a cloth when wiping and handling these, as they are hot.

Cleaning and maintenance

During service

Throughout the service period, the following cleaning should be done on the espresso machine:

- backflushing group heads using a blind filter
- cleaning coffee oils from filter baskets
- cleaning spills and water from around the machine
- wiping panels
- wiping steam wand and expelling steam after every use.

Backflushing the espresso machine

1. Place the blind filter in the group handle.
2. Hold the group handle loosely in the group head and turn the machine on for a manual extraction. Jiggle the group handle as the water flows to remove coffee grounds in and around the group head.
3. Empty any water in the group handle. Lock the group handle into the group head, then turn on the manual extraction button for about three to five seconds. Turn it off.
4. Repeat step 3 three times.

Figure 7.9 Wipe the steam wand after every use.

Cleaning the steam wand

The steam wand has the potential to be a biological hazard. Milk left on the steam wand after steaming or stretching is at a temperature where bacteria will grow readily.

1. Immediately after every use, pick up the wipe for cleaning the steam wand. Hold it tightly around the wand and drag the wipe down the wand to the end, wriggling your hand around the steam wand as you go.
2. Check it is clean. If not, wipe again.
3. Push the steam wand back into position over the drip tray and turn the steam control on for two to three seconds to flush out milk left on the inside of the wand.
4. If the milk dries on the steam wand, do not use harsh scourers to scrub it off, as this will wear away the metal. The correct method is to soak the milk off.
   a. Wrap a wet clean wipe around and over the end of the steam wand.
   b. Push the wand back over the drip tray.
   c. Turn on the steam wand. Leave on for a few minutes to soak and soften the milk.
   d. Turn off steam, remove the wipe.
   e. Clean wand using standard procedure.

Post-service

After the service period, the following cleaning should be done on the espresso machine:

- backflushing group heads with cleaning chemicals
- cleaning group heads with a chemical cleaner
- cleaning filter baskets and group handles
- washing out the drip tray and flushing the drain under the tray with water
- wiping top, panels and surrounding benches
- cleaning the steam wand
- soaking group handles in chemical cleaner (weekly).

Backflushing with cleaning chemicals

1. Follow the manufacturer's instructions and the establishment's safe operating procedures when cleaning and sanitising the espresso machine.

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2 Use only the recommended chemical cleaning powders for cleaning the group heads, the filters and the machine. The establishment must have a register and SDS for all chemicals used on the premises.
3 After backflushing, place the recommended amount of cleaning powder into the blind filter basket and secure the group handle into the first group head.
4 Manually run the coffee machine for 10 seconds, turn it off and let it rest for 10 seconds.
5 Repeat step 4 for 10 cycles.
6 Remove the group handle and examine the solution in the group handle. If there is still evidence of coffee staining in the cleaning solution, repeat the process again.
7 Backflush the espresso machine until it is clear of cleaning solution.
8 Repeat this process for every group head on the machine.

Cleaning the group handles

1 Remove filter baskets from group handles.
2 Soak the group handles and filter baskets in a container with the cleaning solution. Do not soak the plastic handles of the group handles in the solution, as they will permanently discolour.
3 The handles can be soaked overnight.
4 Scrub any coffee residue with a fine brush.
5 Wash in hot, soapy water and rinse very carefully to remove all traces of the chemicals.

Proper cleaning and maintenance of the espresso machine will ensure that excellent, high-quality coffee is always produced, and will also extend the life of the machine. Espresso machines should be checked and serviced every six months by a qualified technician, including replacing rubber seals inside group heads.

Commercial grinders

Features, parts and functions

Grinders vary in their design and technical features; however, their function is to grind coffee beans into fine particles to use in an espresso machine. Freshly ground coffee beans are essential for the perfect cup of coffee, so it is essential that the size of the coffee grind is easy to adjust.

Features of commercial grinders include:

- **hopper** – stores coffee beans prior to grinding
- **ring nut for grind setting** – used to adjust the grind
- **blades** – for grinding the coffee beans
- **tamper** – to compress ground coffee
- **doser** – where the ground coffee sits
- **doser lever** – to pull out doses of coffee.

Figure 7.10 The grinder

Assembly

The grinder needs to be correctly assembled with all lids in place before it will work. This is a safety feature built into the machine.

Safe and hygienic use/operation

Pre-operational and safety checks

Pre-operational and safety checks should be carried out prior to using the grinder. Most grinders are fitted with magnets to prevent them from working if the lid is not correctly in place. Never put your fingers into the hopper, dosing chamber or grinding collar.

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According to manufacturer's instructions

The grinder should be used according to the manufacturer's instructions or the establishment's manual for safe operating procedures.

Preparation for service

Before the service period, the grind and dose should be checked, and adjusted if required, to ensure a high-quality espresso is produced. Fresh coffee beans should be emptied into the hopper and a test extraction made.

Cleaning and maintenance

During service

During service, the following cleaning tasks should occur:

1 Remove all spills, splashes and drips of coffee immediately, to prevent bacteria growing in the coffee-production area.
2 Clean surfaces around the machine regularly, then follow up by sanitising. The use of paper towels to apply and remove excess sanitiser is helpful, as they are disposable.

Post-service

At the end of each service period, the following cleaning should be carried out:

1 Close the hopper gate to prevent the beans entering the grinding areas.
2 Turn the grinder on. When the sound changes, there are no longer unground beans in the area.
3 Turn off power to the grinder.
4 Keeping the hopper gate closed, take the hopper with beans off the grinder. Empty any beans in the hopper into an airtight container for storage.
5 Wipe the inside of the hopper with paper towel.
6 Empty all ground coffee from the dosing chamber using the doser lever to empty the chamber.
7 Brush down the dosing chamber, taking care to get into all the nooks and crannies with your brush to remove all coffee grounds. Wipe with paper towel.
8 Clean up any spilled coffee grounds or beans.
9 Wipe the outside of the grinder with a cloth, then wipe the counter area around the grinder.

Once a week, the bean hopper should be washed in hot, soapy water, rinsed under hot water and dried. Every six months, the blades should be removed and replaced and the inside of the grinding adjustment collar cleaned.

Figure 7.11 Using the grinder

Problems with equipment

Espresso machines are generally very robust and only require basic maintenance to keep them in good working order and operating smoothly.

Indicators of unsafe and/or faulty equipment

Indicators that the espresso machine or grinder may be unsafe or faulty include:

- boiler pressure lost or not reached, and/or group heads not dispersing liquid
- water appearing to be leaking from under the machine
- espresso delivery that is too fast
- espresso delivery that is too slow
- grinder not dosing enough coffee into filter basket
- machine making a strange sound or not working.

Solution(s) to common problems

1 Check that the machine hasn't been turned off. Check the mains switch. Check water pressure: if it is 0, it may mean no water is

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getting into the machine. Turn the machine off and then on again. If water is still not getting into the machine, it may be a pipe blockage; you will need to call a trained technician.
2 Blockages are commonly caused by a clogged waste pipe. Lift the drip tray and check the waste pipe. Hot water and cleaner can be poured into the waste pipe. Check that the hose doesn't have any kinks and runs down from the machine.
3 Check that the correct filter basket is being used and that the grind, dose and tamp are correct.
4 Backflush the machine to clear any clogged jets. If backflushing doesn't help, call a repair person.
5 Check that the dosing chamber is at least half full of coffee. If it becomes too empty, air pockets can form. If the dose appears too small, place it back into the dosing chamber and dose a new dose. If the grinder doesn't release a dose when pulled, there may be a mechanical problem, which will need to be checked by a service person.
6 Strange sounds or a machine that is not working should be checked by a service person.

Respond within scope of responsibility

When responding to problems with equipment, the following should be kept in mind:

- Rectify minor adjustments according to the information provided above.
- Refer any problems that you can't rectify to your manager/supervisor, trained service technician, licensed electrician and/or plumber. It is better to refer a problem if you are unsure about how to fix it, rather than make the problem bigger by attempting to fix it or continuing to use the machine.

Function of filter baskets and tampers, including size and types

The filter basket is a perforated, stainless steel cup designed to hold measured portions (called doses) of ground coffee beans. There are two main sizes: a single basket for preparing single espressos and a double basket for preparing two espressos at the same time. Single baskets usually hold 7 g of ground coffee, while double baskets hold 14 g.

A blind filter basket has no holes and is used when backflushing the espresso machine.

Working with steam

Potential dangers

Espresso machines boil water to generate steam in order to froth milk, and also to make espresso. Improper handling of the machine's components, like the filter and steam wand, can result in mild to severe skin burns.

The steam wand is generally made from stainless steel or another metal, which can heat up rapidly during operation. Burns can occur when using the steam wand or a few minutes after, since the components will remain hot. Steam burns are often worse due to the higher temperatures.

Safe operational practices

Care must be taken at all times to protect the barista from burns associated with using the steam wand. When wiping the wand, ensure that the cloth completely covers the wand to protect your fingers. Do not purge the steam wand when it is covered only with a thin cloth. Ensure that the wand is angled over the drip tray when purging.

Figure 7.12 Be careful when working with the steam wand.

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7.3 Customer service of espresso coffee

Establishing customer needs, preferences and expectations through probe questioning and active listening

As with serving non-alcoholic beverages, active listening – listening to the full message without interruption – is important to establish customer preferences, needs and expectations. Avoiding distractions, using careful and appropriate questioning and concentration are the keys to understanding when customers need assistance, and when there is opportunity to suggestive sell an additional item. Paying close attention to non-verbal cues is another key skill in understanding customer needs.

Matching needs, preferences and expectations with the most suitable espresso coffee

For many customers, the reason why they would come back to a particular café comes down almost entirely to the level of service offered – if the service level is exceptional, and if customers receive the espresso coffee that they wanted, they are likely to provide repeat business.

Matching a customer's needs, preferences and expectations with the most suitable espresso coffee requires you to have excellent product knowledge. You should know the range of espresso coffees your establishment sells, how they are served, ingredients used and why they appeal to customers, in order to offer advice or suggestions to those customers seeking them.

Workplace procedures for espresso coffee service

Taking order (manual and electronic)

Customers' orders can be taken manually, using a docket book, or electronically, using a hand-held or bench-top computer or electronic device. Electronic ordering can save time, as the customer's order will be sent directly to the barista, who can begin preparation of their coffee/s without having to wait for the waiter to write the order down and bring it to them. It also enables quick preparation of a customer's bill. Many coffee orders – especially takeaway orders – are also taken at the counter where they are prepared. Most establishments use a form of electronic ordering.

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Calling of order

When a waiter delivers an order to the barista, it is customary for the waiter to call the order or let the barista know that a new order has been placed. Depending on the standard operating procedures of the establishment, the waiter may need to call the whole order to the barista or simply call 'order up' to indicate that a new order has been placed.

Baristas also need to call the order to wait staff when it is ready for delivery or service.

Delivery to table

To get the order to the customer as soon as possible, it is very important to keep an eye on what coffee has been placed on the counter by the barista. A good barista will signal the wait staff to let them know that an order is ready – for example, ringing a bell. This prevents orders from sitting on the counter for too long.

Figure 7.13 Carrying coffee to the table

If the coffee spills, then it should be taken away and presented again. A serviette on top of the saucer, under the cup or glass, will help prevent spillages.

Presentation to customer

In every establishment, the goal should always be to present a perfect espresso coffee. This is fundamental to making sure customer expectations are satisfied. For large orders, it is often best to use tray service as the method for delivering orders to the table. This enables the waiter to carry a large number of cups and saucers in the one trip.

Standard turnaround times for espresso coffee service

An integral part of satisfying customer expectations when serving espresso coffee is to make sure that their orders are delivered quickly. As well as meeting customer expectations, this gives the establishment time to prepare any ordered food for a guest. Espresso coffees should be delivered as soon as they are made to ensure the quality of coffee served is at its best. The longer an espresso coffee sits, the more the quality will deteriorate; the crema may disappear, textured milk will start to shrink and a hot coffee will become lukewarm.

Dealing with numerous service and operational tasks simultaneously during preparation of espresso coffee

Baristas and wait staff need to be able to deal with busy rush periods, and prepare and process numerous orders simultaneously. Everything that is needed for the service of espresso coffee should always be organised before the service period begins. Cleaning should always be done as needed throughout the service period to ensure that clean cups, saucers and other crockery are always on hand, and that the steam wand is kept clean. The baristas and wait staff need to cooperate to make sure any service of espresso coffee is completed in a timely fashion. Of course, this team will also need to be flexible to deal with any unforeseen situations and difficulties that arise. This cooperation will help the team to use problem-solving skills to resolve any problems that occur.

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7.4 Preparation of espresso coffee

Safe and hygienic work practices for preparation and service of espresso coffee

The enterprise's safe working practices manual should be followed when working with equipment, including espresso machines and grinders. Heated surfaces such as those on coffee machines can cause serious burns and need to be treated with care.

Figure 7.14 Preparing coffee hygienically and safely

When using machinery and equipment, check the safe operating procedures for the establishment and always follow the manufacturer's instructions. The machinery should be used only for the purpose for which it was designed. Regular cleaning of all machinery and equipment should be undertaken after making each beverage, and at the beginning and end of each shift. Correct posture when sitting, standing, bending and lifting will prevent fatigue. When lifting and transferring equipment and machinery that is heavy, remember to use correct manual handling procedures for heavy equipment.

It is also important for baristas and wait staff to maintain a high standard of personal hygiene and to ensure that their work area is also hygienic. Regular cleaning should occur throughout and after the service period. This helps to prevent the transference of bacteria from one source to another.

Time and task management

Efficiently sequence beverage order and preparation

A typical espresso sequence would be as follows:

1 Take order.
2 Lay out the saucers.
3 Get the milk ready in the jug.
4 Grind dose and tamp.
5 Assemble group head.
6 Place cups under spout.
7 Extract espresso while foaming and steaming the milk.
8 Clean steam wand.
9 Place cups near saucers.
10 Swirl and pour milk.
11 Finish off beverages.
12 Present order.

Prepare and serve the order within commercially realistic timeframes

When the order is larger and a combination of espressos and milk-based espressos, it is best to prepare the milk-based espressos first and then the espresso list.

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7.5 Preparation specific to espresso coffee

Mise en place for espresso coffee

Work station

All the equipment, supplies, service-ware, syrups and other items must be prepared, ready and well stocked before service begins.

Before you begin to serve the coffee, check that your workstation is organised, with everything refilled and in its correct place. Items that should be checked and prepared in the workstation include:

- consumables/ingredients: coffee beans, chocolate powder, syrups, sugar and a range of milks, stored in the fridge at 4°C
- crockery and cutlery, including cups, saucers and spoons, stored in the workstation
- disposable cups and lids restocked and stored for use
- sugar bowls and chocolate shakers, filled ready for use.
- cleaning cloths ready for use.

The workstation should also be set up with the required equipment. The grinder and knock-bin should be placed close to the espresso machine, and milk and milk jugs stored in the fridge.

Figure 7.15 Ensure the workstation is stocked with cups ready for service.

Preparation of coffee beverage

Mise en place required for preparation of a coffee beverage involves preparing the espresso machine and grinder ready for use.

Mise en place for the espresso machine

1. Lock the group handles in and turn the espresso machine on. It will take 15 to 20 minutes to warm up to the correct temperature and water pressure.
2. Run water through the filter holders/group handles for one minute to heat them up.
3. Place ground coffee into the grinder's dosage chamber – this is a good use for the previous day's coffee.
4. Make at least three espresso coffees using old grounds to season the group heads and filter holders.
5. Make an espresso. Check the quality by taste, smell and the colour of the crema. Make necessary adjustments to equipment.
6. Flush the steam wands over the drip tray for 10 seconds to remove any condensation.

Mise en place for the grinder

1. Fill hopper with fresh beans. Have enough for two to three hours' use.
2. Empty the dosage chambers of old coffee grounds (used to season the group heads).
3. Grind fresh coffee and check that the dosage chambers are filled.

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Service of coffee beverage

Mise en place for the service of coffee beverage includes stacking cups and glasses onto the warming tray of the espresso machine and stacking saucers and spoons near the espresso machine. All service-ware should be checked for cleanliness, stains and chips. Service trays should also be stacked near the espresso machine.

Test extractions

A sample espresso should be made and tasted to check the flavour, appearance and quality. When the grind and dose are correct, water flows through the ground coffee beans at a rate of 30 ml in 25–30 seconds. It is important that this is checked before service begins at the start of the shift. The extraction rates should also be checked regularly throughout the service period to ensure they are still correct.

Figure 7.16 Test extraction before service

Ingredients

Ingredients used in the preparation of espresso coffees include:

- **Coffee beans.** These are highly perishable and should be ground as needed rather than being stored. Beans should not sit in the hopper for longer than 24 hours.
- **Ground coffee.** These should be delivered from the doser chamber in the grinder. A dose of 7 g of ground coffee should be delivered from the grinder doser chamber per pull. Ground coffee should sit in the dosing chamber for no longer than one hour.
- **Milks.** A number of varieties of milk can be used by the establishment. All milks should be stored in a refrigerator below 5°C, preferably located close to the coffee machine for ease of use. Milk jugs should also be stored in the refrigerator. The jugs for the milk should be distinguished so there is no confusion.
- **Flavourings and toppings.** These are used in some cafés to make particular coffee beverages, such as caramel latte and hot white chocolate. These should be stored near the coffee machine.

Storage

Environmental conditions to ensure food safety

Ground coffee loses its freshness quickly, as coffee is hydroscopic (water loving). Many baristas will grind coffee shot by shot to stop the ground coffee beans from losing their flavour. It is good practice to use the ground coffee in the grinder within an hour of grinding. Opened beans are exposed to light, humidity, air and changing temperatures, which hastens the staling process.

Coffee beans should be stored in a cool, dark area in an air-tight container.

Methods to optimise shelf life

Once opened, coffee beans have a shelf life of around six to eight weeks if stored correctly. Once the coffee beans are ground, they start to oxidise (become stale). When the aroma is gone, the coffee is stale. This is accelerated if the ground coffee is exposed to oxygen, moisture or sunlight.

Coffee should be stored at around 7°C and never in the freezer, as the coffee will absorb moisture when thawing. Hold coffee beans in a cool, dry place away from the sunlight and in an airtight container.

As a general rule, store open beans for one week, beans in the hopper for one day and ground coffee in the doser for one hour to ensure maximum freshness and quality.

Grinding coffee beans

To prepare the perfect espresso, the coffee beans must first be ground. The surface area of the coffee bean is increased by the grinding process so that more is exposed to the hot, pressurised

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water, allowing maximum flavour to be extracted. Grinding of the beans is done in a grinder. It is essential that the grinder be set correctly: if the ground is too fine or too coarse, the resulting espresso will be of a poor quality. Coffee beans should be ground as they are needed to prevent them going stale due to exposure to air.

Dosing

Filling the filter basket with the required/pre-set amount of ground coffee beans is known as dosing. The dose is set to match the size of the filter baskets – generally 7 g.

Dosing can be done manually, electronically or mechanically from the grinder.

Manual

A good barista should be able to dose the correct amount of ground coffee beans into the filter basket simply by looking at it. The filter basket is then tapped on a surface to collapse the coffee grounds. After being tamped, the dose should reach the fill line in the filter basket. This process becomes easier with practice and experience. However, this initially wastes a lot of coffee grounds until it is perfected.

Figure 7.17 Dosing coffee from the grinder

Electronic

Some grinders will dose ground coffee electronically. The filter basket and group handle are placed under the dispensing chamber of the grinder and a measured dose of ground coffee is placed into it. Electronic grinders automatically grind coffee to keep the dosing chamber at an appropriate level – usually around 70 per cent full.

Mechanical

1. Hold the group handle in your left hand and rest it on the group handle support. Make sure the handle is horizontal, with the basket opening under the opening in the doser chamber.
2. Pull the doser lever with your right hand to release a single dose of ground coffee beans from the doser chamber. One dose is released when you pull the lever once.
3. Immediately release the doser lever after you hear the click and allow it to spring back into position.

One flick of the doser lever should deposit 7 g of ground coffee into the single filter basket; two flicks are used if 14 g of coffee is required for the double filter basket, if you are making two espressos or a doppio espresso.

Tamping

To make the perfect espresso, the ground coffee beans dosed into the filter basket must be compacted. The device used is called a tamper. The amount of pressure applied in the tamping process needs to be sufficient to provide resistance to the hot, pressurised water and prevent it from opening up the cake in a weak spot.

Although most grinders come with a tamper, most baristas prefer to use a hand-held tamper. The following method should be used:

1. Hold the group handle, containing the coffee beans, in one hand, and rest it on the counter or tamping mat. Keep the handle horizontal to the counter top.
2. Fit the handle of the tamper in your other hand.
3. Press the tamper down onto the coffee grounds, being careful to keep it horizontal.

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4 Twist the tamper as you gently remove it from the cake.
5 Check that the surface of the cake is flat and level with the fill line all the way around the group handle.
6 Tamp again to compact any loose particles.
7 Finish with another twist or polishing action to ensure the surface is smooth and even.

Figure 7.18 Tamping the coffee

Extraction of espresso

Flushing the group head

The group head should be flushed regularly throughout the service period. This will release any coffee grounds that may be caught in the seal of the group head. It will prolong its life and produce a better-flavoured coffee. To flush the group head, simply turn the machine on for a manual pour. The group handles can also be inserted into the group head to flush them. Backflushing is when the blind filter basket is used for a more thorough clean.

The group head should also be flushed just before the group handle is inserted with coffee, to stabilise the temperature.

Appropriate pour rate for espresso coffee beverages

Once the group handle is locked into the group head, start the extraction process. There should be a five-second delay before coffee starts to flow out from the group handle. A 30 ml espresso should take 25–30 seconds to extract, and will be smooth and velvety in appearance.

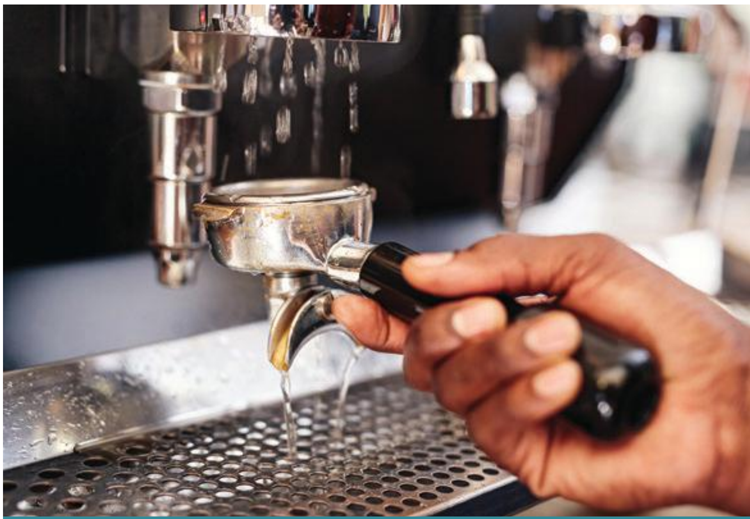

Figure 7.19 Flush the group head before using.

Texturising milk

It is important to texture milk correctly. Milk and foam make up a large portion of a latte, flat white or cappuccino. If it is textured correctly, milk should have a luscious body and rich texture, which will enhance and enrich an espresso.

Milk selection and temperature

All milk should be stored at 4°C. Cold milk is needed to produce correct texture and body for a quality foam. The milk jug should always be stored in the fridge after every coffee is made, and not left on the bench next to the espresso machine.

Once you have selected the type of milk, half-fill a stainless steel jug. Make sure the jug you are using is the right size for the amount of milk you need. The milk should come up to just under the spout.

Purging the steam wand

The steam wand should be purged before inserting it into a jug of milk. This removes any build-up of water that might be in the wand. It should also be purged and wiped after every use to remove any milk on or inside it.

Swirling

Steamed milk is produced using the following process:

1 Place the tip of the steam wand just below the surface of the milk, checking that the steam nozzle is covered with milk.

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2 Turn the steam on. You should hear a soft hissing sound of air bubbles being incorporated into the milk.
3 When the temperature of the milk reaches 40°C, lower the wand into the milk. This will achieve a thinner texture.


Figure 7.20 Steaming milk

Textured milk for a cappuccino is produced using the following process:

1 Place the tip of the steam wand just below the surface of the milk, checking that the steam nozzle is covered with milk.
2 Turn the steam on. You should hear a soft hissing sound of air bubbles being incorporated into the milk.
3 Keep the steam wand just under the surface for the entire texturing process.
4 If the volume of milk has doubled, raise the jug so the hissing sound stops.
5 Continue heating the milk, watching the whirlpool movement of the milk.
6 Turn the steam off when the temperature reaches 60–65°C.

Aim to create a gentle whirlpool of swirling milk in the jug while you are texturing it. This helps to mix the milk.

After removing the milk jug from the steam wand, swirl the milk in the jug for a few seconds to remove any large air bubbles. The surface of the milk should be shiny as you swirl the jug. The bottom of the jug can also be tapped on the bench to help remove any bubbles. Keep swirling the milk until needed as the textured milk and foam will separate if you stop. It is important to keep them mixed into a luxurious amalgamation.

Never reheat milk after steaming. Throw out any leftover milk from the last batch processed, rinse the jug and wash in hot, soapy water. Then rinse with cold water and refill with fresh, cold milk. Reheating steamed milk will result in some awful flavours.

Sound

When the steam wand is in the milk jug, you should hear a gentle hissing sound. This is when milk is being textured and small bubbles are being formed. If the noise you hear is too loud and sounds like a cat dying, lower the jug until the squealing stops. The sucking and crackling sound of air being put into the milk that often occurs when the steam wand is first placed into the milk should only last for a few seconds at most, until the jug is raised or lowered and the gentle hissing returns.

ACTIVITY 7.2

STEAMING AND TEXTURING MILK

Equipment: espresso coffee machine, milk, milk jugs

Practise steaming and texturing milk using the procedures outlined above.

Sensory analysis of quality

The process by which professionals evaluate and compare beans and blends is called 'cupping' (tasting). The following senses are used:

Olfactory

This is the fragrance or smell of freshly brewed espresso coffee. The aroma should be full and rich.

Tactile

This is the quality of the body of the espresso based on the tactile feeling of the liquid coffee in the mouth as perceived between the tongue and the roof of the mouth. The tactile should be full-bodied and thick on the tongue.

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Taste

This is the overall evaluation of the coffee beverage. It should taste strong and rich.

Visual

This is the crema is the visual sign that the espresso is brewed correctly. It contains emulsified oils, and forms a golden-brown layer of foam on top of the espresso shot.

Monitoring the quality of espresso during the service period

It is most important to constantly monitor the quality of the espresso throughout the service period. Test samples of espresso should be made and evaluated, and the equipment adjusted accordingly.

Deficiencies in espresso extraction

Evaluation

Deficiencies in espresso extraction are usually associated with the grind, dose or tamping of the ground coffee.

Table 7.4 shows some of the problems that can occur with coffee extraction and their causes and adjustments.

Table 7.4 Problems with espresso extraction, their indicators, causes and adjustments

Problem (Evaluation)	Indicators	Causes	Adjustments
Under-extraction	Water rushes through coffee. 30 ml coffee extracted in less than 25 seconds. Extracts too quickly. Crema is thin and pale. Taste is weak and sour, and colour is pale. Coffee cake is sloppy and watery.	Tamp – too soft; not enough resistance to water Dose – not enough coffee Grind – too coarse	Tamp – apply more pressure Dose – check correct amount Grind – adjust to be finer *Note:* only adjust one element at a time.
Over-extraction	Water finds it difficult to get through coffee. 30 ml coffee extracted in more than 30 seconds. Extracts too slowly. Crema is very dark brown. Taste is burned and bitter. Coffee cake is dry and crumbly.	Dose – too much coffee Tamp – too hard, too much resistance to water Grind – too fine Extraction time – too long	Dose – check correct amount Tamp – apply less pressure Grind – adjust to be coarser Shorten the extraction time (stop the machine earlier)
Coffee grounds in cup	Coffee grounds are visible in cup. Gritty texture of coffee.	Grind – too fine Worn grinder blades Worn filter holder/basket Dirty gasket on group head Dirty filter holder edge	Grind – adjust to be coarser Clean and maintain all filter baskets, group handles and heads. Replace blades in grinder.
Coffee pouring over the sides of the filter basket	While extracting, coffee spills out over the filter basket.	Leaky gasket Gasket dirty with coffee grinds Group handle not inserted correctly	Gaskets need maintenance, repair or replacement. Check group handle is inserted correctly.

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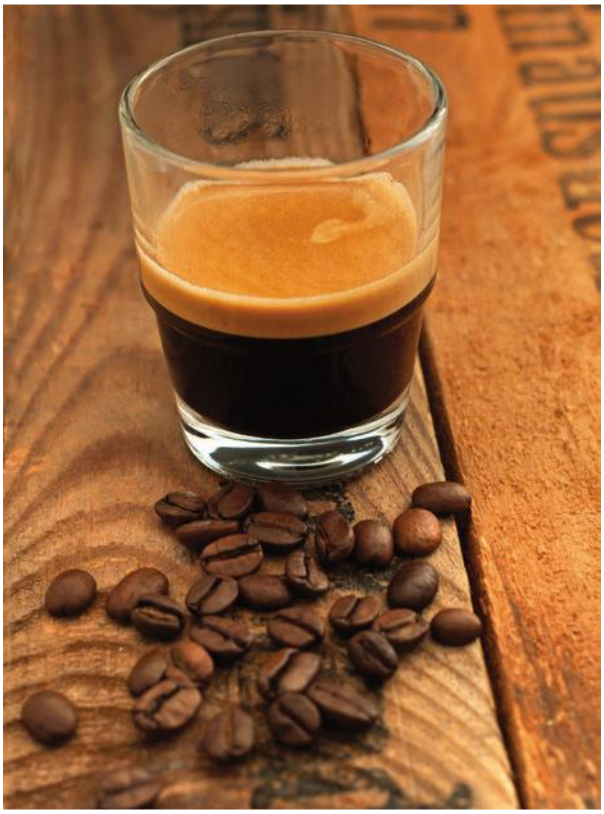

Figure 7.21 Coffee cake

7.6 Service of espresso coffee

Traditional and workplace-specific standards for presentation of quality espresso coffee

Espresso coffee should be served at the appropriate temperature (65°C) and in the appropriate cup or glassware, according to the volume of the beverage. Baristas should follow workplace-specific standards for the presentation of espresso coffees.

When presenting espresso coffees to customers, cups and mugs should be held by the base or handle, never the rim, from which the customer will drink. Sugar sachets and serviettes should be placed on the saucer if they are not available on the table. If the coffee spills, it should be taken away and presented again. A serviette on top of the saucer, under the cup or glass, will help prevent spillages.

Service-ware for espresso coffee

Espresso coffees are served in glassware, crockery or takeaway cups. The crockery and glassware used should be free from cracks and chips, and have no spills or drips down the sides or on the saucer.

Glassware

Glassware is generally used to serve latte-style espresso coffees. Glasses should be washed, dried and stored on the warming tray of the espresso machine.

Crockery

The crockery used for serving espresso coffee includes cups – espresso (demitasse) and standard, mugs and saucers. Saucers are used to hold and secure the cup while serving. Cups and mugs should be stored stacked on the warming tray of the espresso machine.

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Figure 7.22 Coffee mug, coffee cup and demitasse cup

Sugar bowls and (depending on the type of sugar used) a teaspoon or tongs are provided for serving sugar. Sugar may be served in individual sachets for hygiene reasons.

Takeaway cups and lids

A range of takeaway cups and lids is available for serving espresso coffees. The majority of takeaway cups for espresso coffees are made from paper with a plastic lid, although polystyrene or foam is still used by some establishments. The cup is often double-walled and can be smooth or rippled. Lids have a spout to drink from. Takeaway coffee cups are available in a range of sizes, from small cups used for espressos to larger sizes used for cappuccinos or lattes. Most establishments will serve takeaway coffee in two or three different sizes.

Care needs to be taken when selecting the takeaway cups to make sure they are able to withstand high temperatures and will not burn the customer.

Sugar, sweeteners and accompaniments for espresso coffee

A number of different types of sugar can be served with espresso coffee, including individual sugar sachets of white, raw or coffee (Demerara) sugar. Individual serves of rock sugar cubes can be used in sugar bowls, along with sugar granules. Sugar pourers are also available to leave on tables.

Sugar substitutes, such as Equal or Splenda, should be available for customers who are unable

Figure 7.23 Takeaway coffee cups in different sizes

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to use sugar. Some customers require them for medical reasons, while others use them by choice.

After-dinner mints, chocolates, small biscuits or petit fours and marshmallows can be served as an accompaniment to coffees.

Current industry trends show an increase in the use of syrups in espresso coffees. Vanilla, hazelnut and caramel syrups are very popular with customers, and are often added to lattes, flat whites and cappuccinos.

Garnishes such as chocolate or cocoa powder (slightly bitter) can be sprinkled on top of any foamy milk coffee. Often the chocolate is used to tell the different orders from a table – for example, when sprinkled on the entire cup, it shows full-strength coffee; when sprinkled over half the cup, it signifies a half-strength coffee.

Techniques for coffee art and use in the service of espresso coffee

Decorative effects can be created on top of milk-based espresso coffees by combining the brown of the espresso crema and the white of the milk foam. Other colours can be added by dusting chocolate or squirting syrups on top.

Success with coffee art first requires the perfect crema to be produced on the espresso and the milk to be foamed to perfection. When steaming milk for coffee art, a thinner texture is required to allow patterns to be created on the surface of the milk.

Pouring a heart

1 Pour the milk and foam in one spot so a circle of white foam forms in the centre of the crema.
2 Just before you stop pouring, move the jug forward across the surface of the cup to complete a heart-shaped pattern in the crema. It is best to pour a little less at this point so you don't cause the pattern to sink.

Figure 7.24 Coffee art

Free-pouring designs take advantage of the natural tendency of milk to form patterns when combined with the espresso. You must have a very steady hand, exceptional concentration and an eye for detail, with complete control over where the milk is going and the rate at which it flows out of the jug.

Importance of consistency in quality, volume and appearance

Consistency in quality, volume and appearance is vital. Dedicated daily practice, patience and time will produce some very sophisticated designs. Customers will not be satisfied if their espresso coffee looks and tastes different every time they order it. Unsatisfied customers will not return to your establishment and bad publicity can also cost money. All baristas working at an establishment need to ensure that they produce espresso coffees that are consistent in quality, volume and appearance.

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Unit summary

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

- culinary terms associated with espresso coffee
- different types of beans, blends and roasts
- major styles of espresso coffee and their characteristics
- different milk types and their characteristics
- factors that affect quality of coffee
- industry-standard equipment used in the preparation of espresso coffees
- features, parts, use, cleaning and maintenance of espresso machines and grinders
- workplace procedures for espresso coffee service
- *mise en place* for espresso coffee
- methods and techniques for grinding, dosing, tamping, extraction of espresso and texturing milk
- problems in espresso extraction
- service-ware for espresso coffees.

Unit activities

1. Define the term 'espresso'.
2. Explain the difference between ristretto, doppio and doppio ristretto extractions.
3. Name and briefly describe four different styles of espresso coffee.
4. Contrast steamed and textured milk.
5. Describe how to texture milk and the characteristics it should have.
6. Describe how espresso coffee is evaluated.
7. Explain how the grind, dose, tamp and extraction can affect the quality of espresso coffee.
8. Describe how to clean the espresso machine, group handle and steam wand.
9. Explain the *mise en place* necessary to get the espresso machine ready for service.
10. Contrast the hopper and dosing chamber on a coffee grinder.

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Food and beverage stream

Unit 8

Use hospitality skills effectively (holistic)

Unit code: SITHIND003

Prerequisite units:

There are no prerequisite units required to begin this unit – see note to teachers below.

HSC indicative hours:

20 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to provide effective hospitality service to customers during service periods. It requires the ability to integrate a range of individual technical skills while dealing with numerous sales, service or operational tasks simultaneously to meet the needs of multiple and diverse customers. It incorporates preparation, service and end of service tasks. This unit applies to individuals working in a range of different departments, such as accommodation services, food and beverage, gaming operations and housekeeping, in various hospitality industry settings, including bars, hotels, cafés, restaurants, clubs, pubs and motels. It applies to front-line operational service personnel who deal directly with customers on a daily basis. They work with very little independence and under close supervision, applying little discretion and judgement as they follow pre-defined organisational procedures and report discrepancies to a higher level staff member for action.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.

Skills	Description
Reading skills to:	• read organisational policies, procedures and work schedules.
Oral communication skills to:	• listen to and interpret customer requests and describe products and services.
Numeracy skills to:	• record or process financial transactions.
Learning skills to:	• locate key information on organisational products and services.
Self-management skills to:	• integrate all technical skills within the whole service period, throughout preparation, service, and end of shift duties.

Key terms

close down
hygiene procedures
operational tasks
preparation
service
teamwork
workplace safety

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Note to teachers

It is expected that final assessment of this unit will be conducted following the completion of other units required for a qualification. However, the collection of evidence will take place over a period of time, and may commence before the completion of other required units. Students will need to integrate technical skills and provide effective hospitality service to customers for a minimum of 12 complete service periods (shifts).

8.1 Prepare for service

To work in the hospitality industry, it is necessary to have a range of hospitality skills. These skills include those that you bring to the role and those that you develop over time. They relate directly to your ability to prepare for **service**, provide service, complete operational tasks and complete end-of-shift duties. Hospitality skills include technical, organisational and customer service skills, as well as a range of abilities specific to each role. Acquiring and developing these skills forms part of your preparation for the role you will be fulfilling.

service the way in which food or beverages are presented

The skills required to prepare for service are essential to anyone working in the hospitality industry. Through careful organising and planning of organisational information, confirming service requirements with supervisors, and preparing work areas, equipment and supplies, staff can help to ensure that every service period is successful and meets customer expectations.

Plan and organise tasks from organisational information

Part of routine **preparation** for service includes the planning and organisation of tasks that need to be completed. These are determined by the organisational information that has been obtained.

preparation planning, organising and completing tasks required before service begins

Figure 8.1 Prepare menu boards prior to service.

Basic organisational information may include:

- availability of products, services and specials
- menu and beverage lists
- current promotions, events and entertainment
- details of expected business, including customer requirements and scheduling
- event or function running sheets
- job role and tasks to be performed
- local area and venue facilities
- policies and procedures
- staff rosters
- verbal or written advice affecting job performance and service requirements.

Staff need to familiarise themselves with this information to enable them to plan and organise the tasks that need to be completed in order to provide high-quality service to their customers.

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Discuss and confirm service requirements with supervisors

It is essential to discuss and confirm the service requirements for each service period with the shift supervisor as required before the service period commences. Managing service requirements is an important skill, and all staff should be aware of the particular service requirements for each service period. Service requirements change from shift to shift, and depend on a range of variables, such as customers, menus, location, weather, staff and special events. Discussing and confirming service requirements prior to the shift will help to provide a high standard of service to the customer.

Figure 8.2 Chef and waiter discussing menu requirements

Prepare work area, equipment and supplies

As a team, you should work together to prepare the work area, equipment and supplies according to organisational procedures to meet service requirements. Without planning, tasks may not be completed to acceptable standards. The concept of *mise en place* ensures all areas, equipment and supplies are prepared and ready before service begins. Even the straightforward routines that do not vary from day to day require attention to detail and consistency. Although *mise en place* is a term used in cooking, its principles apply to the entire hospitality industry.

Figure 8.3 Preparing a table for high tea service

8.2 Provide service

Once service begins, you will rely heavily on your earlier preparations and your organisational and customer service skills. You will use a number of skills to greet customers, determine their requirements, offer information, promote products, interact with customers and resolve customer problems throughout the service period.

Greet customers courteously and determine their requirements

Guests' first impressions are very important. The steps you take to greet a guest will depend on the enterprise in which you are working. All customers should be greeted courteously and appropriately, including smiling and welcoming

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each guest with an appropriate comment. When greeting customers, you should also determine their requirements for products and services, which may include:

- accommodation
- food
- beverages
- gaming
- housekeeping
- reception
- information
- portering.

Figure 8.4 Greet customers and determine their requirements.

Offer relevant customer information and promote products and services

It is important for staff to be able to offer information to customers on available products and services, and to promote products and services according to organisational procedures. The information you provide will depend on the nature of the enterprise. You should be well informed about products and services available, and be able to provide information about these. This will enable you to make recommendations, discuss preferences, give directions to facilities and be able to accommodate special requests. Information on products and services relevant to customers with which you should be familiar might include:

- current promotions, events and entertainment
- customer loyalty programs
- hotel facilities, including;
  - gymnasiums and health facilities
  - in-room services
  - laundry services
  - room service
- food menu options and specials
- gaming facilities
- local area and venue facilities
- lost-and-found services
- membership benefits
- prices of products and services
- prize nights and special events
- product knowledge of food, and alcoholic and non-alcoholic beverages
- raffles
- wine and cocktail drink list choices and specials.

Interact with customers to meet customer expectations

Effective communication is necessary in order to interact with customers. Appropriate methods and techniques should be used when communicating with customers to meet their expectations of quality, presentation and timeliness of delivery. Good customer service means delivering quality service at all times, and ensuring that products and services meet customer needs and expectations. Using your communication skills can improve the quality of service delivered to customers.

Figure 8.5 Provide service to customers.

Resolve routine customer problems

Good customer service practices will also involve being able to resolve routine customer problems within the scope of your own responsibility and

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according to organisational policy. All staff should have the skills to provide solutions for routine problems experienced by customers. If you can't resolve a problem, it should be referred to a supervisor. Problems should always be followed up to maximise the satisfaction of the customer. Try to identify and resolve problems at an early stage before they become major issues.

8.3 Complete operational tasks

Operational tasks are those tasks completed while service is being provided. They involve following work schedules, working as part of a team, following **workplace safety** and hygiene procedures, cleaning and tidying work areas and identifying and reporting problems. These operational tasks need to be completed using organisational procedures and technology to ensure consistency and that a high standard of service is provided to the customer.

workplace safety procedures designed to minimise the risk of injuries in the working environment

Follow work schedules and work cooperatively as part of a team

Work plans and schedules should be developed and followed to maximise efficiency. These should consider the roles and responsibilities of all team members. You should familiarise yourself with your role and responsibilities, and plan for the tasks that you will need to perform before, during and after service. It is also helpful to be familiar with the responsibilities of your colleagues and with shared responsibilities in your team. You will need to work cooperatively as part of the team to achieve common goals or tasks throughout service, to maximise efficiency and help to provide a high standard of customer service. In the hospitality industry, effective **teamwork** skills are needed from every staff member.

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

Figure 8.6 Wait staff working as a team

Follow workplace safety and hygiene procedures

Staff need to follow workplace safety and **hygiene procedures** according to organisational and legislative requirements. Understanding the importance of safe and hygienic work practices is essential within every facet of the hospitality industry. All staff must ensure that service procedures are safe and hygienic. This includes personal hygiene, safe and hygienic handling of food and beverages, correct food storage, correct dress, safe and hygienic cleaning and sanitising practices, safe handling and disposal of waste, and the following of food safety programs.

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

Maintain cleanliness and tidiness of work areas

All work areas need to be maintained in a clean and tidy state. It is important to clean and tidy as you work, as well as conducting a thorough clean at the end of each service period. Keeping your work area clean and tidy is essential under WHS and hygiene legislation.

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Figure 8.7 Wipe tables as needed to keep them clean.

Use organisational procedures and technology to complete organisational tasks

operational tasks the tasks performed as part of providing service to customers

It is important to use organisational procedures and technology when completing **operational tasks**. These are the tasks that you may perform as part of providing service to customers. They include:

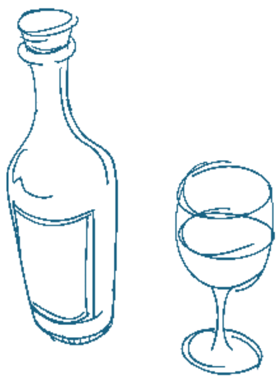
- communicating orders to the kitchen
- ordering stock
- preparing rooms for guests
- processing financial transactions
- providing portering services
- selling and preparing drinks
- selling gaming tickets
- serving food and beverages
- taking orders.

Figure 8.8 Use appropriate technology to complete tasks.

Each organisation will have different procedures to follow and different technology to use in completing these tasks. It is necessary to follow these procedures to ensure consistency and high-quality service.

Identify problems and report operational issues

Planning can help prevent problems from occurring or becoming worse. Try to identify problems as they arise, as they are often easier to resolve at an early stage. Possible problems could include workplace time constraints, late arrivals, no shows and walk-ins. Determine possible solutions and take the most appropriate course of action to resolve the problem, taking into consideration your job role, responsibilities and organisational procedures. Any problems or issues with operational tasks or procedures should also be reported to a supervisor so they can be followed up.



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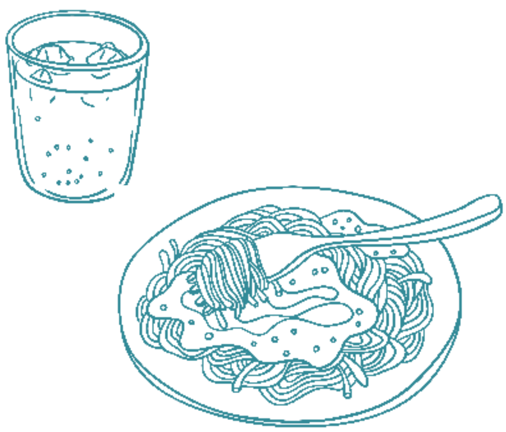
8.4 Complete end-of-shift duties

At the end of the closing shift of the day, there are procedures that should be followed to ensure a successful **close down**. These duties may involve cleaning, storing, restocking, completing administration or reporting duties, and providing customer feedback. Completing these duties ensures that the work area is left clean and tidy, ready for the next shift.

close down the tasks involved in shutting down the establishment after a shift has ended

Figure 8.9 Thorough cleaning is completed after the closing shift.



Follow end-of-shift procedures

There are a number of procedures to be followed at the end of each service period, which may include:

- cleaning work areas and equipment
- debriefing sessions and quality service reviews
- preparing for the next service period
- restocking
- safely storing products, equipment and materials.

These procedures should be completed according to organisation procedures and WHS requirements. They should also take into account environmental considerations such as recycling and waste minimisation, the responsible disposal of waste, and efficient energy and water use.

Complete administration and reporting requirements

End-of-shift procedures also include completing any administration and reporting requirements. These duties may involve:

- completing financial transactions such as reconciling takings and/or floats
- completing incident, WHS or maintenance reports
- completing work plans and schedules
- handover.

Provide customer feedback to supervisors or managers

At the close of service, supervisors may choose to discuss any issues that have arisen during the service period and any other areas of concern. Debriefing sessions give the team an opportunity to talk about the quality and timeliness of the service, and are an important part of identifying possible improvements. Customer reviews and feedback may also be discussed, and aspects such as upcoming changes to products or

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services may be reviewed. Staff should provide all feedback from customers, both positive and negative, to their supervisor or manager for further follow-up.

Figure 8.10 Customer feedback


Figure 8.11 Waiter serving customers

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Notes for trainers and assessors on how to use this unit

This is a holistic unit designed to be undertaken concurrently with the study of other modules over the period of the course. This unit is designed to assess the integration of individual skills into real jobs and work units over a period of time. It requires the application of skills in a workplace environment under typical workplace conditions, to ensure integration of skills and consistency of performance of the students in different circumstances.

The focus is not on the skills already assessed in the prerequisite and other units of competence, but on bringing previously assessed competencies together in a real job role in a typical commercial workplace environment.

Assessment requirements

Assessment should focus on the ability to complete tasks outlined in the elements and performance criteria of this unit in the context of the job role, and integrate technical skills and provide effective hospitality service to customers for a minimum of 12 complete service periods (shifts) that individually or in combination involve:

- interacting with and positively responding to diverse demands and requests of multiple customers throughout the service periods
- working with speed and efficiency to deal with numerous service and operational tasks simultaneously
- identifying issues and problems, referring to supervisor when appropriate and participating in their resolution
- working cooperatively as part of a service team, and taking appropriate responsibility for the service process, workflow and your work outcomes.

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Kitchen operations and cookery stream

Unit	Unit code	Unit title
9	SITHCCC001	Use food preparation equipment
10	SITHCCC005	Prepare dishes using basic methods of cookery
11	SITHKOP001	Clean kitchen premises and equipment
12	SITXFSA002	Participate in safe food handling practices
13	SITHCCC011	Use cookery skills effectively (holistic)

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Kitchen operations and cookery stream

Unit 9

Use food preparation equipment

Unit code: SITHCCC001

Prerequisite unit:

SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

20 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to safely use commercial kitchen equipment to prepare a range of different food types.

The unit applies to operational personnel responsible for general food preparation tasks in hospitality and catering organisations.

Foundation skills

Skills	Description
Reading skills to:	• locate information in lists and standard recipes in order to determine food preparation requirements • interpret manufacturer instructions for equipment used in a commercial cookery context.
Numeracy skills to:	• measure and use familiar quantities of cleaning agents on food preparation equipment • work with numerical features of equipment to weigh and measure ingredients.
Learning skills to:	• locate key information in manufacturer specifications.
Planning and organising skills to:	• efficiently sequence food preparation tasks.
Technology skills to:	• use food preparation equipment.

Key terms

equipment
Granton pockets
ingredients
mirepoix
portion control
purée
workflow

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Required knowledge

- The meaning and role of *mise en place* in the process of preparing, cooking and presenting food
- Equipment used in food preparation, including essential features and functions, safe operational practices and maintenance requirements for commercial:
  - blenders
  - food processors
  - mixers
  - graters
  - knife-sharpening equipment
  - knives, cleavers and utensils, butcher and boning knives, butter-spreading knives, filleting knives, vegetable peelers or knives, slicers
  - measures
  - scales
  - thermometers
  - whisks
- Equipment used to prepare different types of foods, including:
  - dairy products
  - dry goods
  - fruit
  - general food items
  - batters
  - coatings
  - condiments and flavourings
  - garnishes
  - oils
  - sauces
  - meat
  - poultry
  - seafood
  - vegetables
- Precision cuts used in a commercial kitchen:
  - brunoise
  - chiffonnade
  - concassé
  - jardinière
  - julienne
  - macedoine
  - mirepoix
  - paysanne
- Safe operational practices using essential functions and features of equipment used to prepare:
  - dairy products
  - dry goods
  - fruit
  - general food items:
    - batters
    - coatings
    - condiments and flavourings
    - garnishes
    - oils
    - sauces and marinades
  - meat
  - poultry
  - seafood
  - vegetables
- safe operational practices for maintenance and minor adjustments of equipment:
  - adjusting blades
  - oiling machines.

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9.1 Food preparation requirements from recipes, lists or other workplace information

Standard recipes

A recipe gives you information on how to prepare food. Recipes include information such as the name of the recipe, a list of **ingredients** and step-by-step instructions on what to do with each ingredient (such as when to add it and how to cook it), how to garnish and serve the food, ideas for modifying the recipe and the serving yield. A recipe will also sometimes include a picture of the finished item and outline how it should be presented and garnished.

ingredients food items used to make dishes or menu items

Standard recipes are used to standardise the production of every food item on a menu. They ensure that the food will be consistent in quality, quantity, cost and presentation, regardless of which chef prepared the food. Standard recipes are also used to assist in the training of new staff, write accurate bulk food orders, control portion size, record food costs, establish the food cost percentage for each item and maintain consistent quality.

While a recipe will give you a precise set of instructions about how to prepare a dish, it is assumed that you already have a good knowledge and understanding of culinary terminology and cooking methods in order to be able to understand the instructions.

To interpret a recipe correctly and effectively, and produce a product with good end results, follow this process:

1. Read the entire recipe thoroughly before starting.
2. Check that you understand all the terms used.
3. Ensure that you have access to all required equipment and ingredients.
4. Collect all the required ingredients.
5. Collect all equipment.
6. Pre-heat the oven if needed.
7. Weigh and measure ingredients accurately.
8. Proceed step by step through the method.
9. Check the product while it is cooking.
10. Maintain a clean work area.

Sometimes you may need to adjust a recipe to yield a different number of portions. This can be a complicated process, and involves multiplying or dividing quantities of each ingredient. Care needs to be taken when adjusting recipes, as mistakes can occur easily and the wrong quantity of just one ingredient (e.g. salt) can spoil the whole product and meal.

Standard features of a recipe

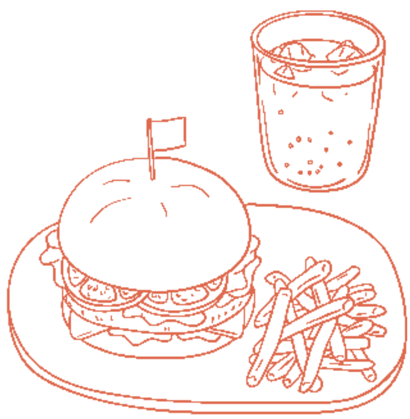
The standard features of a recipe include:

- preliminary preparation
- equipment
- quantity of ingredients
- method
- cooking temperature
- cooking time
- number of portions recipe will produce
- total cost of product.

ACTIVITY 9.1

Complete a standard recipe card for each of these dishes:

1. crème brûlée
2. butter chicken
3. shepherd's pie
4. chocolate cake.



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Culinary Department Recipe Costing Tool

				Date:	
Recipe name:					
Concept:				Cuisine:	
Submitted by:				Category:	
Number of Portions: 1 or 24	1		Operation:		
Serving Size Per Person:			Region:		
Purposed Gross Selling Price	$ 1.00	Ideal Gross Selling Price		Cost per Portion:	$ -
Projected FC%	0.00%	$0.00		Cost per Recipe:	$ -

EP = Edible Portion APS = As Purchased cost EPS = Edible Portion Cost Unit = unit of measure for ingredients

For common Yields use these tools: Produce Yields Fruit Yields Fish Yields Spice Yields

	Recipe Quantity (EP)			Costing				Total
Ingredients	Quantity	Weight	Volume	AP$ / Unit	Unit	Yield %	EP$ / Unit	Cost

Method:

Figure 9.1 Standard recipe card

Types of menus

There are several different types of menus offered by hospitality establishments, depending on the occasion, customer, season and hours of business.

Figure 9.2 Set menus

Table d'hôte

This means 'table of the host'. It is a set menu, consisting of two to four courses for a fixed price. The customer has a choice of two to three dishes for each course.

Set menu

As the name suggests, all parts of this menu have been predetermined, giving the customer no choice of dishes. Set menus are commonly used at large functions, enabling pre-preparation of all the dishes. A set price is charged per person.

À la carte

This means 'from the card'. A list of dishes in menu order – from appetisers to main courses to desserts – is presented to the customer. Each dish is individually priced and the customer can select any combination of dishes from the menu.

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Function

Function menus are prepared for particular occasions such as wedding receptions, company functions and birthday celebrations. They mostly consist of two to three courses and are decided by the host, who pays a set price per head. The number of people and service time are known in advance, making preparation and planning easier.

Buffet

A buffet menu is one where all the food is prepared and then presented on a table so customers can select and serve their own food. The menu dishes are selected according to the predetermined cost and style of the buffet, which may be a breakfast, seafood, salad or full buffet.

All food is elaborately presented on platters in portion sizes, and some may be glazed with a light aspic to prevent it drying out.

Cyclic

Cyclic menus operate in establishments where the same people dine daily – for example, hospitals, nursing homes, boarding schools, school canteens and prisons. Several full-day menus are developed for a period of time (cycle), which may range from seven to 28 days. The cycle is then repeated. Cyclic menus aim to avoid too-frequent repetition of meals.

Note: In all menu styles, there is flexibility to ensure all customers' needs are met with special requests and special dietary requirements.

ACTIVITY 9.2

In your region, there are many different restaurant styles.

1. Collect three different menus and evaluate their styles.
2. Design your own restaurant menu.

Measuring dry and wet ingredients

It is essential to be able to measure all your ingredients accurately so that your recipes are successful and the required amount of food is produced to avoid wastage.

Important note

Dry ingredients are measured by weight, in grams (g) and kilograms (kg), and by volume, in cups (C), teaspoons (t) and tablespoons (T).

Figure 9.3 Equipment for measuring ingredients

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Scales are used to achieve an accurate measure of weight and can also be used for ingredients other than dry goods. A hint when using scales: first check that they are on zero and then make sure they are on a flat surface.

Cup measures are available in a range of sizes from ¼ cup to 1 cup. Spoon measures usually consist of ¼ teaspoon, ½ teaspoon, 1 teaspoon and 1 tablespoon. When measuring ingredients with cups or spoons, the measurement is always a level one and not heaped. This is done by filling the cup or spoon in a heaped measure and then using the back of a knife to level off the top.

Wet ingredients are measured in millilitres (ml) and litres (L) by using a measuring jug that has markings on the side. When using a measuring jug, keep it on a flat surface, slowly pour in the liquid and check it at eye level.

Selecting ingredients

Whether you are using fresh, frozen, preserved or prepared ingredients, you must ensure that you select ingredients of the highest quality. Table 9.1 provides a useful guide to selecting quality ingredients.

Figure 9.4 Quality ingredients are vital for achieving a great final product.

Table 9.1 Criteria for selecting quality ingredients

Dairy products	• Check the 'use by' or 'best before' date. • All packaging should be intact. • Milk should have a pleasant aroma and flavour, and a consistency and colour typical of the type of milk. • Cheese skin or rind should have no mildew or mould; cut cheese should have no dry areas, excess moisture or greasiness.
Dry goods	• Check the 'use by' date for freshness. • Products should be free of any mould, insect or weevil infestations. • Packaging should be dry and undamaged. • Products should be dry and free of moisture.
Fruit	• Fresh fruit should have no bruising, blemishes, decay or insect damage; be of good colour, size and shape; and have a fresh appearance. • Frozen fruit should be frozen in pieces and not in one solid lump. • For preserved and pre-prepared products, ensure packaging is in good condition, and that the product is correctly labelled and within the 'use by' date.
Vegetables	• Fresh vegetables should be clean and have no soil on them; they should be a good colour, crisp, and without bruises, cuts, blemishes or signs of insect damage. • Frozen vegetables should be frozen separately and not in one solid lump. • For preserved and pre-prepared products, ensure packaging is in good condition, cans are not dented and products are correctly labelled and not past the 'use by' date.
General food items	• All food items should be within their 'use by' date where applicable, and of high quality. • All packaging should be intact and undamaged.

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Meat, seafood and poultry	• Fresh products should smell fresh. • Beef flesh should be bright red without excessive fat or gristle. • Lamb flesh should be firm and dull red with a fine grain; fat should be evenly distributed and the bones porous. • Pork flesh should be pale pink and firm with a smooth rind and white fat that is not excessive. • Bacon and ham should be moist but not sticky. • Veal flesh should be pale pink and firm with little fat; cut surfaces should be moist. • Offal should not have an unpleasant or unusual smell or colour, and should be moist but not sticky. • Poultry should have a white skin that is not sticky and firm flesh. • Fish fillets should be firm and translucent in colour with no bruising or discolouration. • Whole fish should have bright, clear and full eyes, firm flesh that springs back when touched, scales firmly attached and bright skin. • For frozen fish, packaging and food should feel completely frozen and show no signs of thawing. • There should be no signs of freezer burn or ice crystals. • When thawing, there should be minimal liquid loss. • For preserved and pre-prepared products, check the 'use by' or 'best before' dates; packaging should be in good condition, cans not blown and products correctly labelled.

Mise en place

workflow the precise steps of a task, involving logical sequences, organisation, time constraints and cooperation

Mise en place is a French term meaning 'everything ready and in its place'. It refers to all the preparation done before the actual cooking begins. Thorough *mise en place* ensures a smooth and even **workflow** throughout the day.

Figure 9.5 *Mise en place*

Mise en place tasks

The type of kitchen and menu will determine the *mise en place* required. Common *mise en place* tasks include:

- ordering ingredients
- correct selection of recipe
- selection of required ingredients
- weighing and measuring
- selection and preparation of equipment
- preparation of ingredients.

Workflow

A workflow plan identifies the precise steps of a task. Workflow plans are needed to save time and energy, and to ensure that all customers receive their meals within an acceptable timeframe. They also help create an organised and coherent kitchen environment so that everyone knows what they are doing.

Workflow planning applies to all tasks, regardless of the size, and a good workflow has the following features:

- **Logical sequence of food preparation and cookery tasks.** Tasks need to be organised using a step-by-step approach and logical order based on common sense.
- **Time efficiency.** Tasks also need to be placed in a time-efficient order. Some tasks take a

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long time to complete, while other tasks may be done while you wait. Careful planning will ensure that items are ready when you need them. For example, if you need to boil a food item, placing the water on to boil while you are preparing the food item is using your time efficiently.
- **Planning and organisation.** Every person in the kitchen has responsibility for their section, with the head chef taking overall responsibility. Workers need to be organised and able to rely on each other.
- **Dealing with pressure and time constraints.** Tasks must be done by a specific time or within a certain timeframe. Kitchen staff must meet their time constraints to avoid delays and food wastage.
- **Clear communication.** It is vital to ensure that all staff are provided with information at all times. Instructions should be clear and concise.
- **Cooperation and teamwork.** All kitchen staff must cooperate and work together as a team to get tasks done.

Team problem-solving

Problems that arise within teams can be solved by using the following steps:

1. **Identify the problem.** Establish what problem or issue is causing concern.
2. **Consider solutions.** Identify and consider appropriate solutions to the problem, including the pros and cons, and the impact each solution will have on the team.
3. **Act.** Implement the chosen solution.
4. **Follow up.** Evaluate the solution to determine whether the problem has been solved.

Poor workflow

The effects of a poor workflow of time and task management can:

- lead to a disorganised kitchen
- have a negative impact on colleagues, customers and the workplace/organisation
- mean colleagues are required to re-do tasks that were inadequately completed by others, which in turn can affect teamwork and lower staff morale
- mean customers may be dissatisfied if they have to wait longer than expected for their meals or if meals are of a low quality due to poor workflow
- affect the workplace or organisation due to loss of business as a result of dissatisfied customers
- cost workplaces and organisations money through wastage of food and time.

ACTIVITY 9.3

Design a workflow for:

1. Caesar salad
2. chocolate muffins
3. blueberry pancakes.

9.2 Identify and select knives and other equipment suited to the food preparation task

Safe and hygienic work practices and procedures

When working in a kitchen, it is essential that you understand and follow safe and hygienic work practices to ensure that the food you are producing is safe and hygienic for customers to consume and that you do not cause injury to yourself or colleagues while preparing the food.

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Classification of equipment

equipment manual and electrical tools and machinery

The **equipment** found in commercial kitchens can be classified into three groups: utensils, mechanical and fixed.

- **Utensils** are small, hand-held, non-electrical pieces of equipment. Examples include knives, peelers, tongs, bowls, spoons, chopping boards, whisks, pots and pans.
- **Mechanical** equipment varies in size; however, it is portable, has moving parts and generally is electrically operated. Common examples include mixers, food processors, slicers, blenders and mincers.
- **Fixed** equipment includes all large pieces of equipment that generally are attached or 'fixed' to the kitchen floor or walls, making them difficult to move. Examples include stoves, salamanders, ovens, refrigerators, deep-fryers, bratt pans and dishwashers.

Important guidelines for equipment use

- Safely assemble and ensure cleanliness of all equipment before use.
- Use equipment safely and hygienically according to the manufacturer's instructions.
- Maintain the cleanliness of equipment using appropriate cleaning agents.
- Use energy, water and other resources efficiently to reduce negative environmental impacts.
- Maintain the condition of equipment and make minor adjustments as required within the scope of responsibility.
- Recognise and report on unsafe or faulty equipment or rectify according to level of individual responsibility.

Knives, cleavers and utensils

The knife is a chef's basic tool; it is the piece of equipment that is used most frequently in a commercial kitchen. While a wide range of knives exists, designed to perform different tasks, all knives have a blade (usually made of stainless steel or high-carbon stainless steel) and a handle (usually wooden, metal or plastic).

Table 9. 2 describes some different types of knives.

Figure 9.6 Chef's knives

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Table 9.2 Types of knives

Chef's knife (or cook's knife): the most commonly used knife, as it is best suited to chopping, slicing and dicing. The blade is between 20 and 25 cm long, is wide at the heel and tapers to a point. The handle is offset to avoid the knuckles hitting the chopping board.	
Paring knife: a small knife with a pointed blade about 7 cm long. It is used for the small tasks in the kitchen, such as peeling, cutting, turning and artistic work.	
Turning knife: a small knife with a curved and pointed blade about 5 cm long. The curved blade makes this knife ideal for turning vegetables and artistic work.	
Filleting knife: has a long, narrow and flexible blade and, as the name suggests, is used to skin and fillet fish and poultry.	
Boning knife: has a thin, pointed blade about 12 cm long, allowing the chef to get as close as possible to the bone when cutting raw meat and poultry.	
Serrated knife (or bread knife): has a long, serrated blade and is used to cut bread and baked goods. The serrated blade does not cause damage to the food being cut.	
Carving knife: has a long, flexible blade and can include **Granton pockets**. It is used to carve cooked meats such as roast beef, lamb, pork and ham. The flexible blade allows the chef to follow the shape of the food being carved and the Granton edge prevents the meat from sticking to the blade.	
Meat cleaver: has a wide, sharp blade. Used for chopping and cutting through meat with bones.	

Granton pockets a scalloped (Granton) edge creates a series of fine air pockets between the blade and product being cut

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Utensils are small, hand-held, non-electrical pieces of equipment. A large number of different utensils are used in commercial kitchens. Utensils require safety checks prior to use/operation and must be used according to manufacturer's instructions. Some common utensils and their uses are shown in Table 9.3.

Table 9.3 Types of utensils

Carving fork: has two prongs and a long handle, and is used to hold meat when carving and for lifting and turning.	
Ladle: a long-handled spoon used to serve liquid foods such as soup.	
Parisienne scoop: an implement with a small, half-spherical stainless steel blade on either one or both ends. It is used to cut balls from fruits, vegetables and butter, and is also known as a melon baller.	
Pastry brush: a brush with thickly packed bristles used for brushing pastry and applying glazes, marinades and so on.	
Peeler: used for peeling fruits and vegetables; the blade is slotted, and can be either fixed or swivelling.	
Palette knife (also called a spatula): has a long, flexible blade with a rounded end. It is used for spreading and scraping soft mixtures, mixing and lifting, and flipping flat foods.	
Piping bag and nozzle: used to push out soft mixtures such as cream, icing or mashed potato into attractive shapes.	

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Tongs: made from stainless steel or plastic. Used to lift and turn food.	
Balloon whisk: used to beat air into and lumps out of a mixture by whisking the food through loops of wire.	
Sharpening steel: used to maintain the cutting edge of a knife.	
Sharpening stone: used to sharpen knives.	
Citrus zester: an implement with a stainless steel blade that has a row of holes with sharpened edges. Used to remove the outside layer of citrus fruits.	
Corer: a stainless steel implement with a sharp, strong and rigid blade. Used to remove cores from fruit such as apples.	
Basting spoon: a deep, long-handled spoon with a variety of uses.	
Slotted/perforated spoon: a deep, long-handled spoon with holes or slots, used to lift food out of hot liquids.	

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Scraper: can be made of plastic or stainless steel. Used to scrape up vegetables or to clean pastry boards.	
Meat mallet: can be wooden or stainless steel. Used to flatten and tenderise meat.	
Chinois: made of firm metal or wire mesh. Used to strain food. Also known as a conical strainer.	
Mandoline: has adjustable steel blades mounted on a base. Used to slice and grate food.	

Confirm cleanliness of equipment before use

Knives and utensils need to be cleaned and sanitised effectively. This can be done by washing in hot water with detergent, rinsing and air drying. Some knives and utensils may be placed in a dishwasher. However, for safety reasons it is advisable to wash knives separately. Items such as sieves, conical strainers and colanders need special attention to ensure that all food particles are dislodged and they are dried correctly. Piping bags, aluminium and copper items and chopping boards also need special attention to ensure that they are hygienically clean and dried fully to protect the extended life of the equipment.

Be careful when cleaning knives. They are expensive and personal items in the kitchen, so ensure they are treated with the respect they deserve. Do not place them in a sink full of soapy water, as this causes a safety hazard to anyone who puts their hand in the water. Clean and dry your knife immediately after use. When drying the knife, watch the edge and follow safe practices.

Knives need to be stored carefully to prevent damage to the edge of the knife blade and to prevent accidents from occurring. Wooden knife blocks and magnetic knife racks are common ways of storing knives in a kitchen. If knives are kept in toolboxes or drawers, the blade should be covered with a shield. Knife cases and knife wraps are suitable portable storage methods. Utensils generally are stored in toolboxes or drawers, or on shelves.

Problems with knives and utensils

- If equipment shows any indication of being unsafe during use or is faulty, stop use and notify your supervisor or manager.
- Resolve a problem within the scope of your personal responsibility if it is a minor issue, but still refer to your supervisor/manager.
- Always record and report any problems with equipment.

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9.3 *Use equipment to prepare food*

Assemble and use equipment safely and hygienically according to the manufacturer's instructions.

Table 9.4 describes some of the equipment used to prepare food.

Table 9.4 Types of small equipment

Food processors, blenders and mixers: Food processors are used to perform a number of different chopping and mixing tasks. Blenders are used to blend and purée small amounts of food. Mixers are used to mix or beat cream, dough and cake mixes.	
Slicers: These are used to cut food into uniform sizes. They generally are used for slicing meats and smallgoods, such as ham and salami.	
Grills or salamanders: Grills cook food from either above or below. Griddles have heating elements under a large, metal frying plate; they commonly are used to cook hamburgers, bacon and eggs. Salamanders cook the food from above; they are generally used for browning the top of dishes.	
Fryers: These can be either freestanding or the benchtop variety. The free-standing models are powered by either gas or electricity. They are useful for frying large amounts of food (like the ones you see in fish and chip shops), while benchtop models are better suited to cooking smaller quantities of food. Both models have wire mesh baskets to hold the food when frying and racks to hold the baskets while draining.	

All equipment used in a kitchen must be maintained in good working order, and cleaned and sanitised thoroughly to prevent accidents and ensure a high standard of hygiene by preventing the spread of bacteria. If equipment is not working to a satisfactory standard, you should report it to your supervisor so it can be repaired and/or replaced if necessary.

You should refer to the manufacturer's instructions for the method of cleaning and types of chemicals to use when cleaning and sanitising equipment. Food processors, blenders, mixers and slicers generally are stored on benchtops for easy access, or on a shelf if used less frequently. Grills, salamanders and fryers usually are fixed into commercial kitchens.

Large, fixed equipment

Most commercial kitchens house a range of large, fixed equipment, including bains-marie, ovens, fridges and dishwashers.

It is important to maintain large, fixed equipment in good working order to prevent accidents and ensure high-quality end-products. Regular services should be carried out on these pieces of equipment.

A general procedure for cleaning large and some smaller pieces of equipment would be:

1 Turn off the power.
2 Dismantle the equipment.
3 Wash parts in hot water and detergent.

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Table 9.5 Types of large, fixed equipment

Bains-marie: These are designed to keep food hot. Food is placed into trays, which are then put into the bain-marie on top of water that has been heated by gas or electricity. Alternatively, cold water or ice may be used to keep food cold. These are commonly used for buffets.	
Fridges: Often with glass doors to enable items to be seen easily, the vertical refrigerator is a smaller version of the cool room and is used to keep foods cold.	
Ovens: There are two main types of ovens used in commercial kitchens. The convection oven operates by circulating currents of hot air around the inside by means of a fan located on the back wall of the oven, creating an even constant temperature. These may be gas or electric, and are similar to the ones found in domestic homes. Combi ovens are several appliances in one. These use convection and/or steam to enable the chef to use them for steaming, poaching, grilling, roasting, braising, baking and toasting. These are faster than convection ovens.	

4 Rinse using hot water above 77°C.
5 Dry thoroughly.
6 Reassemble.
7 Check the equipment is working properly.

Again, you should refer to the manufacturer's instructions on the method of cleaning and types of chemicals to use when cleaning and sanitising equipment.

Suitable cutting surfaces

When cutting food, you should always cut on a yielding surface such as wood or nylon. Never cut on an unyielding surface such as metal, stone or ceramic, as you will damage the blade of your knife. Most commercial kitchens use coloured polypropylene chopping boards for the majority of their slicing and chopping, and wooden chopping boards for slicing breads. Coloured chopping boards have been colour coded to enable hygienic food preparation by helping to prevent cross-contamination.

Coloured chopping boards

Colour-coded chopping boards are coloured as follows:

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

Figure 9.7 Coloured chopping boards

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Knowledge of knives

Prepare food items using suitable knives to make precision cuts. Figure 9.8 shows the parts of a knife.

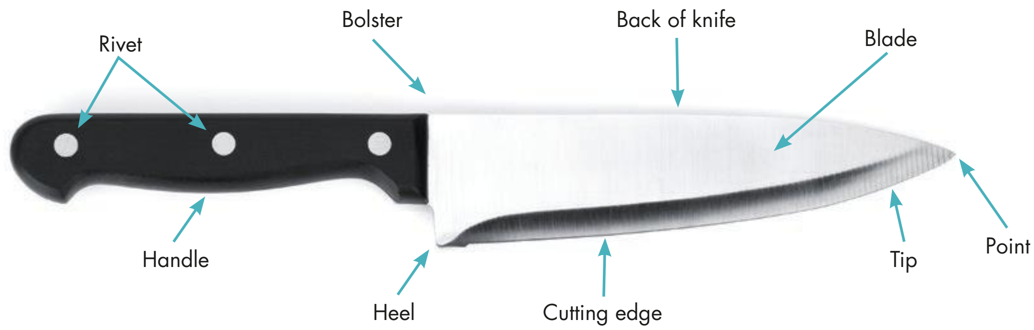

Figure 9.8 Parts of a knife

Knife-handling techniques

One of the first and most important skills a chef needs to learn is how to handle a knife. A knife that is handled correctly is a safe, efficient and effective tool for food preparation. Incorrect handling damages the knife and the food, and is dangerous to the chef. When learning to use a knife, it is much better to concentrate on using the correct technique and cutting accurately. As you gain experience and confidence in using a knife, you will also gain speed.

It is important to grip your knife correctly to ensure you have maximum control of your knife. When the heel of the blade is on the chopping board, you should have plenty of room for your thumb and all your fingers to grasp the handle firmly. Your grip should be firm but relaxed; if you hold your knife too tightly, your hand will tire quickly and cutting will be difficult.

Your free hand is also important when using a knife correctly. It is used to hold the food so it will not slip and move, and to guide the knife blade when cutting.

When using a knife, remember that different parts of the blade are used for different tasks. The tip is used for fine, delicate work, such as slicing mushrooms or dicing onions. The centre is used most often for general work such as slicing vegetables. The heel is used when more force is needed, such as when you are cutting through a bunch of celery.

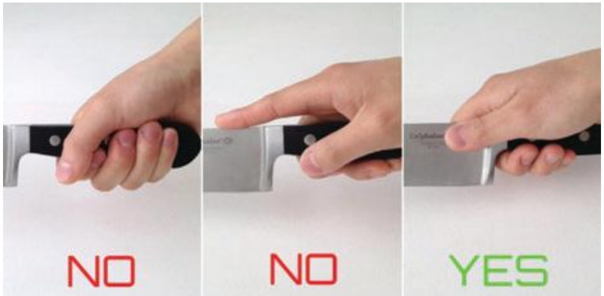

Figure 9.9 The correct grip

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When you are cutting, use the following as a guide:

- Curl the fingertips on your free hand under and out of the way of the knife blade.

- Always keep the side of the knife blade against the knuckles on your free hand.

- Move your free hand back along the food as you cut.
- Do not raise the knife blade higher than your knuckles.
- Keep the knife blade at right angles to the cutting surface to ensure your cuts are straight.

ACTIVITY 9.4

A sharp knife is important, and learning the skill of sharpening is essential for quality knife skills. Practise sharpening and honing your knives using a stone and a steel.

Knife sharpening using a steel

A steel is used to maintain the cutting edge of a knife. This is known as honing. There are two main ways to hone a knife.

1 Hold the steel securely in one hand at a 45° angle. Place the heel of the knife against the tip of the steel at a 10–20° angle. Move the knife down the steel in a slicing motion until the tip of the knife has been honed. Use the same method to stroke the other side of the knife against the steel. Always wash and dry your knife after using the steel to ensure the removal of any metal filings.

2 The steel is held with the tip resting on a chopping board at a 90° angle. The knife is then honed in the same way as in method 1, using a 10–20° angle and stroking from the heel of the knife to the tip. After honing a knife, ensure you wash and dry it carefully.

Figure 9.10 Methods of honing a knife using a sharpening steel

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Types of stones and lubricants

There are two types of stones used for sharpening knives: diamond stones and sand stones. Both of these are lubricated with detergent, water or oil before use, to prevent causing damage to the knife blade. To sharpen your knife with a stone, place the stone lengthwise on your bench on top of a damp cloth (to stop it from slipping) and lubricate the stone according to the manufacturer's recommendations. Hold the knife securely in one hand and rest the fingers of your free hand on the side of the blade. Use long, even strokes to move the knife along the length of the stone from the heel to the point, maintaining a 10–20° angle on the stone. Use the same method for the other side, then clean and dry the knife to remove any metal grindings.

Figure 9.11 Methods for honing a knife using a sharpening stone

9.4 Food preparation requirements from recipes, lists or other workplace information

Prepare dairy, dry goods, fruits and vegetables

Portion control

portion control the serving of meals of standard sizes

Portion control standardises the size of the meal and its parts, and enables the chef to calculate yield and food costs. It relies on:

- correct utensils, measures and equipment to prepare and serve food
- the use of standardised recipes
- specified meal and component sizes, including amounts of vegetables, meats and garnishes.

The size of a portion will depend on customers' expectations, the extent of the menu, presentation of the meal, nutritional requirements and health of the customer, the size and design of the crockery and serving dishes, and the type of service.

Using scales and measuring equipment

The following equipment is useful when standardising the size of portions:

- scales for weighing portions of food before cooking

Figure 9.12 Dariole moulds

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- scoops for ice-cream, mashed potato, etc.
- ladles of different sizes for soups, sauces, etc.
- serving dishes and glassware in standard sizes
- individual serves (e.g. dariole moulds, cutters)
- dispensers to control the amount in each serve
- portion marking utensils, such as cake dividers.

ACTIVITY 9.5

PORTION CONTROL

For the following food sources, describe how you would portion control:

1. fillet steak
2. green beans
3. mashed potato
4. orange and poppy seed cake
5. ice-cream and chocolate topping.

Washing, peeling and trimming fruit and vegetables

Washing, peeling and trimming fruit and vegetables, along with cutting, are common tasks in the kitchen and make up most *mise en place* tasks. Because most vegetables are grown either under the ground or just above the surface, they tend to have a lot of foreign matter on them, such as dirt, soil, sand and often insecticides and chemicals. Therefore, it is very important to ensure that all fruits and vegetables are thoroughly washed in cold water to remove insecticides, chemicals, pests and soil. Some vegetables – for example, leeks – need to be pulled apart and/or washed several times to ensure all insects and dirt are removed.

Root vegetables such as potatoes should be scrubbed with a stiff brush under cold running water before peeling. Soaking in salted water may be appropriate for some vegetables, such as cauliflower and broccoli, to kill any insects caught within the flowers.

Delicate fruits need to be handled carefully to avoid bruising them. After washing, some fruits and vegetables need to be peeled and trimmed, and have their strings, peel, pith, stems or eyes removed.

Peelings are the outside skins, tops and tails, while trimmings are the edible offcuts from fruit and vegetable preparation. Peelings usually are discarded, while trimmings generally are saved for use in stocks, sauces, **mirepoix** and **purées**.

mirepoix equal quantities of roughly cut carrots, celery and onions, used to flavour soups and stocks

purée cooked foods that have been ground, pressed, blended and/or sieved to the consistency of a soft, creamy paste or thick liquid

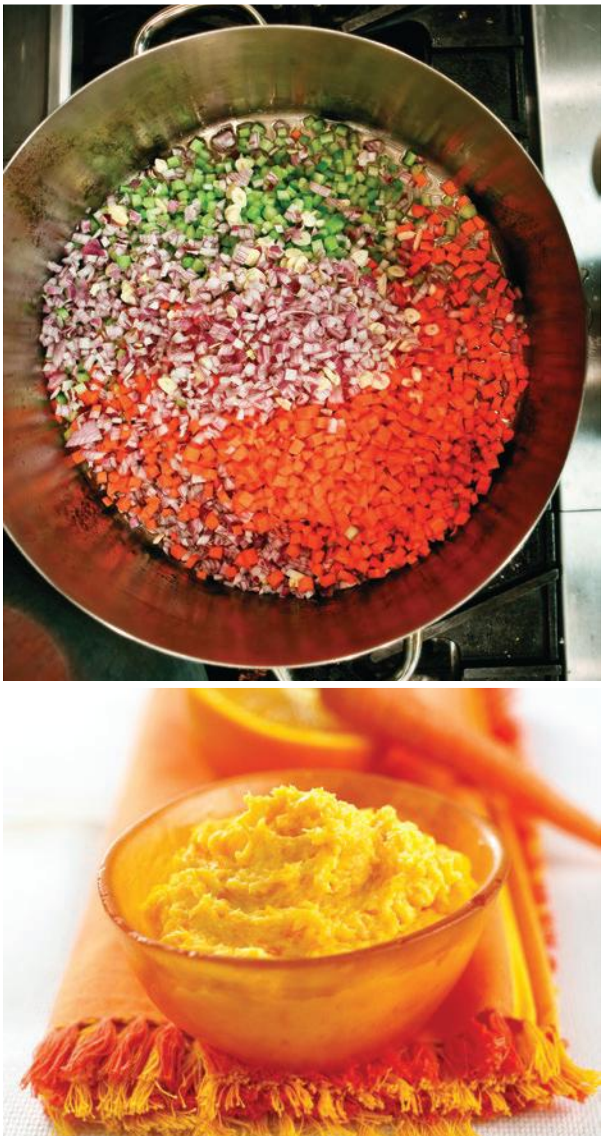

Figure 9.13 Mirepoix and purée

Storage of fruit and vegetables after peeling

Some fruits and vegetables are prone to spoilage by oxidation after peeling. This results in them turning brown due to a reaction with the oxygen in the air. To prevent this from occurring, some fruits and vegetables need to be stored in a particular way immediately after they are peeled.

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Storage methods include:

- immersion in water – for example, potatoes
- application of lemon juice – for example, eggplant
- immersion in a mixture of water and lemon juice (acidulated water) – for example, apples
- immersion in brine (salted water).

Specific peeling techniques

Peeling tomatoes

To peel a tomato without damaging its flesh, it first needs to be blanched in boiling water.

1 Using a paring knife, cut a small cross on the bottom and remove the eye of the tomato.

2 Drop the tomato into boiling water for 10–15 seconds, depending on ripeness.

3 Refresh it immediately in cold water.

4 Peel the skin away with a paring knife. If some of the flesh comes away with the skin, it means the tomato was blanched for too long.

Figure 9.14 Peeling tomatoes

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Crushing garlic

Crushing garlic should be one of the last *mise en place* tasks, as its strong aroma can easily be transferred to other foods.

1 To peel a garlic clove, place it on the chopping board and, with the heel of your palm on the side of the knife blade, press firmly. This breaks the peel and allows the clove to be removed.
2 Finely chop the garlic using a chef's knife and then add salt in the ratio of one-quarter salt to one clove of garlic. Salt is used to draw out the moisture from the garlic to help it form a paste.
3 Use the side of the knife blade to grind the garlic and salt mixture until it forms a paste.
4 Store the garlic paste in oil.

Figure 9.15 Crushing garlic

Segmenting fruit

Citrus fruits are commonly cut into three shapes: peeled slices, wedges and segments. To segment a fruit:

1 Cut off both ends of the fruit to expose the flesh.
2 Stand the fruit on one of the cut ends on the chopping board and, using your knife in a downward direction that follows the shape of the fruit, cut away the peel and pith.
3 Place the segments into a bowl and squeeze the juice from the core over the top.

Figure 9.16 Peeling an apple

Cutting techniques for fruit and vegetables

Cutting techniques for fruit and vegetables can be divided into two categories:

1 **precision cutting** – the cutting of food into uniform shapes and sizes – for example, julienne, brunoise, jardinière, paysanne, macedoine
2 **rough cutting** – the coarse cutting of foods that are generally used for flavour only, and not for service – for example, mirepoix.

Figure 9.17 Precision cutting carrots

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Julienne

Figure 9.18 Julienned vegetables

Julienned vegetables are cut into long, thin, match-like sticks, 3 mm × 3 mm × 40 mm. They are used mostly as a garnish. To cut a julienne carrot:

1 Wash, top and tail the carrot.
2 Cut into 40 mm lengths.
3 Stand one length on its end and square off the sides.
4 Lay the carrot on to its side and slice into 3 mm slices.
5 Place several slices together and cut them into 3 mm strips.

Brunoise

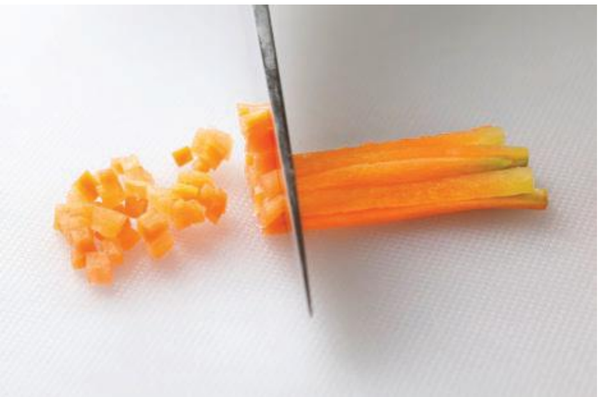

Figure 9.19 Brunoise carrot

Brunoise is a very fine 3 mm dice that is used as a garnish. To cut brunoise, begin by cutting into julienne, then place several julienne strips together and cut into 3 mm cubes.

Paysanne

Figure 9.20 Paysanne celery

Paysanne is thin 5 mm slices of vegetables, cut into 15 mm shapes of squares, triangles or rounds and used as a garnish for soups. To cut paysanne of vegetables:

1 Wash and peel vegetables such as carrot, turnip, leek, potato and celery.
2 Cut each vegetable into a different shape that is 5 mm thick and 15 mm wide.

Macedoine

Figure 9.21 Macedoine apple

Macedoine is an 8 mm dice commonly used in fruit salads. To cut macedoine of apple:

1 Wash, peel and core the apple and place in acidulated water.
2 Stand the apple on its end and square it off.
3 Cut into 8 mm slices.
4 Place the slices on the board and cut into 8 mm strips.
5 Place the strips together and cut into 8 mm cubes.

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Jardinière

Figure 9.22 Jardinière carrot

Jardinière is vegetable batons 4 mm x 4 mm x 20 mm, commonly used as a garnish. To cut jardinière, follow the same procedure as for julienne, but instead cut 20 mm lengths and then 4 mm slices and 4 mm strips.

Turning

Turning is the process whereby root vegetables of different sizes are made into the same-sized barrel shape. This is done to result in even cooking and for presentation.

To turn a potato:

1. Wash, peel and wash a potato and place into cold water.
2. Cut the ends off the potato squarely.
3. Hold the potato in one hand and, with your turning or paring knife, cut using a slight curving action from top to bottom.
4. Rotate the potato and continue cutting in a curved action until you have a barrel shape with six to eight smooth, even sides.

To turn a carrot:

1. Wash and peel the carrot and cut it into lengths.
2. Use the same action as for a potato to shape each piece into even-sized barrels.

Dicing

Dicing is the cutting of fruit and vegetables into even cubes. Brunoise and macedoine are examples of dicing. Dicing an onion requires a specific method, as it has layers and is not a solid piece.

To dice an onion:

1. Peel the onion and cut it in half from stem to root, leaving the root end intact.
2. Place the cut surface on the chopping board and use the tip of your chef's knife to make cuts 2 mm apart along the length of the onion. Do not cut through the root.
3. Make three to four cuts horizontally, at right angles to the other cuts, again not cutting through the root.
4. Slice the onion at 2 mm intervals. The slices that fall will be a small dice.

Figure 9.23 Dicing onions

Mirepoix

Mirepoix is a mixture of equal quantities of roughly cut carrots, celery and onions. It is used to flavour stocks and sauces, or as a bed for roast meats.

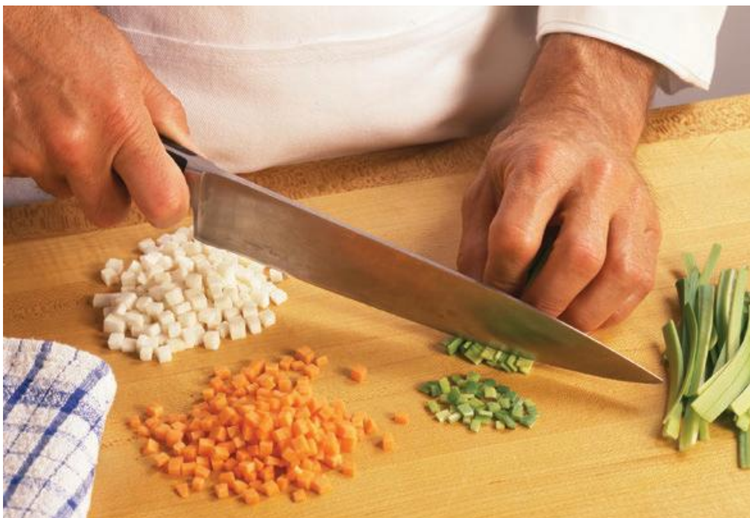

Figure 9.24 Mirepoix

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ACTIVITY 9.6

PRECISION CUTS

Following the instructions above, cut the following precision cuts:

1. julienne of carrot
2. brunoise of carrot
3. paysanne of carrot, onion and potato
4. macedoine of apple
5. jardinière of carrot
6. turned potato
7. diced onion.

Using Figure 9.25 as a guide, present your precision cuts on a platter for assessment.

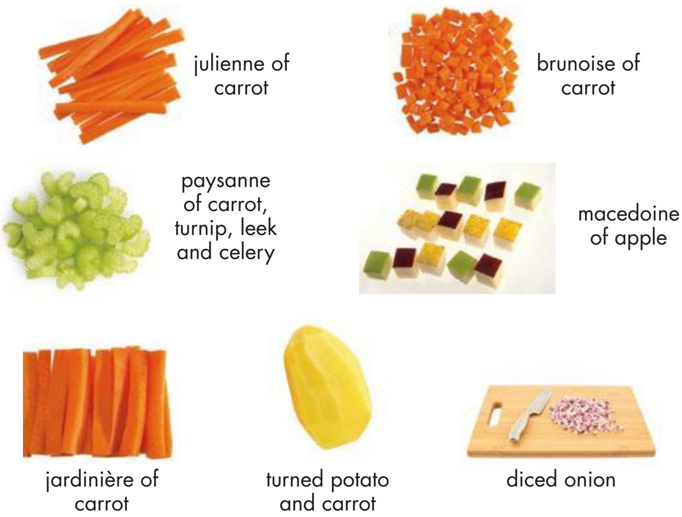

Figure 9.25 Precision cuts

Waste-minimisation techniques and environmental considerations

Hospitality establishments need to look continually at the amount of waste they produce and examine ways to minimise this waste in order to save money and also help save the environment. All hospitality establishments should aim to cut down on their waste. This can be done by using the following techniques.

Correct portion control

This will avoid wasting food and money. Serves should be weighed and portioned accurately to avoid surplus food. If meals are consistently not being finished by customers, the portion size may need to be reduced.

Correct storage, handling and preparation of foodstuffs

All foods must be stored and handled correctly to minimise the rate of deterioration. Fresh foods of a high quality should be purchased, as they will last longer than poorer quality foods. Don't order excess stock, as it may deteriorate before you can use it. All stock should be rotated so older foods are used first. When preparing foods, minimise wastage when peeling and trimming by only cutting off what is not needed. Correct food preparation will also minimise wastage that may occur through disposal of foods due to incorrect and/or unsafe preparation.

Use of offcuts

Offcuts or trimmings from foods should not be discarded but saved for use as mirepoix or in stock pots. Some offcuts can also be used in soups and stews. Using offcuts reduces waste and is also cost-efficient for the establishment.

The following are effective waste-minimisation techniques:

- Accurate measurements and calculations are necessary to avoid creating excess waste.
- Recyclable products should not be placed into the rubbish, but separated and recycled.
- Items such as glass, paper, cardboard and PET containers can be recycled.
- Use resources wisely to minimise waste.

Storage and handling of dairy products

Dairy foods are those that are derived from milk. They include butter, cheeses, cream, sour cream, yoghurt, ice-cream and milk. They also include alternatives such as soy products. All dairy products are perishable, and need to be stored

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in the cool room or refrigerator at a temperature between 1°C and 4°C, except ice-cream, which needs to be stored in a freezer below –18°C.

When handling dairy products, it is important to minimise the time they spend in the danger zone of 5–60°C. Dairy products have a variety of uses in food preparation, including desserts (puddings, cakes, cheesecakes), sauces (béchamel), soups (cream of mushroom), egg dishes (quiche, frittata, omelette), main meals (in the cooking of fish, pasta or vegetables), cold drinks (milkshakes, smoothies, iced chocolate) and hot drinks (hot chocolate, tea and coffee).

Dry goods

Dry goods include foods such as flours, sugars, pastas and rice. Sifting is a common preparation technique used with some dry goods, especially flours. It is the passing of dry ingredients through a fine mesh sifter to remove any foreign objects, add air and remove lumps.

General food items

General food items include sauces, condiments and flavourings, garnishes, coatings and batters. Some establishments will purchase these pre-prepared, while others will prepare them fresh.

Clarified butter

Also called ghee, clarified butter has had all the milk solids removed, allowing it to be heated to a higher temperature. To clarify butter, melt it in a saucepan over low heat, skim off any scum or froth that comes to the surface and then carefully strain through filter paper, leaving the sediment behind. As it can be heated to a higher temperature before it burns, clarified butter is a useful medium for frying and sautéing. Croutons, for example, commonly are fried in clarified butter.

Roux

A roux is a cooked mixture of equal quantities of fat and flour. It is the foundation of most sauces and, depending on the length of time it is cooked, it is white, blond or brown. A roux is never used by itself, but is added to other liquids and brought to the boil to thicken them. To prepare a roux, melt fat in a saucepan, add an equal amount of flour and stir over moderate heat until the required colour is reached.

- **White roux** is cooked just long enough to remove the raw taste. It will be smooth at first, then become crumbly, and when it is smooth again, it is cooked. White roux is used for béchamel sauce.
- **Blond roux** is cooked until it has a blond tinge on the bottom of the saucepan. It is used for sauces based on white stocks – for example, a chicken or fish velouté.
- **Brown roux** is cooked to a light brown colour and has a fresh, nutty smell. It can also be prepared by browning the flour first in an oven and then adding it to the fat. Brown roux is added to brown beef stock to create brown sauces such as demi-glace.

If not using a roux immediately, it should be stored with a buttered cartouche on the surface to prevent a skin forming.

Concassé

Concassé is peeled and seeded tomato cut into 1 cm squares. After the tomato is peeled, it is cut in half horizontally and all the seeds are removed before the flesh is diced into 1 cm squares. Concassé may be cooked or used raw. Common menu items incorporating concassé include bruschetta, parmigiana and pastas. Once prepared, concassé should be covered and stored in the cool room until use.

Chopped parsley

Chopped parsley is used in compound butters, duxelles, sauces, garnishes and stuffings.

To chop parsley:

1. Separate the parsley from the stem and wash in a bowl of cold water.
2. Finely chop the parsley with a chef's knife.
3. Place the parsley in a clean cloth, fold over and wash under running cold water to remove the chlorophyll.
4. Squeeze out the water to leave the parsley dry and loose so it can be sprinkled if necessary.

Chopped parsley should be covered and stored in the cool room. It is important to keep it dry.

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Duxelles

Duxelles is a mixture of finely chopped mushrooms and onions that is cooked in butter until most of the moisture has evaporated. It is then seasoned with salt and pepper and finished with chopped parsley. Duxelles is commonly used in vegetable and meat stuffings – for example, stuffed capsicum or zucchini. If not being used immediately, duxelles should be stored in the cool room.

Croutons

Croutons or sippets are small pieces of diced bread used for garnishing soups and salads. They are prepared by removing the crusts from bread, cutting the bread into 8 mm cubes, lightly frying the cubes until golden brown and then draining on absorbent paper. Croutons can also be cooked in the oven. Caesar salad is a well-known menu item that incorporates croutons. Croutons should be stored in an airtight container at room temperature to protect them from moisture, which will make them soggy.

Dough

Dough is made by mixing flour with a small amount of water and/or other liquid. A dough can sometimes include yeast or other leavening agents as well as other ingredients such as fats or flavourings. Dough can be kneaded, shaped and baked, especially as bread or pastry.

Pastry

Pastry is dough made of flour, water and shortening that may be savoury or sweetened. Sweetened pastries are often described as bakers' confectionery. The word 'pastries' suggests many kinds of baked products made from ingredients such as flour, sugar, milk, butter, shortening, baking powder and eggs. The five basic types of pastries are shortcrust pastry, filo pastry, choux pastry, flaky pastry and puff pastry.

Bouquet garni

A bouquet garni is a tied bundle of herbs and flavouring agents used to impart flavour to sauces, stocks, soups and stews. The ingredients are tied together so that they can be removed easily before service.

A bouquet garni consists of thyme, parsley stalks, celery, bay leaf and leek. Bouquet garnis are generally made just prior to use; however, if preparing them in advance, they would be stored in the cool room.

Marinades

Marinades are used to impart flavour, tenderise and preserve. They may be cooked or uncooked, liquid or dry. Dry marinades are rubbed on to the food, while liquid marinades have the food steeped in them. Food that is being marinated is stored in the cool room. If you are using the marinade liquid to serve as a sauce with the food, it is essential to boil the liquid to kill any micro-organisms. Common marinades include soy sauce and red wine.

Condiments and flavourings

A condiment is a spice, sauce or preparation that is added to food to impart a particular flavour, to enhance its flavour or, in some cultures, to complement the dish. Examples of condiments added after the preparation of the food include barbecue sauce, compound butter, teriyaki sauce, soy sauce and mayonnaise.

Flavourings are spices, fruit juices, eggs and herbs that are added to food while it is being prepared, contributing to the flavour of the dish.

Oils

Oils are fats that are liquid at room temperature, like the vegetable oils used in cooking. Oils come from many different plants and from fish. Some oils are used mainly as flavourings, such as olive oil, walnut oil and sesame oil.

Sauces

A sauce is a liquid, cream or semi-solid food served on or used in preparing other foods. Sauces are not normally consumed by themselves; they add flavour, moisture and visual appeal to another dish. An example is a hollandaise sauce on Eggs Benedict.

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ACTIVITY 9.7

Write a workflow for each technique. Prepare in class and take a photo of the following basic food product techniques:

1 crushed garlic croutons
2 duxelles
3 chopped parsley
4 clarified butter.

Garnishes

A range of simple and complex garnishes such as twists, curls, wedges, fans, roses, turning, scoring and croutons can be used to add interest and colour to a dish.

Batters

Batters are flour mixtures that contain enough liquid so that they can be beaten or stirred. They can form the basis of a meal, such as pancakes, crepes, waffles, scones or muffins, or they may be used to coat pieces of food before frying, such as fruit fritters, fish and vegetables.

Batters may be of a pouring, dropping or coating consistency, and different types may contain yeast, beer, flour, egg and milk. Common examples of batters include beer, tempura, crepe, pancake and waffle. All foods fried in batter need to be served immediately so they do not lose their texture, appearance or crispness.

Appropriate equipment to use when preparing batters includes bowls, wooden spoons, ladles, crepe pans, waffle irons, whisks and sifters.

Coatings

Food is coated before frying to seal in the juices and protect the frying fat and natural flavour of the food. There are two types of coatings:

- **wet** – including batters, flour and egg, flour and milk, and cornflour and egg white
- **dry** – including breadcrumbs, cornflakes, cereals and nuts.

Foods suitable to be coated include meats, fish, shellfish, vegetables, ice-cream and cheeses. Schnitzel is an example of a coated food.

The crumbing process involves seasoning the food, coating it in flour, dipping it in egg wash and then pressing on the crumbs. When crumbing foods, you need to use one hand for the dry ingredients (flour and crumbs) and one hand for the wet ingredients (product and egg wash).

Coated foods should be covered and stored in the refrigerator until they are cooked, and once cooked they should be served immediately to maintain the quality of the food.

Figure 9.26 The crumbing process

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9.5 Prepare meat, seafood and poultry

Standard cuts

Meat

Standard cuts for meat include:

- **rump** – cut from the hindquarter into steaks or roasts
- **T-bone** – cut from the centre of the short loin; it includes the top loin and tenderloin muscles and the T-shaped bone, hence the name
- **fillet** – cut across the grain from the tenderloin muscle and the most tender cut.

Figure 9.27 T-bone steak

Seafood

Standard cuts for seafood include:

- **fillet** – fish fillets have the skin and bones removed
- **cutlet** – fish cutlets are sections of fish that have been cut vertically. Prawn cutlets have the head and shell removed, leaving the tail intact.

Figure 9.28 Salmon fillets

Poultry

Standard cuts for poultry include:

- **breast fillet** – the breast piece with the skin and bones removed
- **thigh fillet** – the portion of the leg above the knee joint, which has the skin and bones removed

Figure 9.29 Chicken breast fillet

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- **tenderloin** – the long and slender cut from under the breast
- **drumstick** – the lower portion of the leg quarter, between the knee joint and hock
- **wing** – the wing portion of the bird, comprising three sections: the drumette, mid-section and tip.

Preparing meat

Meat is the edible flesh from cattle, sheep and pigs. It also includes game and specialty meats, such as emu, crocodile and kangaroo.

Equipment

The following equipment is commonly used when preparing meat:

- **meat mallet** – used to flatten and tenderise meat
- **mincer** – a machine through which meat is passed to turn it into mince (finely shredded pieces)
- **meat slicer** – a machine that slices meat to the desired thickness; commonly used in delicatessens to slice ham
- **knives** – cook's knife (for slicing, chopping and portioning), meat cleaver (for chopping and cutting through meat with bones), and carving knife and fork (to carve cooked meats off the bone). A fine metal-mesh glove can be worn as a safety precaution when preparing meat. It can be worn on the free hand when using knives or a cleaver and should be worn when using mincing or slicing machines.

Preparation techniques

When purchasing meat, cuts should be chosen that will give the greatest number of portions after trimming. All portions must be weighed and cut accurately to minimise waste and cost.

- **Cutting and trimming**. Trimming is the cutting of meat to a certain size and shape, and the removal of all excess fat to improve its presentation. After trimming, meat needs to be cut into useable cuts such as steaks, chops, schnitzels, strips and cutlets. Some establishments purchase meat pre-cut and sliced from their supplier.
- **Mincing.** This is the process of putting boneless, trimmed pieces of meat through a mincing machine or grinder.
- **Tenderising.** Tough meat can be tenderised by ageing (hanging in the cool room for several days or weeks), hammering with a mallet to break up the muscle fibres, mechanical tenderisation using a machine, applying chemicals to break down the cell structure and mincing.
- **Curing.** Curing is the process of adding salt to meat to preserve it and extend its shelf life.
- **Weighing and portioning.** To accurately portion meat, a cook's knife and a set of scales are used. It is important for cost, portion control and wastage reasons that meat is portioned accurately. Some establishments purchase their meat pre-cut or pre-portioned.

Preparing seafood

Seafood includes all edible animals from the sea, such as fish, prawns, lobsters, oysters, squid, pippies, octopus, Balmain Bugs, crabs, scallops, mussels, abalone and cuttlefish.

Equipment

The following equipment is commonly used when preparing seafood:

- **fish scaler** – used to remove scales from the skin of fish
- **filleting knife** – used to skin and fillet fish
- **kitchen scissors** – used to cut seafood.

Figure 9.30 Equipment for preparing seafood

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Preparation techniques

- **Scaling.** To scale a fish, hold it by the tail and with the back of your knife or a fish scaler, scrape over the skin from the tail to the head. This will lift the scales and dislodge them from the skin. Rinse the fish under cold, running water to remove any dislodged scales. Be careful, as scales tend to fly everywhere.
- **Gutting.** To gut a fish, insert the point of your knife or scissors into the vent end of the fish and cut towards the head along the belly. Place the fish on its side, scrape the gut out with your knife and rinse the cavity thoroughly with cold running water.
- **Cleaning.** Once a fish has been caught, it is important to gut it as soon as possible. Gutting, scaling and removal of fins – which are all done with sharp scissors – are part of the cleaning process for fish. All seafood should be washed thoroughly under running cold water before preparation.
- **Removal of skin.** Skin can be removed from fillets if required. Place the fillet on your chopping board, skin side down. Hold the tail end and make an incision between the skin and fillet. Carefully work your knife towards the head end, while pulling the skin tightly.
- **Filleting.** Both round and flat fish can be filleted. Round fish yield two fillets and flat fish yield four. A sharp, flexible filleting knife should be used.
  - To fillet a round fish, lay the fish on its side and make an incision behind its gills, angling into the back of the head. Cut along the backbone on the top side of the dorsal fin from head to tail, then turn the fish over and repeat on the other side. Any bones left in the fillet can be removed with fish tweezers.
  - To fillet a flat fish, place the fish on a board and make a cut around the head. Cut in a straight line from the head to the tail to create two separate sections. Carefully put your knife under one fillet and cut between the flesh and bone to remove it. Remove the second fillet in the same way and then turn the fish over and repeat on the other side.

Preparing poultry

Poultry is the meat obtained from birds such as chicken, turkey, duck, goose, guinea fowl, quail and pigeon.

Equipment

The following equipment commonly is used when preparing poultry:

- **knives** – boning (to get as close as possible to the bone when cutting raw poultry), cook's (for slicing, chopping and portioning) and carving (to carve cooked poultry off the bone)
- **poultry shears** – used to cut poultry into portions.

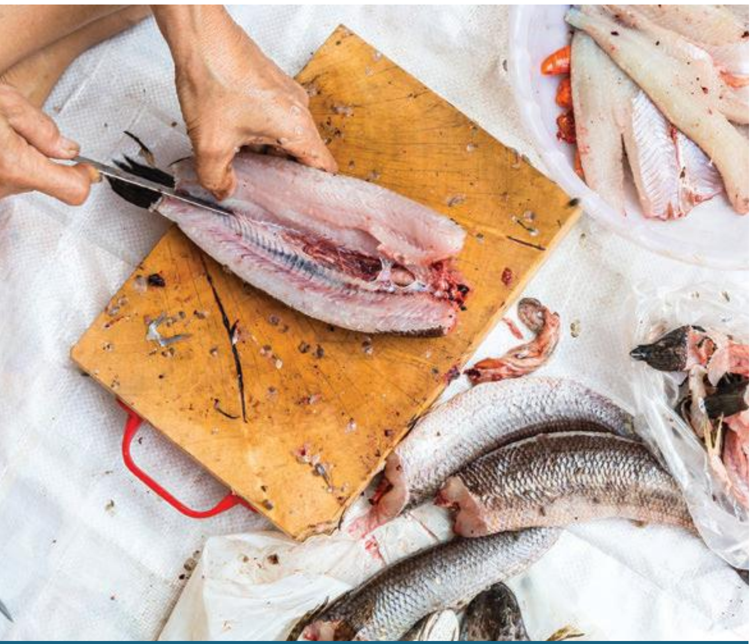

Figure 9.31 Filleting a fish

Figure 9.32 Equipment for preparing poultry

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Preparation techniques

- **Trussing.** This involves tying a whole chicken with string to improve its appearance and ensure even cooking. This can be done with a needle, string or skewers.
- **De-boning.** This involves the removal of bones from the bird.
- **Slicing.** Poultry is often cut into smaller cuts that are suitable for different methods of cookery.
- **Portioning.** The most common cuts for poultry are whole, supremes (breast), legs, thigh (top part of the leg), drumstick (lower leg) and wings. These portions may be purchased already cut from the supplier or can be portioned by the chef.
- **Stuffing.** This is the placing of a mixture (usually seasoned, moist breadcrumbs), inside the washed and trimmed cavity of the bird.
- **Marinating.** Marinating adds flavour and moisture, and usually creates a more tender product. Chicken is an ideal food to marinate with rubs, liquid, glazes and sauces.

Storage of meat, seafood and poultry

Meat, seafood and poultry are highly perishable foods and must be stored using high standards of hygiene to minimise the risk of food spoilage and contamination, and food wastage.

Fresh meat should be stored between –1°C and 3°C for two to three days for smaller cuts and up to 10 days for larger cuts. Frozen meat should be kept between –18°C and –24°C, and can be stored for three to six months. When storing fresh meat, place pieces in single layers on trays covered with plastic wrap, with the fat side upwards. Don't mix different types of meat, and never place raw and cooked meats together. Cooked meat should be cooled quickly to below 5°C, then stored in the cool room between –1°C and 3°C and used within three days.

Fresh poultry should also be stored on covered trays in the refrigerator between –1°C and 3°C, where it can last three days. Frozen poultry should be individually packaged and stored for up to three months between –18°C and –24°C. Once a frozen item has thawed, it should not be refrozen. Cooked poultry should also be cooled quickly to below 5°C and then stored in the cool room between –1°C and 3°C.

Fish should be stored in a fish fridge or in the coldest section of the cool room. They should only be stored for one to two days, at a temperature of 1°C. Fish should be stored on trays of crushed ice in the refrigerator. If fish are to be frozen, they should be wrapped in plastic and kept between –18°C and –24°C.

All items should be labelled and dated, and a stock rotation system such as first in, first out (FIFO) should be maintained.

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Unit summary

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

- safe and hygienic work practices and procedures
- classification of equipment
- types of equipment
- suitable cutting surfaces
- knowledge of knives, including parts, handling techniques and sharpening
- standard recipes
- types of menus
- team problem-solving activities
- measurement of dry and wet ingredients
- criteria for the selection of quality fresh, frozen, preserved and pre-prepared ingredients
- *mise en place*
- workflow
- portion control
- washing, peeling, trimming and cutting techniques for fruit and vegetables
- waste-minimisation techniques and environmental considerations relating to food preparation
- storage and handling of dairy products
- the use of dry goods, including sifting
- general food items
- preparation of basic food products and garnishes
- preparation and use of batters and coatings
- standard cuts for meat, seafood and poultry
- preparing meat, including equipment required and preparation techniques
- preparing seafood, including equipment required and preparation techniques
- preparing poultry, including equipment required and preparation techniques
- safe and hygienic storage of meat, seafood and poultry.

Unit activities

1 Define the main purpose of a standard recipe card.

2 Describe the correct technique to crush garlic.

3 Discuss the difference between:
   a table d'hôte
   b set menu
   c à la carte.

4 Identify criteria for the selection of quality fresh, frozen, preserved and pre-prepared ingredients for:
   a dairy products
   b dry goods
   c meat, poultry and seafood.

5 Define *mise en place*.

6 List the characteristics of a good workflow.

7 The equipment found in commercial kitchens can be classified into three groups: utensils, mechanical and fixed. Describe each and provide examples.

8 Summarise the important guidelines for equipment use.

9 List the important rules that must be adhered to when cleaning knives.

10 Summarise techniques to use for waste-minimisation.

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Kitchen operations and cookery stream

Unit 10

Prepare dishes using basic methods of cookery

Unit code: SITHCCC005

Prerequisite unit:

SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

40 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to use a range of basic cookery methods to prepare dishes.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• locate information in menus and standard recipes in order to determine food preparation requirements.
Oral communication skills to:	• listen and respond to colleagues' specific inquiries or problems.
Numeracy skills to:	• calculate the number of portions • determine cooking times and temperatures.
Teamwork skills to:	• ensure that individual contributions to the plating of a dish supports timely and quality food service.
Self-management skills to:	• apply safety procedures when working in the kitchen • deal with pressure of work and kitchen conditions.

Key terms

cartouche
chinois
commodities
court bouillon
deglazing
larding
trussing
waste minimisation
workflow

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10.1 *Select ingredients*

Confirm food production requirements from food preparation list and standard recipes

commodities a term used to describe general foods (e.g. meat, vegetable and dairy products) commonly used in commercial kitchens

When cooking in commercial kitchens, you will be required to use a range of different **commodities** or ingredients. Dishes to be prepared must use a range of commonly found commodities, including:

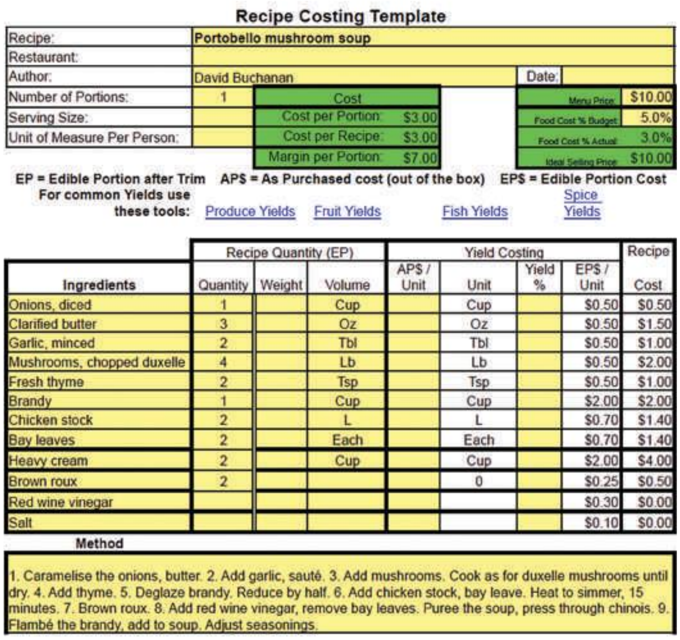
- dairy products, such as milk, butter, yoghurt, cheeses and alternatives
- dry goods, such as flours, sugars, pastas and rice
- fruits and vegetables
- meat, seafood and poultry, which may be fresh, frozen, preserved or pre-prepared, and may also include meat products such as standard cuts, sausages, hams, salamis and other meat products
- general food items, such as oils, sauces, condiments and flavourings, garnishes, coatings and batters.

Figure 10.1 A range of different commodities is required in the kitchen, including vegetables.

Standard recipes

Standard recipe cards are essential to the operation of a successful kitchen. Recipe cards act as a standardising tool within the industry. They enable a consistent standard of production of menu items at every service. Because of the standard recipe card, dishes are consistent in portion size, presentation and composition. Standard recipe cards eliminate inconsistencies and ensure all staff cook and serve the menu item consistently. The recipe is tested, portioned and priced prior to placement on the menu. Trials, tests and experimentation take place with new cookery styles, in-season produce and the cuisine of the restaurant or catering establishment. The following is valuable information that should be included in a standard recipe card:

- name of the dish
- section/file number
- date costed



Recipe Costing Template

Recipe:	Portobello mushroom soup				
Restaurant:					
Author:	David Buchanan			Date:	
Number of Portions:	1	Cost		Menu Price	$10.00
Serving Size:		Cost per Portion:	$3.00	Food Cost % Budget	5.0%
Unit of Measure Per Person:		Cost per Recipe:	$3.00	Food Cost % Actual	3.0%
		Margin per Portion:	$7.00	Ideal Selling Price	$10.00

EP = Edible Portion after Trim   AP$ = As Purchased cost (out of the box)   EP$ = Edible Portion Cost

For common Yields use these tools: Produce Yields   Fruit Yields   Fish Yields   Spice Yields

	Recipe Quantity (EP)			Yield Costing				Recipe
Ingredients	Quantity	Weight	Volume	AP$ / Unit	Unit	Yield %	EP$ / Unit	Cost
Onions, diced	1		Cup		Cup		$0.50	$0.50
Clarified butter	3		Oz		Oz		$0.50	$1.50
Garlic, minced	2		Tbl		Tbl		$0.50	$1.00
Mushrooms, chopped duxelle	4		Lb		Lb		$0.50	$2.00
Fresh thyme	2		Tsp		Tsp		$0.50	$1.00
Brandy	1		Cup		Cup		$2.00	$2.00
Chicken stock	2		L		L		$0.70	$1.40
Bay leaves	2		Each		Each		$0.70	$1.40
Heavy cream	2		Cup		Cup		$2.00	$4.00
Brown roux	2				0		$0.25	$0.50
Red wine vinegar							$0.30	$0.00
Salt							$0.10	$0.00

Method

1. Caramelise the onions, butter. 2. Add garlic, sauté. 3. Add mushrooms. Cook as for duxelle mushrooms until dry. 4. Add thyme. 5. Deglaze brandy. Reduce by half. 6. Add chicken stock, bay leave. Heat to simmer, 15 minutes. 7. Brown roux. 8. Add red wine vinegar, remove bay leaves. Puree the soup, press through chinois. 9. Flambé the brandy, add to soup. Adjust seasonings.

Figure 10.2 A standard recipe sheet

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- portion size – quantity served, portion size yield for the recipe
- portion yield – number of serves the recipe provides
- ingredients – listed in order of use
- quantity of ingredients, including measurements
- unit cost – price of ingredients when recipe developed
- total cost of ingredients – unit cost multiplied by the quantity
- method
- photograph/illustration
- recipe reference/page number.

Calculate ingredient amounts according to requirements

Recipe cards ensure the calculation of ingredients and supplies occurs prior to production. This calculation of ingredients ensures the ingredients are available for the quantity being produced. The standard recipe ensures consistency in ingredients and the visual presentation of the meal is the same every time it is produced. It also includes the food cost percentage and the selling price, as well as yield test results showing the wastage, percentage and usable weight.

Food-production requirements

Food-production requirements are confirmed through the food preparation list and the use of standard recipes. Calculation of the ingredient amounts needs to be accurate. This accuracy ensures that the quantity is adequate to fulfil the recipe needs for the catering needs. Double-checking final calculations is best practice.

Identify and select ingredients from stores according to recipe, quality, freshness and stock-rotation requirements

Selection of ingredients from the store is the next step in food production. Quality of ingredients should be of the highest standard and freshness. Therefore, delivery on or closest to the day of the function preparation provides the freshest ingredients. If recipe ingredients used are from the dry store, the use-by date order is important. In this instance, stock rotation/first in first out (FIFO) is best practice. Dry store stocks have different 'use by' date requirements, and following good stock-rotation requirements will enable produce to be of the highest standard.

Check perishable supplies for spoilage or contamination prior to preparation

Stock-rotation labels help eliminate the risk of food-borne illness and food waste by using the first-stocked, first-served method. The set of labels includes one roll of each label type.

Figure 10.3 Stock-rotation labels

Day-of-the-week labels make weekly-use food items fast and easy to stock and rotate, while the shelf-life label is used for long-term storage of food items. These labels provide information about what a product is, when it was stocked, when it expires, the manager in charge and the employee who stocked it.

'Use first' labels enable awareness and attention to products as they near expiration. This ensures products are used before they spoil.

It is necessary for all food supplies to be checked for freshness and to be free from spoilage and contamination prior to use.

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Figure 10.4 Fresh produce from a kitchen garden

Figure 10.5 *Mise en place* is the process and key to good preparation, cooking of the menu and presenting food for service.

10.2 Select, prepare and use cooking equipment

Select type and size of equipment suitable to requirements

The equipment used within the hospitality industry varies widely from small- to large-scale equipment. The selection of the correct equipment for each task is important. It is necessary to ensure that the type and size of the equipment relate to its purpose.

Follow the manufacturer's instructions for usage and correct assembly to ensure the machine is safe for the operator to use. These safety procedures must be adhered to before use.

Machine cleanliness is a major concern, and it is good practice to ensure that machines are disassembled and washed correctly after use and ready for immediate use when required. If there is any doubt about cleanliness, clean immediately before use. This preparation routine ensures good work practices are being adhered to.

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Cutlery and utensils

Cutlery and utensils are tools used for everyday preparation and consumption of foods:

- **Utensils** are instruments, implements or containers used in the kitchen for food preparation.
- **Cutlery** items are tools for cutting and eating food, such as knives, forks and spoons.

Figure 10.6 Utensils

Figure 10.7 Cutlery

Figure 10.8 Food processor

Figure 10.9 Blender

Mechanical equipment

Mechanical equipment is used in food preparation areas, and is powered by electricity or batteries. Equipment that is not fixed in position and can be moved around as required includes:

- **food processors** – appliances consisting of a container housing interchangeable, rotating blades, used for preparing foods by shredding, slicing, chopping or puréeing
- **blenders** – electrically powered mixers with whirling blades that mix, chop, liquefy and blend foods in a jug-shaped container
- **mixers** – devices used to blend or mix substances by mechanical agitation – that is, beaters in a bowl
- **steamers** – a tiered cooking system that uses steam to cook food
- **slicers** – equipment with rotating blades used to cut food into slices of varying thickness.

Figure 10.10 Mixer

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Figure 10.11 Electric steamer


Figure 10.12 Slicer

Fixed equipment

Fixed equipment includes large pieces of equipment that are located in a fixed position within the food preparation area such as:

- **electric, gas or induction ranges** – cookery equipment in a commercial kitchen, comprising ovens, grills and burners
- **ovens, including combi ovens** – have a chamber or enclosed compartment for heating, baking or roasting food
- **microwaves** – use high-frequency electromagnetic waves that cause the water molecules in food to vibrate, which cooks the food; these are used to warm, thaw and cook food
- **grills and griddles** – have a steel surface (either flat or ribbed) that is heated to cook food
- **deep-fryers** – vessels used to heat oil and cook submerged food
- **salamanders** – heated stoves for grilling or broiling foods
- **tilting fry pans/bratt pans** – used for frying or cooking food in large quantities; tilting enables the removal of excess oil via a lip in the front of the pan.

Figure 10.13 Induction range


Figure 10.14 Commercial oven

Figure 10.15 Microwave

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Figure 10.16 Grill

Figure 10.17 Deep fryer

Figure 10.18 Salamander

Figure 10.19 Bratt pan

Safely assemble and ensure cleanliness of equipment before use

All these pieces of equipment vary in size and efficiency, depending on the kitchen requirements and the size of the kitchen. The types and number of facilities/equipment in each commercial kitchen are dependent on the type of cuisine that needs to be prepared there, as well as the number of customers served.

Equipment is quite costly, but it will last for a long time if routine maintenance is completed and care is taken with its use. Therefore, it is necessary for all staff to be trained in the correct operation of all equipment, as well as the assembly, cleaning and maintenance required by the manufacturer's instructions.

All equipment that works with electricity or gas will have a maintenance program, including servicing on a regular basis. Disassembling and reassembling of equipment requires knowledge of its workings, and should only occur after proper training. All machinery needs careful handling, and should be used hygienically, safely and in accordance with the manufacturer's instructions.

Use equipment safely and hygienically according to manufacturer's instructions

It is important to be aware of safe handling techniques for all utensils and equipment. For example, the handling of knives is an everyday occurrence in the food preparation area of hospitality industry businesses. Therefore, it is essential to follow the rules for correct knife-handling techniques.

Knowledge of safe work practices and procedures for working with heated surfaces is necessary to ensure staff are not harmed or burned when working with hot surfaces. Many work spaces have hot areas with warning signs – this helps staff to be aware of those particular areas. A heat-alert safety device can also be attached to a surface in order to warn individuals that the surface is hot. Some large appliances come fitted with warning lights as an added safety feature.

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However, if signs are not used within the workplace, a commonsense approach is essential when working in food preparation areas.

Reading, training and understanding the manufacturing instructions that accompany small and large equipment are all important to ensure best use of the equipment and longevity. Correct use and care through cleaning and daily maintenance of equipment will enable a smooth daily routine. These daily routines keep equipment working at the highest level.

Tips for handling knives safely

Do:

- keep knives sharpened and let other staff know when knives have been newly sharpened
- use knives only for their intended purpose
- use the appropriate knife for the job
- store knives properly in racks or knife drawers
- carry knives with the cutting edge away from your body.

Figure 10.20 Always use knives correctly.

Don't:

- touch knife blades
- try to catch a falling knife – let it fall and move out of the way
- pass a knife to someone – put it down on the work surface and let the person pick it up
- cover knives – always leave knives in full view
- leave knives soaking in the sink
- get distracted or talk to others while using knives.

10.3 Hygienic work practices

Personal hygiene

Personal hygiene is cleanliness relating to the body. The human body carries dangerous germs and bacteria, so good personal hygiene means fewer hygiene risks. All clothing must be clean and uniforms should not be worn outside the workplace. Staff involved in food preparation and handling should wear protective clothing such as a chef's uniform. This includes enclosed leather shoes and hair covers. Jewellery and ornate rings are not permitted. All food handlers should wash and dry their hands according to correct procedure (see Unit 1).

Hands should be washed:

- before handling food
- immediately after handling raw food, especially raw meat or poultry
- after going to the toilet
- after handling money
- after blowing the nose, sneezing or coughing
- after breaks.

Where practicable, protective food handling gloves and food handling tongs should be used.

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Food business owners and licence-holders are responsible for ensuring that all food handlers receive adequate supervision, instruction and training in food hygiene.

Figure 10.21 Make sure to wash your hands before handling food.

Food hygiene

Good food hygiene is achieved by ensuring that food preparation, food handling and food storage areas are kept clean and that food handlers maintain good standards of personal hygiene.

All foods should be cooked properly – especially meat. It is important that raw foods are prevented from cross-contaminating ready-to-eat foods. Foods must be kept at the right temperature. Chilled foods must be kept at constantly low temperatures and hot foods cooled as quickly as possible and then chilled.

Food handling areas must be designed to permit food handlers to work hygienically and keep the premises clean. All areas should be protected adequately from pests. Food should be handled carefully to prevent contamination and handlers should avoid unnecessary handling of food.

Figure 10.22 Make sure that all food is handled hygienically.

10.4 Assembly and preparation of ingredients

Remember the following:

- Portion and prepare ingredients.
- Weigh and measure ingredients and create portions according to recipe.
- Prepare, cut and portion ingredients according to recipe and cooking style.
- Minimise waste to maximise profitability of food items prepared.

Prepare and cook food using basic methods of cookery

Cookery methods

When food is cooked, heat is transferred to the food via a cooking medium (e.g. oil, water, stock) in three possible ways:

- **conduction** – a process whereby heat is passed to food in direct contact with the heat source (e.g. frying pan, hotplate)
- **convection** – a process whereby heat is passed to the food via another medium (e.g. hot air in an oven, hot water in a saucepan)

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- **radiation** – a process whereby heat is passed directly to food via radiation (e.g. infrared or electromagnetic waves).

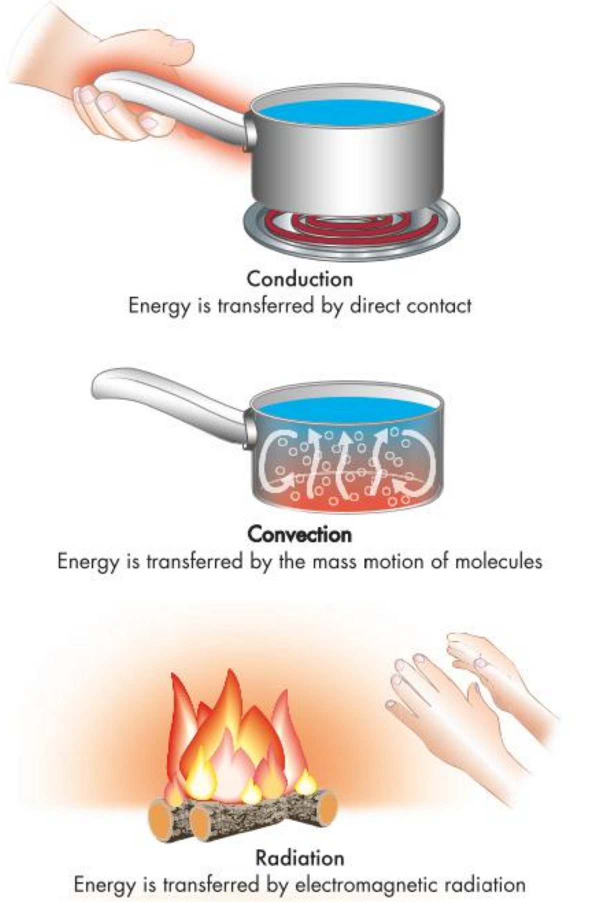

Figure 10.23 Cooking processes – conduction, convection and radiation

Figure 10.24 Heat conduction

Figure 10.25 Convection

Figure 10.26 Radiation

Many cooking processes involve a combination of these three methods. Each method of cookery has specific requirements, and each is better suited to particular types of foods and dishes than others.

There are two main categories of cookery:

1 **Dry heat cookery.** These cooking methods utilise air or fat. These are broiling, roasting, grilling and baking, sautéing, pan-frying and deep-fat frying. Foods cooked using these methods have a rich flavour due to the caramelisation and browning of the foods.
2 **Moist heat cookery.** This uses water or steam. Methods include poaching, boiling, steaming and simmering. We use moist-heat cooking to emphasise the natural flavours in foods.

Some cookery methods come under the terminology of **combination cookery**. These methods incorporate both dry-heat and moist-heat cooking. The two most important methods are braising and stewing. Each of these cooking methods can be applied to a large variety of foods, including meats, vegetables, fish, pastries, cakes and cookies.

Culinary terms and principles, and practices of different cookery methods, include:

- baking
- blanching
- boiling
- braising
- deep-frying
- grilling
- poaching
- roasting
- shallow-frying
- pan-frying
- sautéing
- stir-frying
- steaming
- stewing
- microwaving.

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Baking

Baking is the principle of cookery where food is subjected to dry heat in an oven. The dry heat converts the water content of the food into steam, which bakes the food.

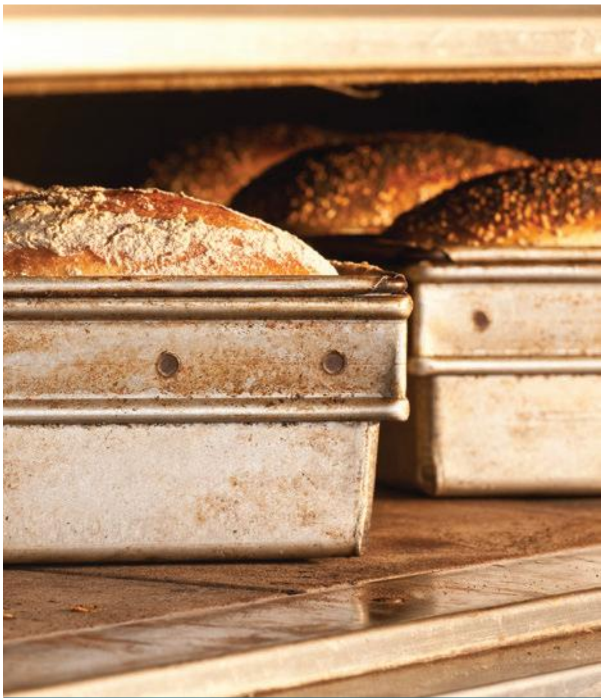

Figure 10.27 Baked bread

Suitable foods

Nearly all food can be baked. Meat, fish, chicken, fruit and vegetables are all suitable for baking.

Characteristics of baked food

- Tender larger cuts are used.
- Meat and vegetables retain moisture due to the sealing of the outside during cooking.

Utensils and equipment

The equipment used for baking varies due to the large variety of foods suited to this cooking method. Some of the utensils include baking trays, water baths and cooling racks.

The oven is the largest piece of equipment essential for baking. The oven needs accurate thermostat controls and an even temperature throughout. Fan-forced ovens push hot air around the oven and save approximately 30 per cent of the cooking time. Some ovens have steam-injection systems that are used when steam is required.

Baking requires high temperatures, so the use of oven gloves is essential when removing items from the oven. Always load an oven from the top shelf downwards.

Procedures for baking

Baking is a method of cooking food in an oven. A conventional or convection gas oven, an electric oven, or a microwave or convection microwave can be used to bake food. Even heat is the major contributing factor in producing quality baked products.

When baking in an oven, the oven should be pre-heated well in advance to ensure it is ready for cooking. Food needs to be put in the correct position in the oven. Ensure that the temperature is set during the entire cooking time. Handle all items with care, as heat affects the cooking vessels. Test for doneness prior to removing from the oven.

Safe and hygienic work practices for baking

- Follow correct personal hygiene prior to cooking.
- Ensure cooking utensils and containers are clean.
- Use a pot appropriate to the size of the recipe.
- Use appropriate heat-proof gloves when removing containers from the oven.
- Be careful when removing baking pans from the oven due to the weight of the contents.

Suitable recipes

Food suitable for baking include:

- baked stuffed capsicum
- New York baked cheesecake
- baked apple pie
- baked lamb and root vegetables.

Associated culinary terms

- **Bain-marie** – a tray of water in which food/containers of food are placed before cooking in the oven. This helps food to cook evenly and assists the setting of the proteins and emulsifiers through slow cooking.
- **En papillote** – refers to the cooking of food in a hot oven in a buttered and sealed envelope or bag made of aluminium foil or greaseproof paper.

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Figure 10.28 Examples of baked foods

Figure 10.29 Bain-marie

Figure 10.30 En papilotte

- **Blind bake** – refers to cooking a pastry case without filling by docking (pricking) the case with a fork, lining it with grease- proof paper and putting a quantity of dried beans or rice in the pastry case to retain its shape during baking.

Common problems and solutions

- **Pastry is tough and chewy:** wrong flour used; too much liquid; too much fat used; temperature too low.
- **Pastry has shrunk:** too much liquid or not enough fat in the mixture; over-mixed or not rested prior to cooking.
- **Food is too dark:** the temperature is too high or the item was put on the wrong shelf in the oven.
- **Egg custard not set properly:** it could be under-cooked or the measurements were incorrect in preparation.
- **Uneven texture of egg custard:** the temperature was too high during the cooking process or the item was placed in the wrong position in the oven.

Effect on nutrient value of food

Minimal nutrient loss occurs using this cookery method, as all the nutrients lost from meat and vegetables remain in the cooking liquid and are re-used as part of the gravy or sauce for service.

Waste-minimisation techniques

The waste in baked products is minimal; the whole cooked product can be eaten, so there is little or no loss of food.

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ACTIVITY 10.1

1 Select baked recipes using some of the ingredients below:
- eggs
- kumera
- leg of lamb.
- brown rice
- wholemeal flour-covered salmon fillet.

2 Using a standard recipe card, design a winter meal for four people consisting of two baked dishes.
   a Calculate the number of portions.
   b Calculate the list of ingredients and quantities needed.
   c Write a workflow for the menu.

Boiling

Boiling is a process of cooking food that mainly requires rapid movement of the cooking liquid. Foods that suit this method of cookery are pasta, rice, and fresh and dried vegetables. Food is cooked by bringing liquid (usually water) to the boil quickly and maintaining it at a temperature of 100°C.

Suitable foods

Suitable foods for boiling include the following:

- **Green vegetables.** Start the cooking process by adding greens to already boiling water. Refresh in cold water to retain colour and texture. Refreshing stops the cooking process and helps the vegetables retain vitamins and minerals.

Figure 10.31 Boiled chicken

- **Root vegetables.** Start the cooking process in cold water. Cover with water and put the lid on.
- **Fresh meat and poultry.** Start in cold water and cover during the cooking process.
- **Cured meats, such as corned silverside.** Cooking of these can be started in cold water. Keep the meat fully submerged during the cooking process.
- **Farinaceous foods, such as rice, pasta and grains.** Start cooking by adding to boiling water. Stir occasionally with the lid off. Cook pasta until it is 'al dente'. Refresh to separate once cooked.

Figure 10.32 Farinaceous foods like pasta are boiled until cooked, or 'al dente'.

- **Bones for stocks and bouillons.** Start in cold water. Skim off any scum. Simmer only. Blanch bones in boiling water first before cooking to produce a clear stock.

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Figure 10.33 Boiled bones can make a base for stocks and bouillons.

Characteristics of boiled food

- Tougher, cheaper cuts of meat can be used, as the boiling process breaks down the connective tissue in the meat, giving it a more palatable taste.
- Transference of heat is rapid and efficient.
- The food is moist and does not dry out, or become tough and hard.
- The food will not burn unless the water evaporates completely.
- Flavour and colour may be lost from the food into the liquid.
- There is a high loss of water-soluble nutrients. Re-use water for stocks, sauces or soups.

Utensils and equipment

The equipment used for boiling and simmering includes the stove, stockpots, electric stockpots, spiders, balers, ladles, chinois and filters. Very large stockpots have a tap at the base or a mechanical tilt to remove the stock.

Procedures for boiling

- A lid on the saucepan will conserve energy and bring liquid to the boil faster.
- Remove lids when boiling everything except root vegetables.
- Food being boiled should be fully immersed throughout the cooking process.
- Allow for evaporation of the cooking liquid.
- The selection of the cooking vessel should reflect the size of the food.
- Pasta is an exception: it requires 10 parts liquid to one part pasta.
- Skim off any scum forming on the surface of the water to prevent discolouration of the liquid.
- Care is needed when removing hot stock or hot liquids. Always pour away from the body.
- Do not use bicarbonate of soda to preserve the colour of green vegetables, as it breaks down the cellular structure and destroys the vitamins.
- Never boil green vegetables with the lid on, as they will discolour and possibly over-cook.

Safe and hygienic work practices for boiling

- Follow correct personal hygiene rules prior to cooking.
- Ensure cooking utensils and containers are clean.
- Beware of removing lids from saucepans when contents are boiling, as steam burns. Remove lids away from the body.

Suitable recipes

Suitable recipes for boiling include:

- salmon kedgeree garnished with boiled eggs
- mashed potato
- corned silverside
- tomato and basil penne pasta.

Associated culinary terms

- **Simmering** – a gentle boil at a temperature of 95–98°C. Boiling is a faster movement in the water than simmering. When simmering occurs, tiny bubbles of air rise from the bottom of the pan and break on the surface. Simmering is best for stocks, sauces, soups, meat and poultry. The same cookery process as boiling is required for simmering foods.
- **Blanching** – the process whereby food is brought rapidly to the boil in salted water and boiled for a short period. The food is refreshed by plunging it into iced water or rinsed to stop the cooking process. The ratio of water to food for blanching is 10:1. This process is started in cold or hot water, depending on what is blanched. A cold-water start causes the cells to open and strong flavours, blood and impurities to be leached out, whereas a boiling water start causes the cells to close and seal in the flavours and natural juices. After bones are blanched, they are rinsed under running water and started again in fresh water.

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Figure 10.34 Examples of recipes using boiling

Common problems and solutions

- **Discoloured boiled eggs** – over-cooked.
- **Cloudy stock** – boiled too vigorously and continuously or effectively skimmed.
- **Pasta too soft** – over-cooked or held too long before service.

Figure 10.35 Examples of common problems when boiling

Effects on the nutrient value of food

- High loss of water-soluble vitamins B and C.
- Re-using boiling water in stock, soups, sauces and gravies is a good way to retain the lost vitamins in a new recipe.

Waste-minimisation techniques

If boiling liquid is re-used, there is little waste.

ACTIVITY 10.2

1. Visually identify the difference between simmering and boiling through the production of:
   - a salmon kedgeree (can substitute chicken or ham if required)
   - b boiled eggs
   - c boiled rice.
2. Summarise your findings in a table.

Figure 10.36 Salmon kedgeree

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Braising

Braising is when food is slowly cooked in liquid in a firm-lidded, heatproof vessel. The ingredients are in large pieces and the liquid half-covers the meat during cooking. The liquid used can be the accompanying sauce. However, if vegetables are used, the liquid is not usually made into sauce due to the strong flavour produced by the vegetables in the cooking process.

Suitable foods

Suitable foods for braising include:

- **meat** – lamb, beef, pork and furred game are suitable. Tough and coarse meat braises well, as does topside, flank, rump, round, shoulder and neck.
- **offal** – oxtail, heart and sweetbreads
- **poultry and feathered game** – chicken, duck, pheasant and guinea fowl
- **vegetables** – celery, fennel, witlof, leek, lettuce, cabbage and onion. Vegetables need to be blanched prior to cooking, using the braising method, to leach out any acidity.

Characteristics of braised food

- Food retains its colour.
- Braising softens all texture and breaks down the connective tissues in meat.
- Vegetables are soft and very tender.
- **Larding** improves flavour and moisture content in braised foods.

larding the insertion of pork back fat or bacon fat into joints or cuts of meat to improve the flavour and moisture content

Utensils and equipment

The braising pan is called a braisiere. This is a heavy, thick-sided pan with a tight-fitting lid. The thickness and the enamelled cast iron enable the pan to hold heat. The pan should suit the size of the food cooked (not too big or too small). Other equipment used includes sauté pans to seal the meat, ladles and **chinois** to prepare the sauce.

chinois a cone-shaped strainer

Figure 10.37 Braised lamb

Figure 10.39 Braised vegetables

Figure 10.38 Offal: braised veal sweetbread

Figure 10.40 Larding venison

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Figure 10.41 A braisiere

Procedures for braising

- Braised dishes are prepared in the oven or on the stove on a low heat.
- First, the vegetables are blanched before cooking. After the vegetables are cooked, a sauce made separately from the braising liquid is served with the dish. A mirepoix is usually the basis of braising, as it lifts the meat from the base of the pan to improve the flavour and add colour to the meat and sauce.
- The meat is sealed in hot fat/oil to retain the meat juices. This method of sealing provides the colour and flavour to the base sauce.
- The process of braising is very slow, and this tenderises the meat and allows the interchange of flavours from the meat and the liquid. The change that occurs in the cooking process is similar to a filtering process. The external temperature forces the meat juices away from the heat source towards the centre of the meat. When the centre of the meat is hot, the juices release excess water as vapour. This process helps the breakdown of the connective tissue in meat and enables the juices to enter the cooking liquid, giving it flavour.
- The temperature for braising is 180–200°C for meat and 140–160°C for vegetables. To test whether food is cooked, use a skewer; if it can be pushed in with little resistance, the food is cooked.
- If the liquid is too thin, it can be thickened by reduction or with a starch (such as cornflour). If the sauce is too thick, adding more stock will improve consistency.
- The use of thick, good-quality oven gloves will prevent injury when removing the braising pan from the stove or the oven.

Safe and hygienic work practices for braising

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning of cooking utensils and containers.
- Use a pot appropriate to the size of the recipe.
- Use appropriate heat-proof gloves/pot mitt when removing a container from the stove.
- Remember to be careful when lifting or transporting the hot container.
- Beware of removing lids from a braising pan, as steam burns. Ensure that the lid can be moved away from the body.

Figure 10.42 Ensure correct procedure is followed when braising.

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Figure 10.43 Examples of recipes using braising

Suitable recipes

Suitable recipes for braising include:

- braised lamb shanks
- braised artichoke with orange
- ossobuco
- braised Italian chicken with olives and capers.

Associated culinary terms

- **Mirepoix** – evenly diced vegetables, usually a combination of celery, onion, carrot or turnip.
- **Marinade** – used to impart flavour, tenderise and preserve. Can be cooked liquid, uncooked liquid or dry. A reduced marinade is used to intensify the aromatic flavour of some dishes.
- **Larding** – used to improve the flavour of meat before braising. It is the insertion of pork back fat or bacon fat into joints or cuts of meat.
- **Trussing** – the wrapping of meat with butcher's twine to ensure even cooking and to retain the shape of the meat.

Common problems and solutions

- **Loss of liquid or over-thickening** – the temperature is too high during the cooking process or the lid is not tight enough when cooking.
- **Meat has shrunk too much** – the fat or oven is too hot when browning or the meat has been cooked too long.
- **Sauce too thin** – the liquid is not reduced enough, or too little thickening is added, or too much liquid is used at the start of the cooking process.
- **Sauce too dark or too pale** – the meat and vegetables are either burned or not browned enough.

Effect on nutrient value of food

Minimal nutrient loss occurs in this cookery method as all the nutrients lost from meat and vegetables remain in the cooking liquid and are re-used as part of the gravy or sauce for service.

Waste-minimisation techniques

This is a cheap method of cookery due to being suited to cheaper cuts of meat. There is little or no wastage in the final product due to the liquids being used in the sauces.

ACTIVITY 10.3

1 Using food magazines, find three braising recipes:
   a a recipe suitable for an entree
   b a recipe suitable for a main meal
   c a recipe suitable for a dessert.
2 Using a standard recipe card, write out the dessert recipe ready for use in the kitchen.

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Deep-frying

Deep-frying cooks food by fully immersing it in extremely hot fat or oil. This is a fast cookery method and incorporates flavour from the item itself, the coating or batter (if used) and the oil.

Figure 10.44 Deep-fried food

Suitable foods

- Most foods are suitable for deep-frying; however, food coated with a covering (such as batter or breadcrumbs) enables all the juices to be sealed in to retain the tenderness of the food.
- Poultry, meats, fish, vegetables, potatoes, cheese, yeast products and even ice-cream are suitable for deep-frying.
- Vegetables are best deep-fried raw, as the heat of the oil will thoroughly cook them as the moisture in the cells of the vegetables turns to steam.
- Potatoes are one of the world's favourite deep-fried foods in the form of French fries or chips. Other forms of deep-fried potato include matchstick fries, straw fries and wafer potatoes.
- The best method for cooking chips is to blanch sliced potato batons in oil at 150°C until soft and then finish at 190°C until crisp. Season and serve immediately for best taste and presentation.
- If deep-frying frozen food, it should always be fried frozen, never defrosted first, as the food will be soggy and fall apart in the oil.

Suitable coatings for deep-fried food include:

- **paner a l'Anglaise** – a coating of flour, then egg wash (equal parts egg and milk), then breadcrumbs

Figure 10.45 Paner à la Milanaise

- **paner à la Milanaise** – coated with flour, dipped in egg wash, then into a one-third parmesan and two-thirds fresh breadcrumb mix
- **à la Francaise** – coated with milk and flour
- **à l'Orly** – dipped into a thin yeast batter
- **à la Juive** – coated in flour and dipped into beaten egg
- yeast and beer batters
- **velveting** – a slippery coating created by dipping in cornflour and then egg white.

Figure 10.46 Frying food

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Suitable frying mediums include the following:

- **Commercial rendered fats (lard and dripping)** – these are solid at room temperature, have a good keeping quality, are chemically stabilised (hydrogenated) and all impurities and acids have been removed.
- **Compounds** – a combination of hard and soft fats that have a long life. This means they do not break down quickly and have a higher burning point.
- **Vegetable oil** – this is liquid at room temperature; it is easy to handle and has a better draining quality.

Figure 10.47 Oil used for frying

Characteristics of deep-fried food

- Hot oil seals the food and prevents absorption of fat, reduces sticking together and develops colour. Golden brown is the colour terminology.
- The presentation side of a piece of meat or fish is always placed in first.
- Drain all fried food prior to service to remove excess oil appearance and ensure the food has a glossy, crunchy appearance.
- Fried foods are crunchy on the outside with softer textures on the inside.

Utensils and equipment

Commercial equipment varies, depending on the user's requirements. Deep-fryers include gas or electric versions. It is important when buying a commercial deep-fryer to consider the ability to drain used oil, the capacity, accurate thermostatic controls, the ability to recover temperature quickly and whether the filtering is available and easy to use. Some modern equipment has a design called a 'cool' or 'cold' zone – a feature where debris falls into a space below the heating element, preventing food burning on the heating element.

Small equipment used includes spiders, racks, baskets, trays, buckets, chinois and filtering paper.

Some tips for acquiring and using equipment are as follows:

- Do not use equipment containing copper, as this can contaminate the oil.
- Take care with tongs, as hot oil may run up the tong and burn you.
- Caring for deep-fryers extends the life of the equipment. The manufacturer's instructions should be followed to ensure the warranty is valid.
- Deep-fryers should be drained, thoroughly cleaned and dried prior to refilling with fresh oil.

Figure 10.48 Deep fryers should be maintained regularly.

Procedures for deep-frying

- The deep-fryer is the major source of conduction heat when deep-frying using oil. The temperature suitable for deep-frying of most foods is between 177°C and 195°C.
- Food should be seasoned prior to coating.
- The temperature must be hot enough to seal the food as soon as it enters the oil. To test for readiness of oil:

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- Check for a light haze rising from the surface of the oil.
- Place a piece of bread into the oil. If it turns a light brown colour immediately, the oil is hot enough.
- If it turns a dark colour immediately, the oil is too hot and should be allowed to cool down before adding food.

- Ensure the deep-fryer is full only to the recommended level on the vessel. Too much food in the deep-fryer will cause overcrowding and overflowing of the oil.
- The temperature will drop with the addition of food. Use a basket to lower food into the oil to avoid spatters and risk of burns.
- Remove excess coatings prior to cooking.
- Allow oil to recover temperature between batches of food. If oil is not being used, put the deep-fryer on a holding temperature of 90–100°C.
- Use a spider or frying basket to remove food from the oil, and drain well on absorbent paper for the removal of excess oil from each item.
- Strain the oil after every service. This straining removes excess food particles that could burn and flavour the oil.
- Food should be uniform in size to ensure even cooking time.
- Food needs to be chilled after breadcrumb coating to ensure coating adheres to the food. Shake excess crumbs from the food when coating.
- Battered food should be drained to remove excess batter and then slowly lowered into the fryer.
- If food is frozen, add to the fryer in small quantities to enable the oil to regain its temperature.
- Skim the oil regularly to remove food particles.
- Ensure the frying medium is of the correct temperature when adding food. If the oil isn't hot enough, food will absorb oil and lose its flavour.
- Always dry food before adding to the frying medium. Foods high in moisture create steam when cooking, and this causes the fat to bubble and spit.
- Drain food over the deep-fryer to allow excess oil to drip from the food. Then put the food items on absorbent paper away from the deep-fryer to soak up more excess oil.
- Season foods after cooking, then serve immediately.
- The surface of the food should be crisp. Fried foods will cool quickly and cannot be reheated successfully.

Figure 10.49 Fish and chips: a popular deep-fried meal

Safe and hygienic work practices for deep-frying

- Use a spider or skimmer to remove floating particles (food left will cause the fat to deteriorate).
- Filter fat daily after service.
- Ensure the correct level of fat is used in deep fryers according to the manufacturer's instructions.
- Never turn on an empty deep-fryer.
- Do not mix purchased and home-rendered fats.
- Do not add fresh oil to old oil.
- Fat should not be allowed to smoke: this is a fire hazard. Smoking fat is extremely hot and can catch fire easily. It also produces a nasty smell and taste in the oil.
- Do not over-fill or overload a deep-fryer.
- Place food carefully into the hot fat away from the body.
- Keep sleeves rolled down when using fat to prevent burns.
- Never leave hot fat unattended.
- Never operate a deep-fryer unless you are trained and know the safety procedures.
- Ensure knowledge of safety procedures for oil fires. It is important to remember that oil and water do not mix, and that throwing water on an oil fire will make the situation much worse.

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Suitable recipes

Suitable recipes for deep-frying include:

- tempura prawns and vegetables
- pineapple fritters
- battered onion rings
- donuts.

Figure 10.50 Pineapple fritters

Associated culinary terms

- **Sautéing** – refers to the turning over of food while frying in minimal oil to ensure both sides of the food are cooked evenly.
- **Spider** – a circular wire device used for straining.

Effect on nutrient value of food

Fat content in deep-fried foods is high due to fat being the major cooking factor. In addition, fat-soluble vitamins are reduced within the coating and in deep-fried foods.

Waste-minimisation techniques

The use of good-quality food makes for less food wastage. Oil heated to the correct temperature will prevent wastage of food, as will cooking the required amount of food. Excess deep-fried food does not reheat and is not palatable when cold.

Shallow-frying

Shallow-frying is cooking food in a small amount of fat in a pan. These principles include sautéing, pan-frying and stir-frying. Some fried foods are crumbed (coated with breadcrumbs) prior to cooking. When frying foods, it is essential to use food with an even thickness to prevent uneven cooking. Pan-fried foods often leave sediment in the frying pan. The pan can be deglazed with wine or stock to make flavoursome sauces due to the flavour and colour produced by the fried food.

Suitable foods

- More tender foods are suited to this method of cookery.
- Schnitzels, medallions and cutlets are best suited, whereas tougher cuts of meat can be suitable if minced or chopped finely and formed into meat patties. Lean meat is also good for shallow-frying, as the oil keeps it moist. Fillets and whole fish, as well as lobster, squid and prawns, cook well in this fast method of cookery.

Figure 10.51 Tempura

ACTIVITY 10.4

1. Describe an environmentally friendly method of disposal for old and used oil.
2. List the important rules for preparing oil for deep-frying.
3. Outline the safety rules for deep-frying food.
4. Describe the characteristics of deep-fried food.

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- Most vegetables are able to be shallow-fried. In addition, whole or chopped fruits can be shallow-fried.
- Other dishes cooked by this method include egg dishes, omelettes, pancakes, pre-cooked pasta and rice. Eggs need to be fresh to retain their shape when fried.

Characteristics of shallow-fried food

- In shallow-frying, the coating of oil on the food stops it from burning and assists in the distribution of heat to all the food as soon as the cooking process begins. The method of cookery is conduction, where heat is transferred from the heat source through the pan to the food through oil or fat.
- Shallow-frying has an intense flavour developed using oil and the cooking process. The food remains tender and moist on the inside, and is crisp and a golden colour on the outside. Browning occurs when the high temperatures cause the natural sugars in the food to brown, while the crispness is due to the heat driving off the liquids in the coatings or the outer layer of the food.

Figure 10.52 Shallow-fried foods remain tender and moist on the inside while becoming crisp and golden on the outside.

Utensils and equipment

- Frying is cooking food by using a solid cooking surface or the base of a pan. Pans for shallow-frying have low sides and a heavy base.
- Equipment for shallow-frying is required to withstand high temperatures without buckling or melting. Therefore, good-quality pans are required. Palette knives, egg lifters and tongs are used to turn food.
- Use a curved-sided pan if tossing food during the cooking process (such as pancakes).
- A wok is used for stir-frying.
- Some specialist pans are available, such as crepe pans and omelette pans.
- To cook fish, use a pan the size of the fish.

Procedures for shallow-frying

- Pre-heat the pan and oil prior to adding the food.
- A hot pan seals the food and prevents absorption of fat, reduces sticking and develops colour.
- The presentation side of a piece of meat or fish is always cooked first.
- Move the frying pan during cooking, as this maintains an even speed of cooking and browning.
- Season food before cooking as it develops the flavour during cooking.
- Drain all fried food prior to service. Excessive oil on the service plate is not appealing.
- Never crowd food when frying. Adding too much food will lower the whole temperature in the pan, and juices will be released into the oil, reducing any likelihood of a golden colour.
- Turn food over when moisture appears on the food surface.
- Ensure that all preparation is complete prior to shallow-frying, as the oil may burn if you leave it during the cooking process and if you reduce the heat, the food will absorb the oil and be ruined.

Some recipes require sweating to occur. Sweating is when the food is gently cooked in oil to release maximum flavour, without letting the food become brown. This is often done with onions, mirepoix, bacon and garlic.

Safe and hygienic work practices for shallow-frying

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning of cooking utensils and containers.
- Ensure the correct level of fat is used according to the manufacturer's instructions.
- Do not mix purchased and home-rendered fats.

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- Do not add fresh oil to old oil.
- Salt breaks down fat.
- Fat should not be allowed to smoke; this is a fire hazard. Smoking fat is extremely hot and can catch fire easily. It also produces a nasty smell and taste in the oil.
- Place food carefully into the hot fat away from the body.
- Keep sleeves rolled down when using fat to prevent burns.
- Steam rising from the fat can also burn.
- Never leave hot fat unattended.
- Never operate a fryer unless you are trained and know the safety procedures.
- Ensure knowledge of safety procedures for oil fires. Remember that oil and water do not mix, and throwing water on an oil fire will make the situation much worse.

Suitable recipes

Suitable recipes for shallow-frying include:

- crispy fried chicken
- shallow-fried tofu
- crumbed chicken schnitzels
- shallow-fried eggs and tomato.

Associated culinary terms

- **Dry-frying** – food fried on a lightly greased hot plate or shallow pan.
- **Griddle pan** – a thick-bottomed metal plate used to cook steaks, cutlets and chops.
- **Sweating** – the food is partially cooked in butter and oil, which enhances the flavour of the dish. Gentle heat and frequent stirring prevent colouring and enable an even cooking of the vegetables. Usually used in preparing ingredients for soup.

Figure 10.53 Examples of recipes using shallow-frying

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Figure 10.54 Dry-frying

Figure 10.55 Griddle pan

Figure 10.56 Sweating celery, carrot and onion

Common problems and solutions

- **The yolk on a fried egg breaks** – the egg was not fresh or was treated roughly during the cooking process.
- **Sautéed vegetables are broken or discoloured** – frying was too fast or too slow, too many were being cooked at the one time or food was tossed too vigorously.
- **Sautéed meat not brown** – the oil was not hot enough while cooking the meat; the meat was damp prior to cooking or too much meat was cooked in the one pan.

Effect on nutrient value of food

Some fat-soluble vitamins are lost during the cooking process. This method of cooking is relatively high in fat.

Waste-minimisation techniques

Minimal fat is used in this method of cookery; it is mainly absorbed in the food during the cooking process. Waste oil is collected on absorbent paper when draining foods prior to service. It should also be noted that some shallow-fried foods do not reheat well.

ACTIVITY 10.5

1. 'Season the pan' is a common culinary term. Deduce what this refers to.
2. Contrast stir-frying and sautéing.
3. Describe sweating.

Stir-frying

Stir-frying is the most popular Chinese cooking technique, primarily because it is quick and doesn't use much oil. The method of stir-frying involves ingredients being added to a heated pan and moved continually during cooking. Although food normally is stir-fried in a wok, a frying pan can be used as a substitute.

Suitable foods

Suitable foods for stir-frying include:

- **a range of vegetables** – asparagus, beans, bok choy, broccoli, cabbage, carrots, cauliflower, etc.
- **tofu**
- a range of **noodles** and **rice**
- **beef** – blade (boneless), fillet, rib eye, round, sirloin, topside
- **lamb** – eye of loin, fillet, round, topside
- **pork** – loin medallion steaks, rump steaks, leg steaks, loin steaks
- **poultry** – fillet of breast, fillet of thigh, tenderloin
- **seafood** – prawns, scallops, mussels.

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Figure 10.57 Chef stir-frying

Characteristics of stir-fried foods

- Vegetables are of a consistent size.
- Food is crunchy in texture, vivid in colour and glossy.
- The meat is soft in texture and moist.
- All the food's natural colours are enhanced.

Utensils and equipment

- **Wok** – deep pan with round bottom used in several ways. Woks are available in iron, stainless steel and stainless steel with a layer of copper on the bottom. Iron woks heat most evenly, but should be seasoned before using or food will stick. If you don't have a wok, a deep, heavy-based frying pan can be used effectively.
- **All-purpose knives** – used for paring, cutting, slicing, chopping and carving.

Figure 10.58 Woks are often used when stir-frying.

- **Iron palette** – comes in square or round front. Rounded ones are easier to use with Chinese woks. Use for frying, sautéing and basting.
- **Iron spoon** – use back side for mixing food with minimum breakage.

Procedures for stir-frying

- Pre-heat the wok on medium-high to high heat for at least a minute before adding oil. Skip this step if you have a non-stick pan, as it can damage the coating.
- Always drizzle the oil so it coats both the sides and the bottom of the wok. The oil heats faster this way.
- Cook stir-fries uncovered.
- Ensure you have all the ingredients prepared and cut to the same size before you start. This ensures even, quick cooking.
- Never try to prepare food while stir-frying.
- Seasoning in stir-frying is usually done with garlic and ginger.
- If the recipe calls for meat and vegetables, cook the meat on a high heat to seal in the juices first and then set it aside. Never add too much meat at a time and remove when it changes colour. Add the meat back when the vegetables are almost cooked. This ensures the meat is not over-cooked, and that the meat and vegetables retain their individual flavours.
- When stir-frying meat, wait a few seconds before tossing so that it has a chance to brown; when stir-frying vegetables, begin moving them immediately.
- Stir-fry vegetables according to density, with the densest vegetables being stir-fried first and for the longest time. Denser vegetables include broccoli, carrots and eggplant. If possible, wash the vegetables ahead of time to ensure that they have drained and are not too wet. However, if the vegetables are too dry, try adding a few drops of water while stir-frying.
- *Hint:* when adding sauce to vegetables and/or meat, form a 'well' in the middle by pushing the ingredients up the sides of the wok. Add the sauce in the middle and stir to thicken before combining with the other ingredients.
- Always serve the stir-fried dish immediately.

Safe and hygienic work practices

- Follow correct personal hygiene rules prior to cooking.

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- Ensure cooking utensils and containers are clean before use.
- Beware of splattering hot oil when cooking.
- Keep sleeves rolled down to prevent burns.
- Be aware that steam rising from the wok can also burn.
- Do not overfill or overload a wok.
- Place food carefully into the wok, away from the body.
- Never leave a hot wok unattended.
- Never operate a wok unless you are trained and know the safety procedures. This is essential in a commercial cookery premises.
- Ensure knowledge of safety procedures for oil fires. Remember that oil and water do not mix and throwing water on an oil fire will make the situation much worse.

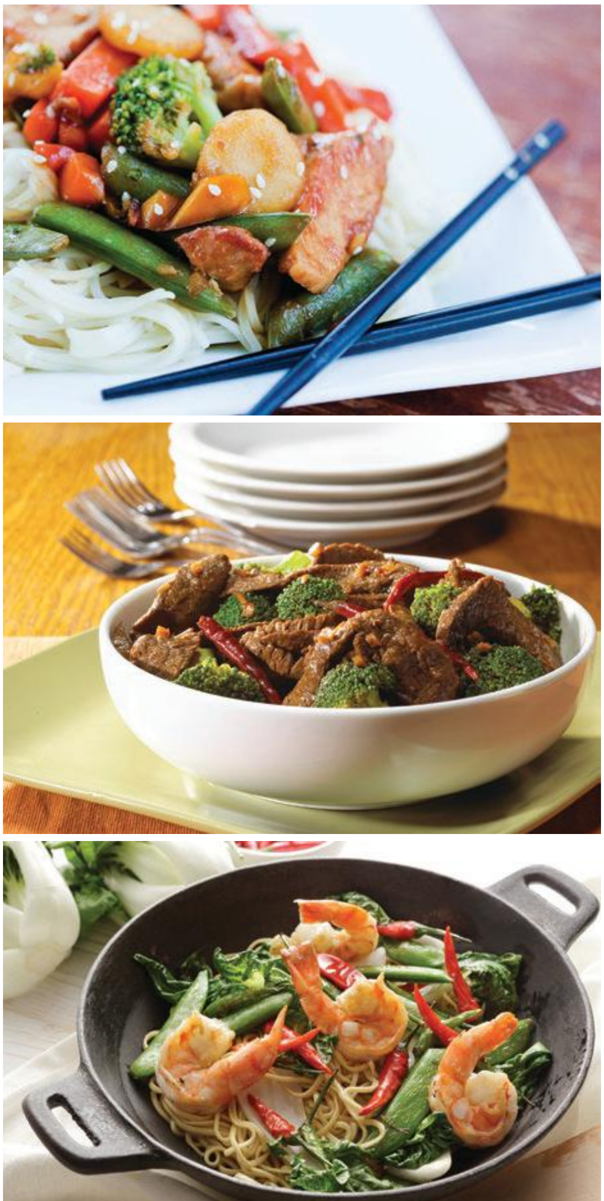

Figure 10.59 Examples of stir-fried recipes

Suitable recipes

Suitable recipes for stir-frying include:

- teriyaki chicken stir-fry
- beef and broccoli stir-fry
- vegetable stir-fry
- hoisin udon noodles
- prawn and bok choy stir-fry.

Associated culinary terms

- **Boa technique** – the wok is heated to a dull red glow. With the wok hot, the oil, seasonings and meats are added in rapid succession with no pause in between. The food is continually tossed, stopping for several seconds only to add other ingredients such as various seasonings, broths or vegetables. When the food is deemed to be cooked, it is poured and ladled out of the wok. The wok must then be rinsed quickly to prevent food residues from charring and burning the wok bottom because of residual heat.
- **Chao technique** – similar to the Western concept of braising.

Common problems and solutions

- Do not overfill or overload a wok. Too much food in a wok will reduce the effectiveness of the stir-fry method and cause an increase in liquid from the food, acting as braising not stir-frying.
- Keep the temperature high enough and ensure movement of the vegetable ingredients while cooking. A low temperature will not result in good stir-frying.
- Cook meat separately and ensure browning prior to turning. Meat will only be 80 per cent cooked before removing, and will finish cooking when returned to the wok after the vegetables are cooked.
- Ensure vegetables are even sized for cooking, or larger vegetables will be undercooked at service.

Effect on the nutritional value of food

Stir-frying is a nutritious cookery method. All nutrients remain due to the cooking process; because the ingredients are cooked rapidly, they retain much of their vitamin and mineral content. It is also a low-fat method of cookery due to the pan being so hot that it is possible to stir-fry with very little fat.

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Waste-minimisation techniques

The use of good-quality food makes for less food wastage. Oil heated to the correct temperature will prevent wastage of food, as will cooking the required amount of food.

Excess stir-fried food does not reheat well and is not as palatable when cold.

ACTIVITY 10.6

1. Design and produce a stir-fry using five ingredients.
2. Photograph the result and create a recipe card.
3. Your recipe card is an example of your hospitality employability skills. Include it in your personal résumé as evidence of your skills and competencies.

Pan-frying

Pan-frying is a dry-heat cooking method whereby food is semi-submerged in hot oil in a pan on the stove top. Unlike deep frying, where the food is completely immersed in oil, pan-frying requires the oil to be no higher than half the height of the food. Another important distinction is that in pan-frying the food touches the bottom of the pan.

Figure 10.60 Pan-fried lamb cutlets

Suitable foods

Suitable foods for pan-frying include tender cuts of meat and delicate meats like cutlets, short-loin and middle-loin chops, eye of short loin, lamb fillet, rump chops and steaks, thick flank and topside steaks. Lamb schnitzel, lamb topside and silverside steaks are also good to pan-fry, as are fish and shellfish.

The food must be less than 2.5 cm thick. Thin cutlets are the best.

Characteristics of pan-fried foods

- Can be glossy in appearance.
- Colour is bright and golden brown in tone.
- Have crisp outer texture and are tender and moist on the inside.

Figure 10.61 Pan-fried polenta

Utensils and equipment

- **Stainless steel deep-fry pans** – allow rapid browning and deep-frying, as they have good heat-resistance properties. The easy cleaning and maintenance features make stainless steel the most sought-after component for making utensils.
- **Deep-fry pans** – nicely sloped pans with shallow sides allowing moisture to escape easily for better frying results. These pans can be plain or have a non- stick coating. Rugged and durable, the polished finish of stainless steel deep-fry pans do not tarnish or corrode.

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Figure 10.62 Pan-fried potato

Procedures for pan-frying

- For even cooking, ensure meat is of even thickness. Some cuts (e.g. lamb cutlets, schnitzels) can be batted out or lightly pounded with a meat mallet to flatten them slightly. First cover the meat with plastic wrap to prevent the mallet sticking to it.
- Pat meat dry before frying. Wet meat will not brown well. Drain marinated meat well before frying, then blot dry with paper towels. When pan-frying thin slices or strips of beef or lamb, a protective coating keeps meat moist and aids browning. Coat with flour or a flour/spice mixture immediately before cooking. Some other coatings are cornflour, pea flour, and beaten egg or egg whites and breadcrumbs.
- Use a suitably wide pan so that meat is not crowded during cooking. Too much meat added to a small pan reduces temperature and slows cooking.
- Place the food in the oil, wait until the first side is browned, turn immediately and then cook until the second side browns.
- The second side requires less time since the food is hotter than when you started.
- Later batches of food will also brown more quickly due to the degradation of the oil and food contaminating it.
- Strain out food particles between batches and add additional fresh oil if necessary.
- Do not save the oil and re-use it.
- For frying, use clean, fresh fat or oil. Heat oil/fat to the correct temperature before putting meat in. It should 'haze' or shimmer, not smoke. If oil is too cool, food can absorb it and meat will not brown quickly enough. During frying, adjust temperature to keep heat moderate to high so food sears quickly without burning.
- To keep food crisp after frying, drain it well on absorbent paper.

Safe and hygienic work practices

- Follow correct personal hygiene rules prior to cooking.
- Ensure cooking utensils and containers are clean.
- Beware of removing food, as the pan still contains hot oil.
- Be careful with removing oil residue from the pan.
- Pour oil away from the body when cleaning the pan.

Suitable recipes

Suitable recipes for pan-frying include:

- crumbed lamb cutlets
- pan-fried fish sole fillets with lemon and parsley
- pan-fried chicken
- pan-fried salmon lemon and capers.

Figure 10.63 Examples of recipes using pan-frying

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Associated culinary terms

- **Frying mediums** – various oils and fats that do not burn at high temperatures and have a long life are most commonly used for frying.

Figure 10.64 Oils are most commonly used when pan-frying.

- **Frying pans or skillets** – the base of a skillet should be thick so that the heat spreads evenly and food cooks at the same speed without burning. Copper and cast iron frying pans are preferred because they conduct heat evenly.

Figure 10.65 Frying pan

Common problems and solutions

- Do not overcrowd the pan – cook a large quantity of food in batches.
- If food is too thick, the surface of the food will burn before the centre is cooked – slice foods thinly and evenly.
- When adding food to hot oil, the temperature of the oil will drop. Adding a lot of food will lower it so much that it cannot recover quickly enough before sufficient steam is produced to prevent the oil from infiltrating the food.
- Allow refrigerated food to warm to room temperature before introducing it to the oil.

Effect on the nutritional value of food

All ingredient nutrients are maintained in the cooking process. This is due to the rapid cooking technique. Only some fat-soluble vitamins are lost.

Waste-minimisation techniques

- The use of good-quality food makes for less food wastage. Oil heated to the correct temperature will prevent wastage of food, as will cooking the required amount of food.
- Excess pan-fried food does not reheat very well.

Grilling

Grilling is where food is cooked by radiated heat directed from above or below the food. The source of the heat can be gas, electricity or charcoal.

Suitable foods

- Any fruit or vegetable is suitable for grilling.
- Fish should be scaled, skinned and the fins cut off. Whole, small, round fish, flat fish and fillets are suitable for grilling on grill plates or under a salamander.
- Meat to be grilled needs to be the right size, tender and trimmed of unwanted fat, bones and sinew. Lamb chops, pork cutlets and medallions, beef sirloin steaks, T-bone steaks and fillet steaks are suitable for grilling. Ham steaks, bacon and ham are also suitable for all types of grilling.
- Tomatoes, onions and pineapples are suited to grilling on a grill plate and under a salamander, whereas mushrooms and eggs are only suited to flat-top plates.

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Characteristics of grilled food

- Grilling is a quick, healthy and easy method of cooking.
- Grilling produces tasty food that is digested easily.
- Grilled foods do not reheat well, as they tend to dry out and toughen.
- Use more tender, expensive cuts of meats when grilling.

Utensils and equipment

A large range of grills exists. Some of the types available are:

- **charglo griller** – gas-fired with hot rocks under the grill
- **grill or griddle plates** – flat, solid plate heated by gas or electricity
- **charcoal grill** – heated by hot charcoal under the grill
- **infrared or contact grill** – a double-sided electric grill
- **salamander** – overhead grill, powered by gas or electricity
- **barbecue kettles** – gas, electric or charcoal-fired.

Figure 10.66 Grilling is quick, healthy and easy.

Procedures for grilling

- Always pre-heat a grill before adding food.
- Lightly oil the grill to prevent food from sticking and seal the meat immediately. The grill plate needs to be hot to seal and colour the food instantly.
- When grilling, use tongs rather than a fork to turn the food. Forks pierce the food and allow juices to escape.
- Cooking times will vary according to the type of food, size, thickness and physical properties of the food. The degree of doneness is a personal preference in grilling. Other factors that influence the cooking time are the initial temperature of the food (whether it has been taken straight from the refrigerator or is closer to room temperature) and the distance between the food and the heat source.
- Red meat requires high heat to seal and then, like white meat, a moderate temperature to cook right through. Always choose good-quality, tender foods and ensure the grill plate is clean.
- Always cook fish separately from other meats as they each have a strong flavour that can overpower other foods.

Figure 10.67 Grilled vegetables

Safe and hygienic work practices for grilling

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning of cooking utensils and containers.
- When grilling, use tongs.
- Always remember that the grill is a hot area, and use caution when placing and removing food.
- Preparation is very important when grilling to ensure ease of movement around the grill area.

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Figure 10.68 Grilled skewers

Figure 10.70 Trellised grilled chicken

Suitable recipes

Suitable recipes for grilling include:

- grilled prawns
- grilled seasonal vegetables
- grilled sweet corn and vegetable kebabs
- grilled caramelised peaches.

Associated culinary terms

- **Trellising** – the marking of meat by searing or cutting a trellis or lattice pattern on the surface.
- **Broiling** – an American term referring to food grilled under a salamander.
- **Barbecuing** – food cooked on bars over hot coals or on a hotplate.
- **Gratinating** – browning or glazing a cooked dish under a salamander or in a very hot oven, typically using breadcrumbs or cheese.

Figure 10.69 Examples of recipes using grilling

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Figure 10.71 Barbecues are a form of grill.

Common problems and solutions

- **Meat not browned** – the temperature of the grill was too low.
- **Fish dry and with a bad appearance** – it is over-cooked, the temperature was too high in the cooking process and there was not enough covering over the fish prior to cooking.
- **Mushrooms dry** – not brushed with enough oil or held too long before service.

Effect on nutrient value of food

Grilling results in little loss of nutrients; however, some fat-soluble vitamins are lost with well-done red meats.

Waste-minimisation techniques

Little or no waste results from this method of cooking, due to individual portion sizes being used in the initial cookery process. However, reheating of excess grilled food is not highly successful, as foods tend to become dry and tough.

ACTIVITY 10.7

Design a summer menu based on the main cookery style of barbecuing. This menu is required for a 21st birthday party for 30 people.

Poaching

Poaching is the principle of cookery where food is submerged completely in liquid just below boiling point. There should be no visible movement of the liquid when cooking is in progress.

Figure 10.72 Poached eggs

Suitable foods

Suitable foods for poaching include the following:

- **Meat** – use tender cuts such as fillet or sirloin.
- **Offal** – pre-cook delicate offal (such as brains and sweetbread) before poaching in a **court bouillon**, as this helps to retain the food's structure during the cooking process.
- **Eggs** – best cooked in a deep pan with the water just below simmering. This will allow the egg to float and retain an oval shape. Salt added during the cookery process will stabilise the egg protein and add flavour, whereas vinegar enhances the colour and keeps the egg white firm.
- **Seafood** – large, whole fish should start in a cold court bouillon to enable the cooking process to be even, whereas small fish and cutlets should be started in a hot court bouillon.

court bouillon an acidic, aromatic liquid used for poaching

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- **Poultry** – best cooked in a boiling liquid (usually stock) to seal in the flavour and retain moisture. For service while hot, serve immediately from the stock to prevent drying out. If required cold for service, keep in liquid to retain moisture.
- **Fruit** – fresh or dried fruits are poached in stock syrup. Fruit will tend to float due to its buoyant nature, often resulting in discolouration and an uneven cooking process. To keep fruit submerged, use a **cartouche**, a circle of greaseproof paper used to cover the surface of the liquid. A plate smaller than the diameter of the pan may be used to hold it down. Suitable fresh fruits for poaching are peaches, pears, plums, apricots, apples, figs, cherries, blackberries, gooseberries and pineapple. The dried fruits that are suitable include prunes, apples, pears, apricots and figs. Dried fruit is best soaked overnight in cold water to reconstitute it prior to poaching. (Reconstitution is the regaining of shape and texture of the food.)

cartouche a circle of greaseproof paper used to cover the surface of food to stop it from drying out or discolouring

Figure 10.73 Poached fish

Characteristics of poached food

- Tender and good-quality produce will remain tender during the poaching process.
- Tough cuts of meat will retain their toughness if poached.
- Food remains moist and has a glossy appearance from the poaching liquid.

Utensils and equipment

Utensils and equipment for poaching are pots and saucepans, spoons, ladles, spatulas, baskets and fish kettles. Cleanliness of the equipment is essential to prevent discolouration of the food. Equipment must retain and regain heat efficiently. It must not react to acidic poaching liquids.

Procedures for poaching

1. Heat the liquid to boiling point and reduce the temperature until little liquid movement is occurring.
2. Gently lower food into the cooking liquid (except for whole large fish; see ingredient information below). Cover according to food item.
3. Allow food to remain in liquid until cooked.
4. Remove the food and reserve liquid for sauce if required.
5. Food needs to be completely immersed during the cooking process.
6. Temperature should be maintained at 93–95°C, or just below simmering. At this temperature, there is little movement in the liquid, which ensures the food is undisturbed while cooking. Higher temperatures toughen the protein, break up textures and shrink delicate foods.

Poaching liquids

- **Court bouillon** – an aromatic liquid, which enhances the flavour of the food being poached. Court bouillon contains acid

Figure 10.74 Poached pears

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(vinegar, lemon juice or white wine). The acid stabilises the protein and can affect the colour of the food.
- **Stocks** – should relate to the food being cooked (e.g. chicken stock is used for poaching chicken breasts).
- **Stock syrup** – used for poaching fresh or dried fruits.
- **Milk** – used for some desserts or fish, such as smoked cod.

Safe and hygienic work practices for poaching

- Follow correct personal hygiene rules prior to cooking.
- Ensure cooking utensils and containers are clean.
- Beware of removing lids from saucepans when contents are poaching, as steam burns. Remove lids away from the body.

Figure 10.75 Examples of recipes using poaching

Suitable recipes

Suitable recipes for boiling include:
- Eggs Benedict (using poached eggs)
- poached peaches and raspberries
- poached salmon seasoned with lemon and fresh dill
- poached whole trout.

Associated culinary terms

- **Submerge** – to place food below water or other liquid.
- **Immerse** – to put food into water or other liquid.
- **Cartouche** – a circle of greaseproof paper used to keep moisture in and food submerged (see below for instructions on making a cartouche).

How to make a cartouche to fit a round pan

1. Fold a square sheet of greaseproof paper into quarters.
2. Fold diagonally again to form a triangle.
3. Repeat the folding a few more times until you make a narrow dart shape.
4. Place the tip of the dart over the centre of the pan and make a mark on the paper where it reaches the edge of the pan, then cut along this mark.

Figure 10.76 Fold and cut a sheet of greaseproof paper to fit a cartouche to a round pan.

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Common problems and solutions

- **Poached fish is too rubbery or tough** – the temperature of the liquid is too high.
- **The food breaks up** – the temperature of the liquid is too high and the food has become over-cooked.
- **Fruit is discoloured** – fruit was not fully submerged during the cookery process or oxidation occurred during preparation (oxidation occurs through exposure to air after peeling – for example, in apples).

Effects on nutrient value of food

- There is a loss of water-soluble vitamins in this cookery process. Vitamins B and C are affected.
- The making of stocks, sauces, gravies and soups from the leftover liquid will help retain the vitamins otherwise lost.

Waste-minimisation techniques

Re-use the poaching liquid where possible.

ACTIVITY 10.8

Test the effects of several poaching liquids on the structure, colour and texture of a poached egg. Suggested poaching mediums include:

- chicken stock
- water with vinegar
- water with salt
- water with sugar.

Roasting

Roasting is where food (in particular, large pieces of meat) is cooked in an oven. Spit-roasting involves rotating large pieces of meat on a spit within an oven, or above or next to a heat source. The meat is basted during the cooking process with fat from the item roasting or extra melted dripping, lard or oil.

Suitable foods

- Most joints of good-quality, tender meat (with or without the bone), game and poultry are suitable for roasting. Root vegetables are also suitable for roasting.

Figure 10.77 A roast chicken

- Spit-roasting is best when using whole carcasses, very large joints or whole chickens.
- Pot-roasting is suitable for most joints of meat, poultry and feathered game.

Characteristics of roasted food

- Basting of roast meat provides colour and prevents it from drying out.
- Meat is tender, depending on the quality of meat roasted.
- Meat and vegetables remain moist, with a crust on the outside.

Figure 10.78 Roasted leg of pork with crackling

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Utensils and equipment

- Roasting requires specific roasting pans and racks; the pans have low sides to prevent moisture from collecting around the food. The size of the pan is important, as it requires a pan large enough for the roast, but not too large. If the dripping is spread too thin on the bottom of the pan, it will burn.
- Ladles, spoons and meat forks are essential for basting the roast during the cooking process, as well as for moving the roast.
- A thermometer is used to check whether the roast is done. It is essential when reading the thermometer that it does not touch a bone or fat, as this will make the reading inaccurate.
- The main equipment required is the oven. It is necessary to have the shelves in the right position and to ensure that the oven itself is big enough for the roast. In addition, foil is used to cover areas of the roast that could dry out or over-cook.

Procedures for roasting

trussing the wrapping of meat using twine or elastic net to make it hold its shape and allow even cooking

- Roasting is a simple technique. The meat usually requires trimming or **trussing** prior to cooking.
- To ensure the food is cooked to perfection, selection of the temperature is important. Temperature selection depends on the type of meat, its size and shape, and the quality of the meat, the fat content and the desired degree of doneness. A higher temperature will seal the meat juices within and promote a brown crust. Meat conducts heat slowly and if too high a heat continues for too long, the meat will dry out. Therefore, you should reduce the oven temperature once the desired colour is reached. Poultry is always cooked well-done to prevent any possible transmission of bacteria.
- There are many methods of roasting. Each chef has preferences regarding positioning of the meat – some prefer the meat fat side up so the fat self-bastes the meat, while others prefer meat to be the other way around, and use a spoon or baster to scoop the fat and baste the meat.
- In spit-roasting, it is difficult to control the temperature due to the size of the meat and the means of suspending the meat above the fire to cook. Pot-roasting is done in an enclosed ovenproof vessel in an oven. Slow-roasting is roasting for a long period of time in specially designed ovens between the temperatures of 80°C and 100°C. The meat is sealed and browned, and retains its size due to less weight loss from meat juices being lost.

Safe and hygienic work practices for roasting

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning of cooking utensils and containers.
- Use a pot appropriate to size of the recipe.
- Use appropriate heat-proof gloves when removing containers from the oven.

Figure 10.79 Examples of recipes using roasting

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- Beware of removing the roasting pan from the oven.
- Remember the weight of roasting content when removing it from the oven.

Suitable recipes

Suitable recipes for roasting include:

- traditional French roast chicken and seasonal vegetables
- roasted leg of lamb and vegetables
- slow-roasted pork shoulder with leek seasoning
- sirloin roast beef.

Associated culinary terms

- **Carry-over cooking** – the continuation of cooking when the roast is removed from the oven. The internal heat continues the cooking process.
- **Trussing and netting** – wrapping the meat using twine or elastic net to hold it in shape and allow even cooking.
- **Needle test** – a meat skewer is inserted into the thickest part of the roast. The colour of the meat juices indicates the degree to which the meat is cooked.
- **Meat thermometer** – indicates the internal temperature of the meat. It is an accurate measure of doneness.

Figure 10.80 Meat thermometer

- **Tests for doneness** – the customer's preference for the doneness of meat.
- **Sauces and accompaniments** – sauces, gravy and food traditionally served with roasts.

Common problems and solutions

- **Weight loss of roast** – varies with the degree of doneness and method of cooking.
- **Food tough and dry** – could be over-cooked; oven temperature was too high; meat was not basted enough; turning was not completed; meat needed larding; meat not suited to roasting.
- **Surface of the meat is burnt** – initial temperature was too high; trussing not completed correctly; over-exposure to heat.
- **Surface of the meat not brown** – oven not hot enough.

Figure 10.81 Ovens should be pre-heated well before use.

Traditional accompaniments for roasts

The following are the accompaniments traditionally served with particular roasts:

- roast lamb – mint sauce and gravy
- roast mutton – onion sauce and gravy
- roast pork – sage and onion stuffing, apple sauce and gravy
- roast veal – thyme, lemon and parsley stuffing and gravy
- roast beef – Yorkshire pudding, horseradish and gravy
- roast chicken – thyme, lemon and parsley stuffing and gravy
- roast duck – sage and onion stuffing, apple sauce and gravy
- roast turkey – chestnut or parsley stuffing, bread sauce, gravy, cranberry sauce or jelly
- roast game – cranberry sauce.

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Effect on nutrient value of food

Minimal nutrient loss occurs in this cookery method, as all the nutrients lost from meat and vegetables remain in the cooking liquid and are re-used as part of the gravy or sauce for service.

Waste-minimisation techniques

There is little wastage in roasting, as all the meat can be used. Fat is removed prior to cooking or after the cooking process. However, the fat can be used in the basting process during the cooking of the roast.

ACTIVITY 10.9

Roast meals traditionally were served as Sunday lunch in Australian society.

1. Investigate why this tradition has changed.
2. Describe how the roast cookery style is used in today's menu planning.

Steaming

Steaming cooks food with heat in the form of steam surrounding the food. The pressure is either atmospheric or high. The food is suspended above boiling liquid and steam rises to move around the food. The steam should be contained within the cooking vessel.

Suitable foods

Foods suitable for atmospheric steaming include:

- **meats** – tender cuts
- **poultry** – any type, whole or portioned
- **fruit** – dried only (fresh fruit deteriorates and loses colour)
- **vegetables** – most vegetables (some green vegetables will discolour)
- **seafood** – any type, whole or portioned
- **puddings** – sponge puddings.

Foods suitable for high-pressure steaming include:

- **meat** – any tough cuts
- **offal** – tongue and oxtail
- **poultry** – broiler hens
- **vegetables** – frozen vegetables. Steaming is best suited to foods that can be cooked without deterioration of colour, texture and flavour.

Steaming vegetables is faster and retains more ascorbic acid (vitamin C) in the cooking process than boiling. Steaming is very successful in the cooking of poultry; however, it is not as successful with other types of meat.

Figure 10.82 Steamed vegetables

Characteristics of steamed food

- Foods have a bright appearance and good, clear colour.
- Vegetables have a crisp, firm texture, depending on the length of time steamed.
- Green vegetables should only be steamed for short periods of time, due to the loss of chlorophyll (green colouring) from the vegetables, resulting in poor visual appearance if over-cooked.

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Figure 10.83 Steamed dumplings

Figure 10.84 Steamed broccoli and cauliflower

Utensils and equipment

Utensils used for steaming include convection steamers, high-pressure steamers, combi-steamers, perforated trays, baskets, lids and tongs. Convection steamers are atmospheric, fan-forced steamers in which steam is evenly distributed. These include Chinese bamboo and metal steamers, fixed steaming cabinets and saucepans with steaming baskets and fixed lids. Ensure steamers are well sealed and the lid remains on during the cooking process.

For safety and efficiency, high-pressure units are sealed and will not operate until locked closed. Combi steamers roast and steam the food. The pressure and steam are controlled in selected ratios to increase moisture in roasted meats, for example. Perforated trays allow the steam to surround the food and cook evenly. Pre-heat the steamer prior to use, enabling the cooking process to start immediately.

In atmospheric steaming, the steam induced into the chamber is in a continuous flow and pressure is built up slowly. The food cooks by steam a little above the normal atmospheric temperature of steam (103°C). In high-pressure steaming, the steam within the cooking chamber increases with pressure, cooking the food rapidly. A safety valve releases pressure when needed. Steaming is a nutritional method of cookery, as the food retains its natural flavours and nutrients.

Procedures for steaming

1 Prepare food as desired.
2 Place water in the lower section of the steamer and bring it to the boil. Water must be kept boiling during the entire cooking process. Replenish water when required with boiling water to maintain steam level.
3 Place food on the perforated tray. Ensure the steamer has a tight seal to prevent loss of steam. Ensure there is space around food to allow the steam to move around the food and cook it.
4 When food is cooked, remove from the steamer. Be careful removing the lid; lift it towards your body so the steam goes away from the body and doesn't burn you.

Figure 10.85 Steamed greens

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Safe and hygienic work practices for steaming

- Follow correct personal hygiene rules prior to cooking.
- Ensure cooking utensils and containers are clean.
- Beware of removing lids from steaming units as steam burns. Ensure the lid can be moved away from the body.

Suitable recipes

Suitable recipes for steaming include:

- steamed cod and warm potato salad
- steamed pork dumplings
- steamed cabbage rolls
- steamed chocolate pudding.

Associated culinary terms

- **Direct steaming** – where the food is in direct contact with the steam.
- **Indirect steaming** – where there is a barrier between the food and the steam.

Figure 10.86 Examples of recipes using steaming

Common problems and solutions

- **Steamed pudding is heavy** – wrong proportions of ingredients; high-pressure steaming may have suppressed the raising agent in the dough.
- **Green vegetables are flavourless and not crisp** – started in a cold steamer or over-cooked.
- **Vegetables are not cooked equally** – uneven portion sizes.
- **Steamed pudding is soggy** – needs wrapping to prevent moisture from entering the pudding.
- **Steam has a higher temperature than boiling water** – burns and scalds can occur if incorrectly using equipment. Take care when lifting lids and remove lids towards the body to prevent steam from hitting the face and body.

Safe and hygienic work practices for steaming

- Stand at the hinged side when opening a steaming cabinet.
- To reduce pressure in a pressure cooker, remove from the heat source and open the valve.
- Always wipe out steamer cabinets after use.
- Always check safety valves for corrosion and blockages before use.

Effect on nutrient value of food

This is an extremely nutritious method of cookery, as there is less nutrient loss than with any other method. The food's natural colours, flavours and vitamin C remain stable.

Waste-minimisation techniques

This is an energy-efficient method of cookery, as it is faster than boiling and economical to use.

There is very little waste from the food prepared. Water used that was not turned into steam can be re-used when the cookery process is completed.

ACTIVITY 10.10

1. Make a cartouche.
2. Find six recipes that require a cartouche to be used in the cookery process.
3. Describe the main purpose of a cartouche when producing a dish for service.

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Stewing

Stewing is the principle of cookery where the food is covered with liquid and cooked slowly. It is a long process, giving concentrated colour and flavour to the food and sauce.

A stew is a combination of solid food ingredients that have been cooked in water or another water-based liquid, typically by simmering, and that are then served without being drained.

Suitable foods

Foods suitable for stewing include:

- **tougher/cheaper cuts of meat** – lamb, beef, pork and chicken
- **fish** – fresh, ocean or shellfish (using a slow heat)
- **vegetables** – garlic, tomatoes, capsicum, zucchinis and all root vegetables such as potatoes and onions
- **fruit** – including apples, rhubarb, figs, peaches and pineapple.

Figure 10.87 Beef stew

Characteristics of stewed foods

- Stewing is suitable for the least tender cuts of meat, which become tender and juicy with the slow moist heat method.
- Cuts with a certain amount of marbling and gelatinous connective tissue produce moist, juicy stews, while lean meat can easily become dry.
- The vegetables are characteristically tender, due to the slow cooking process, and very nutritious with the retention of all the nutrients in the cooking medium.

Utensils and equipment

Equipment used in stew production includes bratt pans and casserole dishes. The choice of pan or dish depends on the amount being stewed. Use a plastic or wooden spoon, as metal can discolour the food being prepared. Beware of splatters, as the heat of the stew will cause a burn. Have two people work together when transporting or removing food from large pans.

Figure 10.88 Beef goulash

Procedures for stewing

- Food prepared for stewing is cut into even, bite-sized pieces. Meat is sealed and browned by shallow-frying in hot oil. The shallow-frying seals the meat, and the juices from the meat caramelise in the pan. These sediments flavour and colour the stew. The sediments are loosened from the pan base by the liquid used in the stew. This is called **deglazing**, and can be done with wine, stock or water. The ingredients are covered with a liquid and medium heat applied to begin the cooking process.
- Seasoning and flavourings are added prior to cooking. However, the use of salt is not required until the end, as the natural salts

deglazing adding liquid such as stock or wine to a pan to loosen and dissolve food sediments on the bottom

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in the meat gradually flavour the stew. The tougher cuts of meat that are used in stewing become tender during the cooking process.
- The connective tissue in the meat breaks down during the long cooking time, softening the meat (collagen converts to gelatine). This slow cooking also allows the flavours from the other ingredients to combine with the meat flavours. Reduction of the liquid intensifies the flavour of the stew.
- Food should be cut into 3 cm cubes.
- Brown and seal meat for brown stews.
- Never boil stews.
- Use appropriate stock and thickening agents.
- Cover fruit stews with a cartouche.
- Blanch meat for a blanquette (white stew), as blood causes a grey colouring.
- Season meat prior to sealing.
- For fish stews, cut pieces larger in size and cook gently.
- A stew can be left to cook unattended for long periods of time before serving.
- Stews can be made in advance and reheated, which can actually improve the flavour.

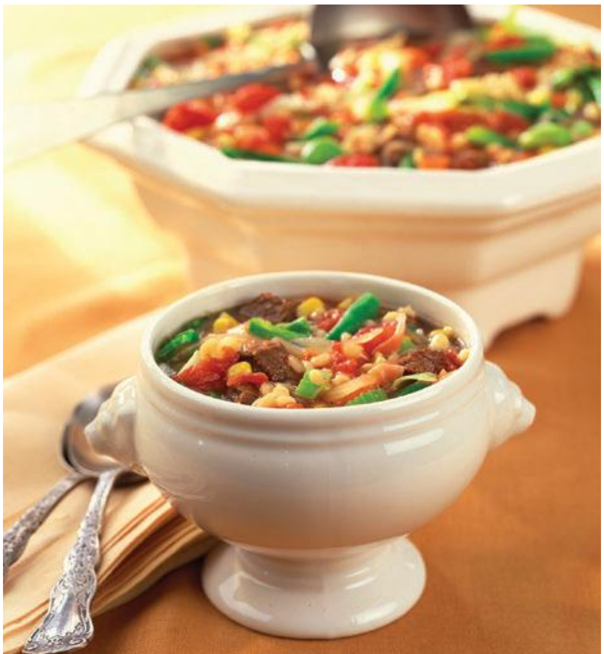

Figure 10.89 Beef and vegetable stew

Safe and hygienic work practices for stewing

- Follow correct personal hygiene rules prior to cooking.
- Ensure cleaning of cooking utensils and containers.
- Use a pot appropriate to the size of the recipe.
- Use appropriate heat-proof gloves when removing containers from the stove.
- Beware of removing lids from a stewing unit, as steam burns. Ensure lids can be moved away from the body.

Suitable recipes

Suitable recipes for stewing include:

- Chinese braised beef
- ratatouille
- stewed peaches
- Irish lamb stew.

Figure 10.90 Examples of recipes using stewing

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Associated culinary terms

- **Roux or beurre manié** – dough consisting of equal parts of butter and flour.
- **Blanch** – cover meat with cold water and bring to the boil, then drain and refresh under cold running water.
- **Bouillabaisse** – a French fish soup/stew.

Figure 10.91 Bouillabaisse

Brown stews are made with pieces of red meat that are first seared or browned. A browned mirepoix (and sometimes browned flour) plus liquids such as stock and wine are added, and the dish is simmered gently until tender.

Figure 10.92 Brown stew

White stews, known as blanquettes or fricassees, are made with lamb or veal that is blanched, or lightly seared without colouring, and cooked in stock.

Figure 10.93 White stew

Common problems and solutions

- **Stew is light brown when it should be white** – stock too dark; meat and vegetables allowed to colour during shallow-frying; roux over-cooked; stew burned during cooking process.
- **Meat is tough** – meat under-cooked; meat too tough for length of cooking time.
- **Sauce is too greasy** – stew not skimmed adequately; fat not trimmed from meat; stew left standing too long prior to service.

Effect on nutrient value of food

There is little nutrient loss from the ingredients in the process of stewing, as all the vitamins remain in the liquid used in the sauce or gravy for service.

Waste-minimisation techniques

This is a cheap method of cookery, good for tough cuts of meat. All the ingredients used remain when the stew is complete, enabling ingredients to be tender and flavoursome.

ACTIVITY 10.11

Stewed fruit is an economical method of preserving fruit when it is plentiful and in season. Research and summarise stewing recipes suitable for the following fruit:

1. mulberry
2. pear
3. strawberry
4. apple
5. apricot.

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Microwaving

Microwaving is the process of cooking in a microwave oven. This is an oven in which food is cooked, warmed or thawed by the heat produced as microwaves cause water molecules in the foodstuff to vibrate.

This kitchen appliance cooks food by passing an electromagnetic wave through it; heat results from the absorption of energy by the water molecules in the food.

Microwave ovens are very compact, and do not require extraction canopies.

A magnetron in a microwave oven generates electromagnetic waves of very high frequency and very short wavelength – hence the name 'microwave'.

When food and similar substances are subjected to microwaves, they absorb energy and heat very quickly. The actual heating takes place by molecular friction within the food itself. This is why the surrounding area does not get hot. Because different foods absorb microwaves at different rates, the heating time varies.

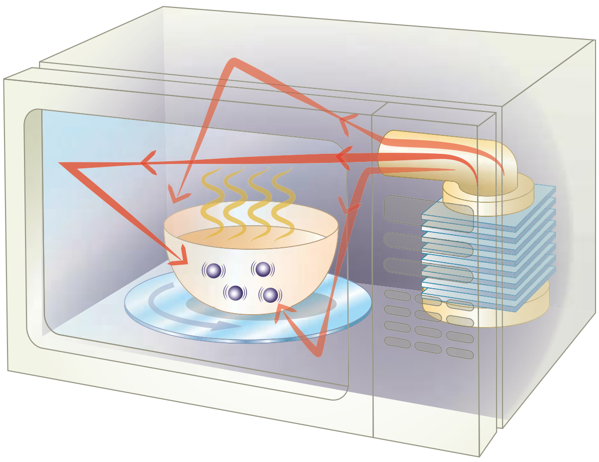

Figure 10.94 Cooking in a microwave oven

Suitable foods

- Most foods are perfectly suited to everyday microwave cooking.
- Microwave ovens are not suitable for cooking red meats, but good results can be obtained with poultry, fish and foods with an open, porous texture.
- Dense (thick) food (such as boiled potatoes) takes longer to heat than lighter food such as zucchini. The food must be matched for size and density to achieve even heating.
- Frozen food placed in a microwave will thaw and heat unevenly because the ice crystals reflect the waves. With raw food, there is a danger that thawed patches will start to cook before other parts are thawed completely.

Figure 10.95 Microwaves are often used for reheating food.

Characteristics of microwave food

- Little or no water or fat is necessary to cook in the microwave; therefore, health-conscious cooks can control the fat content of healthy dishes precisely.
- It is fast, convenient and saves money because less energy is used to cook food.
- Vegetables generally retain more of their heat-sensitive nutrients in the microwave, especially when they are steamed or cooked without immersion in water.

Figure 10.96 Microwaving vegetables

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- Hot food can be boosted to correct serving temperatures.
- Food can be kept cold, and single portions can be heated to order, thus keeping the food fresher.
- By combining a microwave oven with conventional cooking appliances, cooking times can be shortened.

Utensils and equipment

Special equipment is not necessary to microwave, but it is important to use microwave-safe containers and utensils.

Suitable for use are:

- glass, ceramics, regular dinnerware, stoneware, pottery
- paper towels and napkins
- waxed paper
- paper or styrofoam plates and cups
- plastic wrap, storage bags and cooking bags
- straw and wood
- most hard and soft plastics – look for a 'microwave safe' label
- boxes lined with paper or plastic.

Not suitable for use are:

- anything made or partly made from metal
- pots and pans
- twist-ties
- aluminium foil or foil tins
- fittings (screws, handles, clamps, etc.) on glass, wood or pottery
- thermometers, unless they are microwave safe
- certain dinnerware, such as melamine plastic and dishes with metal trim.

Procedure for microwaving

- Following recipes is important.
- Accurate timing is essential. An error of 30–60 seconds' over-exposure can cause over-heating and spoiling.
- Microwaves can penetrate food to about 4 cm thickness.
- Large loads can increase the heating times due to the fact that the available energy in the microwave is fixed. For these reasons, the size, shape and thickness of the food must be standardised to even up the heating time as much as possible.

Safe and hygienic work practices for microwaving

- Cover food in containers to prevent spillage and splatter.
- Clean microwave after each use.

Suitable recipes

- microwave stuffed potato
- microwave two-minute eggs and tomato
- easy fruit cake
- microwave stuffed apples

Figure 10.97 Microwave stuffed apples

Table 10.1 Helpful microwave equipment

Trivet	• Fits inside its own dish or in another microwave dish. • Keeps foods like pizza, egg rolls and sandwiches crisp and dry. • Can be replaced by an inverted plate in a baking dish.
Dome	• Prevents spatters and retains moisture during microwaving. • More convenient and less expensive than plastic wrap or waxed paper. Can double as a casserole dish if it doesn't have vent holes on the top.
Ring mould	• Available in fluted and straight-sided styles. • The preferred shape because microwaves can reach every part of the food when arranged in a ring. • Ideal for cakes, quick breads and other foods.

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Associated culinary terms

Table 10.2 Microwave cooking terminology

Method	How to do it	Why
Stir	Move a spoon from the outside to the centre of the dish.	• Evens the temperature in the food. • Shortens cooking time. • Mixes ingredients so they can thicken.
Cover	Cover food by using waxed paper, plastic wrap, a glass lid, paper towels or a dome.	• Prevents spattering. • Shortens cooking time by holding in heat. • Affects the texture of the finished food by holding in steam.
Vent	Fold or roll back one corner of the wrap.	• Allows excess steam to escape so some foods do not get soggy. • Prevents a build-up of excess steam that may cause the food to burst open.
Pierce	Poke holes in thick-skinned foods (like potatoes) or thick membranes (like egg yolks) with a fork to make holes in the food.	• Prevents a build-up of excess steam that may cause the food to burst open.
Rotate or turn	Turn the dish cooking in the microwave a quarter or half a turn halfway through the total cooking time. Most microwaves have a carousel that continuously turns the food while it is cooking.	• Cooks food more evenly.
Standing time	Allow the food in the dish to sit on the counter (with the lid on) for a set time after it has cooked in the microwave.	• Allows food to continue to cook inside even after the microwave oven time has expired.
Arrange	Place in a ring with smaller and thinner pieces towards the centre of the dish. Thicker or denser foods are placed along the outside edge of a dish.	• Maximises even penetration of microwaves into all sides of a food that has an uneven thickness. • Increases the amount of microwave energy penetrating thicker or denser foods.
Turn over	Flip food over so the side that was down now faces up.	• Ensures more even heating, especially during defrosting.

Common problems

- The pastry of pies and tarts containing moist fillings becomes soft and loses its texture because of the steam generated from the filling. If these goods are exposed to radiant heat such as an infrared light, the crispness of the pastry can be restored, but long exposure will lead to dryness.
- Other pastries can be heated successfully, but they tend to dry out if kept for any length of time.

Waste-minimisation techniques

- Small quantities of food can be heated very quickly. It is particularly suitable for heating pre-plated or ready-to-eat food. If it is used correctly, there is no loss of flavour.
- Waste can be avoided by heating food only when required.
- Microwaving generally uses less heat for a shorter time, preserving nutrients in the food.

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ACTIVITY 10.12

Measuring is the key to success in the preparation of recipes. Different food sources require different measuring methods.

Describe how to measure the following:

1 minced lamb
2 brown sugar
3 honey
4 olive oil
5 sour cream
6 condensed milk
7 pumpkin
8 strawberries.

Waste-minimisation, environmental considerations and storing reusable by-products

Waste minimisation techniques and environmental considerations relating to food preparation are important factors to consider. Reducing waste is a major environmental priority for many businesses today. Some factors to take into account when planning and preparing menu items include:

waste minimisation reducing the amount of food discarded or not used to keep costs low and refuse to a minimum

- correct portion control of all meals in order to reduce food waste
- correct storage, handling and preparation of foodstuffs in order to reduce spoilage
- use of offcuts and recycling of food where possible for stocks/soups and sauces to reduce waste and unnecessary costs
- accurate measurements and calculations of all ingredients to reduce waste
- using recyclable products where possible to reduce the environmental impact of businesses
- resource efficiency in all areas of the food preparation, including only running appliances when necessary in order to reduce carbon footprints
- ensuring all food suitable for re-use is stored correctly.

Reusable products from a menu or function need special attention to reduce the possibility of micro-organism contamination. Excess produce or products prepared for a menu, if suitable, can be re-used under the following conditions:

- Ensure food is stored correctly, including packaging and labelling – date and time stored and/or 'use by' date.
- Ensure there has been no possibility of contamination by any source, including time, temperature control, physical or environmental contamination. Ensure the food is appropriately identified and timed out of temperature control.
- Ensure the four-hour, two-hour rule is implemented, so food is disposed of appropriately after four hours.

Figure 10.98 Fresh produce

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Identifying problems with the cooking process and taking corrective action

The identification of, and ability to fix, problems with the cooking process are crucial in commercial kitchens. It is necessary to identify problems with the cooking process promptly and take corrective action as soon as possible.

Many problems can occur with the texture, colour, flavour, viscosity and aroma of the food being cooked. These problems are commonly due to incorrect procedures or improper use of equipment in the cooking process. Being able to anticipate potential issues will help avoid or limit the seriousness of problems. To reduce problems, it is necessary to check temperatures, times, methods of cookery and ingredients prior to cooking. The selection and/or use of utensils and equipment are also important.

Strategies to deal with a range of problems when preparing food are required for the normal running of any business. These strategies are known as contingency plans. Problems with ingredient quality, available commodities, meals produced and the cooking process are key issues about which it is important to be aware. The shortage of food items, spillages, mistakes and equipment failure can all contribute to the failure of prepared food at any business, so staff members need to have the ability to adapt to changes and use their initiative to solve problems within a short timeframe. This ability comes with experience and knowledge of food.

Working with colleagues to ensure timely preparation of dishes

Team-building and effective teamwork are basic principles to ensure timely preparation and efficiency from the kitchen to the front of house to the customer.

Team-building generally refers to the selection, development and collective motivation of result-oriented teams. Features and characteristics of successful teamwork include:

- identification of purpose and aim of team
- goal-setting
- planning and organising work routines.

Teamwork will only be successful if there is a cooperative working environment. This environment needs to include:

- good communication
- mutual respect
- understanding of roles and responsibilities
- positive working relationships
- application of codes of conduct, and workplace policies and procedures
- teamwork.

There are many negative consequences of not maintaining positive and effective working relationships. These include loss of business, loss of staff, accidents/unsafe work practices and customer dissatisfaction. Therefore, it is necessary for the key areas of food production, food and beverage, and front of house to have good relationships and an understanding of each key area's needs and expectations.

Workflow

Effective **workflow** management is vital to ensure the smooth running and operation of your kitchen. Workflow plans identify the precise steps of a task, enabling staff to quickly and effectively complete these steps, saving time and energy, and providing an organised and effective working environment. Features of effective workflow management include:

workflow the precise steps of a task, involving logical sequences, organisation, time constraints and cooperation

- logical sequence
- time efficiency
- planning and organisation
- time constraints
- cooperation.

Following these workflow steps will improve efficiency within the kitchen and among the service team, and ensure fast and efficient service. When teams work as a cohesive unit, the

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entire establishment is likely to be efficient and successful. The relationship that develops between food production, food and beverage, and room service reflects the workings of the establishment. For cooperative work between kitchen and front-of-house colleagues, it is necessary to ensure timely preparation of dishes. The result is a fully functioning kitchen that requires minimal energy but delivers maximum efficiency and quality.

The effect of poor workflow on colleagues, customers and the workplace is huge – it retards the growth of the business, results in poor customer service and produces excessive stress, staff conflict, higher absenteeism and loss of profits. Therefore, it is essential for businesses to ensure they maintain a high standard in their workflow.

10.5 Present and store dishes

Presentation of food

Figure 10.99 Presentation of food is essential to the success of a dish.

Food presentation is just as essential to the success of a dish as its taste and flavour. The way the food looks on the plate is what tempts our eyes and makes us want to taste it. Before we eat with our mouths, we eat with our eyes. Visual appeal is just as important as the tasting experience of the food. This is an important part of the customer's dining experience. Making an effort to plate food in a thoughtful way also makes guests feel special and honoured.

Considerations when plating food

Figure 10.100 Consider what crockery, service-ware and utensils will suit your dish when plating.

- Present dishes using appropriate crockery, service-ware and utensils.
- Consider the temperature of the food and the crockery for service.
- Placement of food should use odd numbers – food items in even numbers look strange on a plate.
- Only fill about two-thirds of each plate with food. The rest of the plate should be left empty. The negative space will provide contrast with the food, making it look more appetising.
- Creating a texture contrast is a good way to draw the eye.
- Present food according to standard recipe card.
- Use appropriate sauces and garnishes or decorations.

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- Use the outside rim of the plate as a border, like a picture frame.
- Cutlery, glasses and linens will enhance the overall appearance of the dish on the table.
- Remove grease marks, spills and drips from the service plate.
- Use a bright white plate: the food really stands out, its colours seem more vibrant and it makes the food more appealing. A plate of food looks most appealing when there is a high level of contrast in colours.

Garnishes

- A garnish is an item or substance used as a decoration or embellishment accompanying a prepared food dish or drink.
- A garnish can give added or contrasting flavour or smell.
- Garnishes add visual impact of the plate, and flavour and texture to the meal.
- Add garnishes and accompaniments according to standard recipes.
- All garnishes must be edible – non-edible garnishes are viewed as a choking hazard and rarely used.

Figure 10.101 Garnishes add to the impact of the dish.

Current trends in preparation, presentation and service of food

Some recent food trends include:

- locally sourced produce
- produce grown by the restaurant
- vegetarian, vegan and organic food
- American-style burgers
- barbecue
- food served in deconstructed form
- foods layered to add height; it is common to see food layering in restaurant
- food served at the table to be completed by diners – for example, dry iced herbs and butter in a mortar and pestle
- preparation of food in view of guests – the chef is part of the dining experience
- degustation and set-price menus for service
- healthier food options
- customers being exposed to new and interesting foods on the market
- a mix of materials for service – wood, glass, slate and ceramics
- looking beyond traditional service vessels like plates and bowls to see what else is available – for example, a slate board traditionally used as a cheese plate could become a new way to serve a first course.

Plating really depends on the occasion. Plating for Christmas would be different from plating for a birthday celebration.

Bright colours and patterned plates are common practice, depending on the style of service.

Note: Keep up with food styling trends. Remember that styles change within the space of a few years or even months, so keep up to date with current ideas.

Complex garnishes and towers or stacks of foods were in vogue at one point. Trends tend to fade while the classic method of plating food so that it looks fresh and delicious never goes out of style.

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Food restaurant trends

Recent restaurant trends include:

- mobile venues including 'pop-ups' and mobile food trucks
- eat streets
- outdoor venues including floating bars and rooftop venues
- modernist and minimalist venues.

Figure 10.102 Food trucks are a popular restaurant trend.

Commercial kitchen work environment

Commercial kitchens incorporate cooking stations and appropriate equipment to operate the stations. The type of cuisine offered by the restaurant and the preparation techniques of the restaurant's head chef determine the style of stations in the commercial kitchen.

- Commercial kitchens vary, depending on the needs of the food premises. They range from large commercial premises at resorts and large hotels suitable to serve 1000 covers to small-scale premises catering for just 30 covers at any one time.
- Catering organisations have commercial kitchen set-ups, but these will vary depending on the style of catering company and menu selection.
- Kitchens vary depending on whether the restaurant is permanent or temporary – such as a pop-up restaurant.
- Fixed, large and small scale equipment and food preparation areas vary in each commercial kitchen set-up, due to differences in the style of the food businesses.
- For all commercial premises, hygiene and cross-contaminations issues arise; however, consistency and following all WHS guidelines and safe food regulations will ensure the business runs smoothly.
- Food safety and hygiene are the most important issues for any food premise. All cleaning services need to be at the highest level.
- It is essential to ensure all work areas are clean.
- Disposal of store surplus and reusable by-products required to ensure safe food preparation and service. This should be completed according to organisational procedures, environmental considerations and cost-reduction initiatives.

Commercial kitchens are under industry standards for the presentation of the kitchen premises. They require safe work practices, training and techniques, including safe posture, manual handling and safe work techniques for using, cleaning and maintaining all equipment.

Figure 10.103 Waiter collecting food for service

Figure 10.104 Table ready for service

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Unit summary

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

- initiatives and enterprise skills to minimise wastage
- literacy skills to read menus, recipes and task sheets
- numeracy skills to:
  - calculate the number of portions
  - weigh and measure ingredients
  - determine cooking times and temperatures
- planning and organisational skills to work in a logical and planned way
- problem-solving skills to respond to problems in the cooking process
- self-management skills to work in the kitchen
- technology skills to use food preparation and cooking equipment.

Unit activities

1 Describe what commodities are.

2 Describe how the hospitality industry ensures that quality products are used.

3 Food is cooked through the action of heat by various methods. Explain the following terms:
  - a conduction
  - b convection
  - c radiation.

4 Recall the two main categories of cookery.

5 Describe what combination cookery is.

6 Contrast blanching and simmering.

7 Using oil as a cooking medium requires special attention. Identify and list the work safety practices that need to be observed when cooking with oil.

8 Contrast the boa and chao techniques when cooking in a wok.

9 Identify and list some foods suitable for grilling.

10 What is a cartouche? Describe how to make one.

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Unit 11

Clean kitchen premises and equipment

Unit code: SITHKOP001

Some performance criteria removed that duplicated content of related unit SITHACS101 – Clean premises and equipment

Prerequisite unit:

This unit must be assessed after the following prerequisite unit: SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

10 hours

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Unit overview

This unit introduces the key skills, knowledge and performance requirements necessary to clean and maintain kitchens, food preparation areas and storage areas in a hospitality or catering operation. The types of chemicals, techniques and equipment required to effectively and safely clean these areas will also be examined.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• read and interpret workplace documents and diagrams related to: – safety and waste-disposal procedures – safety data sheets (SDS) and product instructions for cleaning – agents and chemicals.
Writing skills to:	• complete orders to replace out-of-stock cleaning materials.
Oral communication skills to:	• report infestation incidents, providing specific information regarding pest waste and discussing approaches to treatment.
Numeracy skills to:	• follow simple dilution requirements for chemicals and cleaning products, and calculate ratios in order to make them up.
Learning skills to:	• locate key information in cleaning schedules and procedures manuals.
Planning and organising skills to:	• efficiently sequence the stages of cleaning kitchen equipment and premises.
Self-management skills to:	• manage own speed, timing and productivity • recognise a chemical accident and follow safety procedures to avoid food contamination.
Technology skills to:	• use automatic dishwashers and reassemble kitchen equipment after cleaning.

Key terms

chemical accidents
clean
cleaning agents and chemicals
cleaning equipment
cleaning schedule
kitchen equipment
linen
maintain
safe and hygienic work practices
safety data sheet (SDS)
sanitise
waste disposal

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11.1 Clean, sanitise and store kitchen equipment

The importance and purpose of cleaning regimes and maintenance services are essential in the hospitality industry to ensure that hygiene and safety levels comply with legislation and regulations. In addition, the overall quality of service provided by every hospitality business is highly dependent on cleaning services. For customers to receive the best service possible, all areas and equipment need to be **clean** and well presented. This service results from organised staff with good time and task management skills, including:

clean free from dirt, unsoiled, unstained, free from foreign matter

- planning and organising
- efficiently sequencing stages of cleaning kitchen premises and equipment
- cleaning within commercially realistic timeframes.

The importance and purpose of cleaning regimes is for the cleaning of kitchen premises and equipment as a component of food safety. Effective and thorough cleaning schedules are the result of the frequency of nominated tasks. Cleaning schedules change due to the needs of the establishment.

Figure 11.1 Schedule regular cleaning for each piece of equipment.

The schedules can be:

- daily
- weekly
- monthly
- other.

Consideration of the timing for the cleaning process is necessary. Specific cleaning is completed at times suited to the hospitality business and its specific requirements. Cleaning can be completed:

- during service period
- at end of service period
- at end of shift.

Tasks to be completed vary and may involve:

- daily cleaning of the commercial kitchen
- weekly cool room cleanout
- monthly dry store clean
- quarterly exhaust system cleaning.

Figure 11.2 Cool room cleaning should be performed weekly.

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Select and prepare cleaning agents and chemicals according to product instructions

As well as federal and state government standards regulating food safety and environmental standards that must be met, there are a range of work health and safety (WHS) procedures relevant to cleaning and **maintaining** kitchen premises. These include:

maintain to keep in a condition that meets standards and requirements

- the use of protective clothing and personal protective equipment (PPE)
- manual handling safe work practices
- safe handling and storage of chemicals, poisons and dangerous materials
- hazard identification and control
- an understanding of the need to take reasonable care and responsibility for the safety of others
- provision of information, instructions and training
- the establishment's own standard procedures and work practices.

WHS guidelines provide general principles for the implementation of the regulations and legal requirements relating to a specific hazard or activity in the workplace.

Employees and employers require knowledge of the range of cleaning and sanitising agents and chemicals that are available and the WHS guidelines that relate to the specific substances being used.

Every cleaning agent requires the user to read and follow the instructions and requirements on the label. This includes using the correct quantities, PPE and **cleaning equipment** to ensure safe practice.

cleaning equipment tools or machinery used for the purpose of cleaning – that is, to remove or reduce dirt, dust, bacteria and moulds from objects

It is essential to follow WHS guidelines and regulations relating to cleaning agents, chemicals and equipment usage in order to ensure the safety of users and others.

The WHS laws were developed using the model WHS laws developed by Safe Work Australia. SafeWork administers and provides advice on the:

- *Work Health and Safety Act 2011 (WHS Act)*
- Work Health and Safety Regulation 2015 (WHS Regulation)

Figure 11.3 Correct methods of cleaning procedures are in place to avoid injury or strain, or other accidents.

Figure 11.4 Use PPE when handling chemicals.

The *WHS Act* sets out the legal obligations that must be complied with to provide for the health and safety of workers.

In the workplace, you may be required to use the following cleaning agents:

- **general all-purpose sprays** – used to remove common waste and stains on most surfaces.
- **disinfectants** – chemical agents used to destroy or inhibit the growth of harmful organisms. These are commonly used in bathrooms and on garbage receptacles

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to reduce the spread of harmful germs. Gloves should always be worn when using disinfectants.

- **cream cleansers** – smooth, thick liquid scouring agents used to remove heavier stains or grime from surfaces.
- **bleaches** – chemical agents used to whiten or remove colour from textiles, paper, food and other substances and materials. Chlorine, sodium hypochlorite, and hydrogen peroxide are contained in bleaches. Gloves must be worn when handling bleaches.
- **detergents** – any group of synthetic, organic, liquid or water-soluble cleaning agents that (unlike soaps) are not made from fats and oils. Detergents are commonly used to wash crockery and glassware.

Figure 11.5 Wash crockery and glassware.

- **abrasives** – substances used for grinding or polishing, such as pumice or sandpaper.
- **polishes** – substances containing chemical agents or abrasive particles that are applied to smooth or shine a surface. Polishes are commonly used on woodwork such as tables.
- **glass cleaners** – detergents, solvents and other additives are mixed in varying proportions to produce glass cleaners. Glass cleaners are used to clean glass objects such as windows and glass table-tops.
- **degreasers** – substances that commonly contain caustic soda. They are used to remove grease and oil, and commonly are used in kitchen areas on cooking utensils, ovens and cook-tops. Special care and protective equipment should be used when handling degreasers.
- **pesticides** – used to kill harmful vermin or plants. Pesticides are used especially in agriculture and around areas where humans live. Some are harmful to humans, either from direct contact or as residue on food, or harmful to the environment because of their high toxicity. Pesticides include fungicides, herbicides, insecticides and rodenticides (e.g. rat poison). Pesticides should only be applied by trained professionals.

Warning!

Caustic soda is capable of burning, corroding and destroying skin and living tissue.

Figure 11.6 Pesticides are used to kill harmful animals or plants.

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The importance of product labels and material safety data sheets

Safety data sheets (SDS) (previously called material safety data sheets, or MSDS) provide detailed information about hazardous substances that are used in the workplace. They provide more details than labels found on chemicals and hazardous substances, including safety requirements and first aid responses. Manufacturers and suppliers of hazardous substances provide SDS for users of their products.

safety data sheet (SDS) (previously called a material safety data sheet (MSDS), a document that provides information on the properties of hazardous chemicals and how they affect health and safety in the workplace

When using chemicals in a commercial setting, it is necessary for the user to be familiar with the SDS relating to the chemicals being used. All employers and employees must have access to SDS and be aware of the following factors before handling particular cleaning and sanitising products:

- Directions and precautions for use must be read thoroughly and understood.
- Recommended dosages and dilution of chemicals need to be adhered to and followed accurately – double-check and have someone else check quantities for safety purposes if using very sensitive chemicals.
- Safe-handling requirements, including PPE, must be followed where and when required.
- Knowledge of first aid procedures and access to first aid equipment are essential.
- Correct disposal methods should be used – follow WHS guidelines and SDS.
- Suitable storage measures are vital – ensure all chemicals are kept in their original containers and in a recommended storage position.

The information relating to each specific chemical is different, so all staff need to be aware of the safety requirements for each cleaning and sanitising agent or chemical they are using.

SDS should be displayed clearly on site, and staff should have access to them at all times in case they are unsure. Training on the use of SDS is a priority for all persons on their initial site visit. When people are dealing with chemicals on a regular basis, it is crucial to remain updated on all information contained in the SDS.

Figure 11.7 Stay informed and updated on all information in the SDS.

ACTIVITY 11.1

Go online and visit the Safe Work Australia website. Read the information on personal protective equipment (PPE) and complete the following activities.

1. Define PPE in your own words.
2. Examine the following: What standard of PPE is required? What are the problems with using PPE? What is the role of the person conducting a business or undertaking (PCBU)?
3. Examine whether people at a workplace other than the workers need to use PPE.

Clean and sanitise kitchen equipment to ensure safety of food prepared and served to customers

It is important to understand the differences between cleaning and sanitising. Cleaning involves scraping, rinsing, washing and rinsing again to remove all traces of soap. To **sanitise** involves sterilising an area using anti-bacterial sprays/wipes or a sanitising product after cleaning. Sanitisers are available from chemical suppliers. Bleach is the basis of most sanitising products. Heat is also a sanitiser when water or oven temperatures exceed 75°C.

sanitise sterilise an area using anti-bacterial sprays/wipes or a sanitising product after cleaning

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Cleaning, sanitising and disinfecting

Cleaning

Clean means 'clean to the touch' and free from any dirt, dust or food particles that you can see and with no smell. Cleaning is the removal of these particles and/or smells.

To clean:

- Get rid of anything that you can see on the surface – for example, grease, food scraps, dust and spills.
- Do this by sweeping, scrubbing, vacuuming, mopping and wiping.

Sanitising

Sanitise means to apply heat and/or chemicals to a surface so that the number of bacteria on the surface is reduced to a level that is safe for food contact. Sanitisers are ineffective if food residues and detergents are present. Sanitising reduces the number of invisible germs to safe levels on food-contact surfaces, but doesn't kill them all.

To sanitise:

- Spray, rinse or wipe the surface or item with a food-grade chemical sanitiser.
- Use heat, steam or boiling water to kill germs.
- When you are using heat, steam or boiling water, be careful not to burn or scald yourself.

Disinfecting

This is a process through which most or nearly all micro-organisms (pathogenic or not) on clothing, hard surfaces and/or wounds are killed through the use of chemicals, heat or ultraviolet rays.

The difference between sanitising and disinfecting

Sanitising is reducing germs on inanimate surfaces to levels considered safe by public health codes or regulations.
Disinfecting is destroying or inactivating most germs on any inanimate surface.

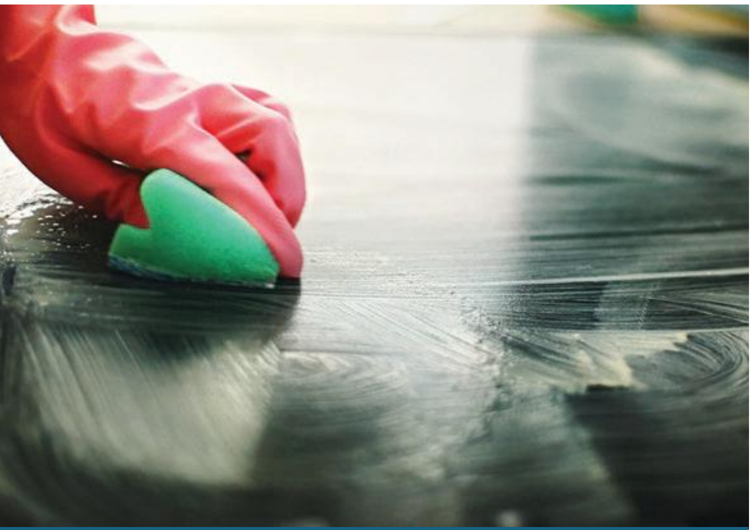

Figure 11.8 Cleaning is the removal of dirt and food particles and smells.

Although you should always clean and sanitise equipment according to the manufacturer's instructions, some basic steps need to be followed when cleaning equipment. These are shown in Table 11.1.

The following are some basic cleaning and sanitising procedures for equipment you will encounter in most commercial kitchens:

- **Large fixed equipment small equipment.** Follow specific cleaning instructions from the manufacturer. This includes fittings and appliances: stove, oven, microwave, dishwasher and extraction fan. Dismantle equipment where necessary. Be careful, as some equipment may cause harm if not

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Table 11.1 Six steps to effective cleaning and sanitising

1 Pre-clean	• Remove dirt and food by sweeping, scraping and wiping or rinsing with water.
2 Wash	• Use warm water and detergent. Soak if necessary.
3 Rinse	• Rinse off detergent and any remaining food or dirt.
4 Sanitise	• Sanitise to eliminate/reduce micro-organisms to safe levels.
5 Final rinse	• Rinse off sanitiser (if necessary).
6 Dry	• Air-dry, or use a single-use towel or clean tea-towel.

Don't waste water

1. Don't leave taps running when you are not using them.
2. Rinse in a container with clean water rather than rinsing under running water.
3. If taps are dripping, inform your supervisor so the problem can be fixed.
4. Only use as much water as you need.
5. Use cold water rather than hot if possible, as this will save electricity.

handled correctly when dismantled – for example, sharp blades from a food processor.

- **Utensils and cutlery.** Use a dishwasher according to the manufacturer's instructions, or wash and sanitise manually. To clean kitchen utensils and cutlery, you could use mild detergent or sanitiser. To clean pots and pans, you could use a heavy-duty detergent.
- **Crockery, glassware and service-ware.** Use a dishwasher according to the manufacturer's instructions, or wash and sanitise manually. To clean crockery and glassware, you could use mild detergent and sanitiser, or wash in the dishwasher using dishwasher detergent.
- **Premises – work areas/surfaces and storage areas.** To clean food storage areas (cupboards, freezer, fridge/cool room and storeroom), food preparation areas (benches) and garbage/waste area, first remove all foreign objects, then clean all surfaces and crevices with detergent and sanitise areas. Wash all removable components in a commercial dishwasher.

  Note: If fridges and freezers are defrosted regularly, they will work better and use less electricity.
- **Surfaces, including floors, walls, windows and shelves.** See Table 11.4 for specific needs with regard to cleaning surfaces – clean and sanitise using specific cleaning equipment and liquids.

Table 11.2 How to clean a cool room

1 Pre-clean	• Move food from the cool room to other refrigeration if possible. • Remove any food matter or debris on the floor, walls or shelving.
2 Wash	• Wash the interior (including shelving and seals) and exterior walls with a food-grade detergent and hot water.
3 Sanitise	• Rinse and sanitise with a food-grade sanitiser.
4 Dry	• Rinse and allow to air-dry.
5 Clean up	• Replace food if you have moved it.

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Table 11.3 How to clean a garbage bin

1 Pre-clean	• Clean up anything that has fallen out of bins onto the floor. • Remove the bin liner, with rubbish, from the bin. Tie the top and dispose of the rubbish correctly. • Wipe away loose dirt from outside and inside the bin with a cloth.
2 Wash	• Scrub the outside and inside of the bin and lid with detergent and hot water. • Wash the area around the bin, such as floors and walls.
3 Sanitise	• Rinse the kitchen bins with hot water and disinfect them. • Hose out commercial bins with cold water and disinfect them. Use a nozzle spray to save water.
4 Dry	• Rinse, allow to air-dry and fit with a new bin liner.
5 Clean up	• Wash your hands thoroughly after you have finished.

Table 11.4 How to clean floors

1 Pre-clean	• Put up a 'Wet Floor' warning sign. • Sweep to get rid of visible dirt. Collect the dirt in a dustpan and put it in the bin.
2 Wash	• Fill a mop bucket with hot water and add detergent. • Clean the floor with a rag mop using a 'figure 8' movement. • Change the water as needed.
3 Sanitise	• Get a fresh bucket of warm water and add sanitiser. • Mop the floor again.
4 Dry	• Leave floor to dry.
5 Clean up	• Remove the 'Wet Floor' sign after the floor is dry. • Wash mops in hot, soapy water and a sanitiser, then leave them to air-dry.

Table 11.5 How to clean benches

1 Pre-clean	• Take food off the bench and store it away from the cleaning area. • Sweep off any crumbs or other food scraps and put them in the bin.
2 Wash	• Wipe down with warm water and a detergent, using a cloth or sponge.
3 Sanitise	• Spray with a food-grade sanitiser. • Leave for the time specified by the manufacturer, then wipe off.
4 Dry	• Leave to dry.
5 Clean up	• Wash cloths and sponges in hot, soapy water and a sanitiser, then leave them to air-dry.

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Figure 11.9 Put up 'Wet Floor' sign before mopping.

Figure 11.10 Sanitising ensures clean surfaces

Figure 11.11 A clean kitchen

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Table 11.6 Cleaning requirements for kitchen equipment

Benches	Twice daily and between raw and cooked foods	Morning and afternoon	• Wash with hot, soapy water and a scourer sponge. • Sanitise and wipe with a soft cloth.
Utensils	After use and between raw and cooked foods	As required	• Wash, sanitise and dry in the dishwasher.
Meat slicer	After use and between raw and cooked foods	As required	• Take apart before washing. Follow the instructions on the slicer. • Wash, sanitise and dry in the dishwasher.
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.
Floors	Daily and as required	Before close	• Sweep. • Mop with hot, soapy water that has a sanitiser in it.
Walls	Weekly	Monday morning	• Wash with a wall mop and mild detergent.
Refrigerator	Daily and as required	Morning	• Wipe down with hot, soapy water and a soft sponge. • Sanitise and wipe with a soft cloth.
Storeroom	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.
Sinks	Twice daily and as required	Morning and afternoon	• Wash with abrasive cleanser and a scourer. • Sanitise and wipe with a soft cloth.
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. Use the trigger nozzle.
Cool room	Fortnightly	Every second Monday morning	• Follow instructions for entry into the cool room on the wall outside. • Mop the floor with hot, soapy water. • Wash the shelves with hot, soapy water and a scourer sponge.

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Figure 11.12 Cleaning equipment correctly and frequently is important when running a clean and efficient kitchen.

Washing linen

linen articles or garments made from linen or a similar cloth, such as cotton (e.g. napkins, sheets and tablecloths)

Items called **linen** are usually made from linen, cotton, polyester or other fabrics. Linen includes tea-towels, aprons, tablecloths and napkins, uniforms, oven mitts, cleaning cloths, serving cloths, sheets and towels.

- Always check the care instructions of the linens, as they may vary and not following them can easily damage the fabric.
- Don't use scalding hot water – it quickly wears out towels, sheets and other linens.
- Also avoid water that is too cold – it doesn't remove bacteria and dust mites effectively.
- Always use warm water.
- Fill the washing machine to 80 per cent capacity – over- or under-filled loads can lead to quicker linen wear.

Guidelines for sorting linen

- Separate the linen according to how it is washed – for example:
  - Anything that will come in contact with food, such as tea-towels, must be washed and sanitised separately.
  - Separate cleaning cloths, as these must be washed separately.
  - Wash white linen separately from coloured linen.
  - Wash large items (e.g. tablecloths) separately from small items (e.g. napkins).
- Remove loose dirt, such as crumbs, from the linen before washing.
- Separate damaged items – for example, torn tablecloths and burned tea-towels.
- Separate items with stains – for example, grease, red wine or blood – as these will need special treatment.
- Put soiled linen into laundry bags and label them clearly.
- Count the linen after you have sorted it to make sure the correct amount is sent back from an external laundry.
- Always wash your hands after handling soiled linen.
- Sort soiled linen in an area where there is no food or food equipment present.
- When removing soiled linen from the kitchen area, keep it in a closed container. Take a route that avoids food areas and areas where there are guests.

Types of cleaning equipment

The range of cleaning equipment available to hospitality businesses is extensive. Each piece of equipment plays a specific role in the cleaning and maintenance of commercial kitchens.

Use of cleaning equipment should be specific to the selection for task (functions) and follow safe use/operation according to the manufacturer's instructions, including correct maintenance and storage.

The following is the most commonly used equipment.

- **Dishwashers.** These are mechanical devices for cleaning dishes and eating utensils. Large heavy-duty dishwashers are available for use in commercial establishments, such as hotels and restaurants, where a large number of dishes must be cleaned. Commercial machines can wash a rack of dishes in just a few minutes. Commercial dishwashers are large-scale pieces of equipment that vary in size, depending on the size of the kitchen premises. The cleaning of the dishwasher should take place daily to ensure it has been cleaned and sanitised according to the manufacturer's instructions. Dishwashers should be dismantled for periodic cleaning and maintenance.
- **Pressurised steam and water cleaners.** These use the high-pressure force of the water or

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cleaning agents and chemicals any materials with a chemical composition that assists with the removal of dirt, dust, bacteria and mould from the surface of an object

steam to remove grease and dirt from equipment. They can be used to clean a wide range of equipment, often without the need for **cleaning agents and chemicals**.

- **Mops.** These have a head (made of cotton or synthetic fibres) mounted on a handle (made of wood or plastic) and are used for cleaning floors and mopping up spills. Certain types of mops are also used to dust large surfaces such as hardwood floors.
- **Brooms and brushes.** These are cleaning tools consisting of stiff fibres attached to a handle. Brooms commonly are used to sweep up dry materials before mopping. Brushes are generally used for scrubbing wet areas.
- **Cleaning cloths.** These can be used wet or dry for a range of cleaning tasks. Today, there are a number of different types of cleaning cloths available, some of which provide a non-toxic and chemical-free cleaning solution.
- **Buckets and pans.** These are vessels that hold water or cleaning fluid for use in the cleaning process. Some buckets are designed exclusively for use with mops. These buckets have a foot-operated roller system for wringing out excess water from mops during cleaning.
- **Sinks.** These are bowl-shaped fixtures that are used for washing hands or small objects, such as food and dishes. Sinks generally have taps that supply hot and cold water, and may include a spray feature to be used for faster rinsing. They also include a drain to remove used water. There are many different types of sinks, each with different purposes – for example, a waste sink is used for the cleaning of mops. The waste sink has an area for the removal of dirty water and the mop can be cleaned and sanitised ready for use again.
- **Garbage receptacles.** These are containers of various sizes that are used for unwanted materials.
- **Storage areas.** These are locations where goods/products/equipment are stored for safekeeping.

Figure 11.13 Dishwashers should be dismantled for periodic cleaning and maintenance.

Figure 11.14 Cleaning agents and chemicals may be required when cleaning kitchen equipment.

Attention!

When using cleaning equipment:

- Use correct bending and lifting techniques.
- Only carry equipment following correct weight guidelines.
- Always follow the manufacturer's instructions.

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ACTIVITY 11.2

CLEANING PROCEDURES AND SCHEDULES

A cleaning procedure is a set of written instructions that describe everything that needs to be done to keep your business clean. It sets out the tasks of cleaning and sanitising, how often each job needs to be done, how it should be done and who should do it.

Below is an example of a cleaning schedule.

Table 11.7 A cleaning schedule

Task	Who	Completed tick or initial (optional)				
		M	T	W	T	F
Daily or after use						
Clean preparation benches and sanitise identified benches	Cook					
Mop kitchen floor	Cook					
Clean and sanitise cutting boards	Cook					
Clean hand basin	Afternoon shift					
Weekly						
Clean fridge/cold room	Cook					
Sweep dry storage area	Morning shift					
Monthly						
Clean cupboards	Cook					

Design a cleaning task chart.

1. Design a cleaning schedule for your school kitchen. Allocate these tasks to each member of your class.
2. Include daily, weekly and monthly tasks.
3. Rotate allocated tasks each term.
4. Evaluate.

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Store cleaned equipment in a designated place

Kitchen equipment is a valuable resource for any business, and should be stored in a secure, stable and (when necessary) climatically controlled area to ensure it is kept safe and in good working order. The store needs to be set up according to WHS guidelines, and to offer ease of access to workers retrieving and storing equipment. It should never block doorways or be left with cords exposed, as these create tripping risks.

kitchen equipment portable and fixed tools and machinery, such as ovens, that can be used for cooking or preparing food

Whether large or small, equipment needs to be returned to its correct storage area when not in use. This will enable other employees to access it when required. In larger businesses, timing and scheduling of the equipment are taken into account to ensure the equipment is available for use when needed.

Safe storage of chemicals and hazardous substances requires special attention to detail. This includes:

- storage in a separate well-lit and well-ventilated storeroom
- always using sealed, labelled containers with directions for use as well as first aid directions
- never storing chemicals in old food/ drink containers
- always following the manufacturer's instructions printed on containers
- storage in accordance with the SDS
- never mixing chemicals.

11.2 *Clean service-ware and utensils*

Cleaning of all service-ware and utensils within a hospitality establishment is a major task, but it is one that is essential for quality hygiene principles to be enforced.

Figure 11.15 Using an industrial dishwasher

Clean equipment and utensils prior to use

Properly cleaned and sanitised equipment and utensils should be bacteriologically safe prior to use. If contamination is suspected, the equipment and/or utensils should not be used, but instead re-cleaned and sanitised.

Soiled equipment and utensils

During use, equipment and utensils become soiled and contaminated with bacteria.

Scraping, pre-flushing and pre-soaking

Scraping, pre-flushing and pre-soaking are methods for removing gross amounts and stubborn soil from equipment and utensils.

Cleaning

There are four steps in the cleaning process:

1 **Washing** removes the remaining soil from equipment and utensils, using proper detergents, cleaners, chemicals and abrasives. This is both a physical and a chemical process. The soil and bacteria, as well as cleaning compounds, are suspended in the wash water.

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2 **Rinsing** removes most of the suspended soil, bacteria and cleaning compounds from the equipment and utensils. Although the equipment and utensils look visibly clean at this point, they are still contaminated with many bacteria.
3 **Sanitising** kills the remaining pathogenic organisms on the equipment and utensils. Sanitisation will occur when certain specific chemical concentrations, temperature requirements, time requirements and water conditions are satisfied. These conditions are crucial for effective sanitisation.
4 **Air drying** can involve hot air in the dishwasher or cold air, depending on the equipment being washed and the length of time before the equipment is required for future service. For the majority of equipment, hot-air drying in the commercial dishwasher is the preferred solution unless the equipment is not able to be washed in this way.


Figure 11.16 Rinse dishes before putting them through the dishwasher.

Handy hints for dishwashers

- Sort service-ware and utensils, and load dishwasher with appropriate items.
- Put similar equipment together.
- Do not put sharp knives or equipment in the dishwasher.
- Do not over-stack the dishwasher and use appropriate racks for each type of equipment: utensil holders/glass rack/plate rack.
- Hand-wash any items not appropriate for the dishwasher (especially sharp or large-scale equipment).
- Dispose of broken or chipped service-ware, within scope of responsibility, and report losses to supervisors.
- Ensure that sufficient supplies of clean, undamaged crockery are available at all times during the service period.

11.3 *Clean and sanitise kitchen premises*

Follow organisational cleaning schedules

The cleaning and sanitising of kitchen premises is as important as personal hygiene and correct food handling procedures. It is therefore important to have knowledge of the necessary workplace/organisation **cleaning schedules**. These schedules outline all the cleaning tasks that need to be carried out and how often they need to be completed. Tasks may need to be completed daily, weekly or monthly. A spring cleaning event may also be required for different sectors of the premises or kitchen.

cleaning schedule a periodic table of cleaning tasks stating how often they should be done, the times at which they should be done and who is responsible for completing them

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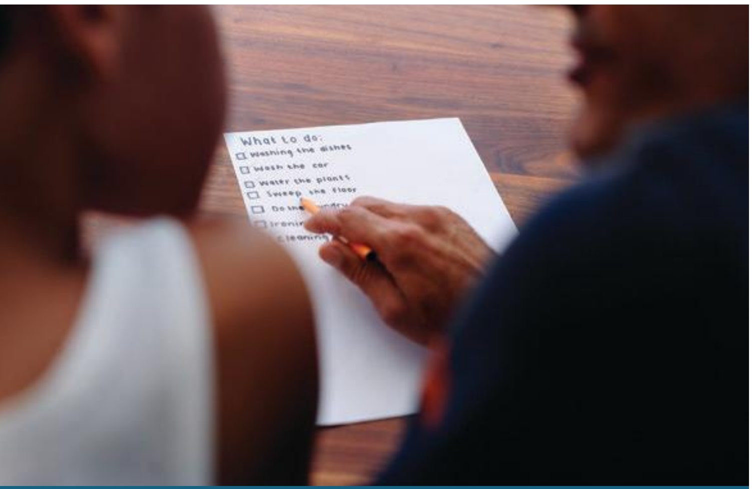

Figure 11.17 Organisational cleaning schedule

Bun warmer		X			
Ceiling/ceiling tiles				X	
Ceiling fans and covers				X	
Ceiling light covers				X	
Char-broilers			X		
Convection ovens		X			
Counter-tops		X			
Crockpots		X			
Cutting boards: Non-hazardous foods		X			
Cutting boards: Hazardous foods – for example, meats	X				
Deep-fryers			X		
Display coolers		X			
Flat bed grill/grease traps		X			
Floors – main food handling/prep areas		X			
Floors – under main line equipment		X			
Food storage/shelves			X		
Garbage bins		X			
Hand-wash basins		X			
Heat lamp units			X		
Hood vent covers				X	
Ice-cream blender and blades	X				
Ice-cream dipping wells/scoops		X			
Ice cube machine (interior and exterior)			X		
Ice cube scoop/scoop container		X			
Microwaves (interior and exterior)		X			
Pipes and cables – electric/gas/water				X	
Plate/glassware storage			X		
Reach-in coolers (exterior and interior)		X			
Reach-in cooler compressor/fan equipment			X		
Rotisserie – interior		X			
Rotisserie – exterior and underneath		X			
Salamander/broilers			X		
Splash guards		X			
Steam ovens/pressure cookers		X			
Steam tables and reservoirs		X			
Stoves/ovens		X			
Utensil storage – bins/containers/drawers			X		
Walls			X		

Figure 11.18 A sample of a weekly cleaning schedule

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Figure 11.19 Technology-based recording

The times at which each task needs to be completed will depend on staff availability and the working requirements of the kitchen. Cleaning staff need to follow time schedules closely to ensure that all tasks are completed prior to active kitchen duties. Large-scale cleaning of equipment needs to be scheduled so as not to clash with busy food preparation times.

Clean and sanitise kitchen surfaces, and food preparation and storage areas to ensure the safety of food prepared and served to customers

Cleaning of both domestic and commercial kitchens requires organisation and procedures to be put in place to ensure all surfaces – including food preparation and storage areas – are cleaned and sanitised on a regular schedule.

The scheduling for cleaning the workplace/organisation is a large task. Once workflows are developed, they should be adhered to. Schedules and checklists related to cleaning schedules need to be in a logical and easy-to-follow sequence. All areas of the workplace have a range of surfaces and equipment that need cleaning and sanitising. These areas include walls, floors, shelving, benches, working surfaces and storage spaces.

The larger equipment takes longer to clean. This includes ovens, stoves, cooking equipment and appliances. Large-scale equipment in the food preparation areas that needs regular cleaning includes fridges, freezers and cool rooms. This equipment demands attention to detail on a rotational basis to ensuring it meets high hygienic standards. Cleaning is important for spills and general cleaning as you work, but other equipment – including refrigerators – needs attention on a weekly basis. Extraction


Figure 11.20 A clean and sanitised kitchen


Figure 11.21 Cleaning and sanitising of kitchen premises are both very important.

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fans, storerooms and cupboards also need maintenance and cleaning on a regular basis. Depending on the business, and the size of the premises and stock rotation, these areas could be cleaned on a weekly to monthly rotation.

Cleaning of kitchen areas can be an onerous task, but if a logical sequence and a time-efficient workflow are followed, the tasks are manageable.

This cleaning regime ensures the safety of food prepared and served to customers.

Important information

In order to increase efficiency and reduce workloads, most hospitality establishments adopt a 'clean as you go' philosophy. As the name suggests, this philosophy requires staff to clean up small spills at the time they happen, reducing the need for larger clean-ups later.

When cleaning, it is always important to record and report:

- infestations
- losses from damaged utensils, equipment and service-ware.

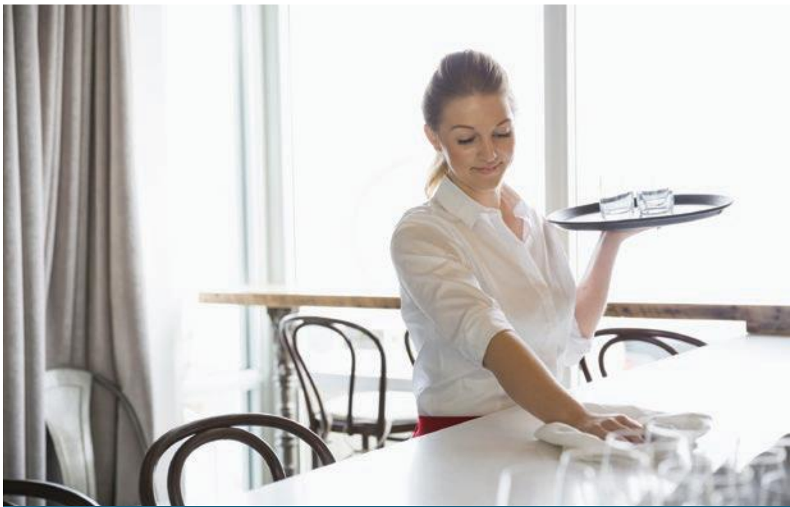

Figure 11.22 Clean up any spills.

ACTIVITY 11.3

Cleaning schedules for the kitchen are based on similar schedules and routines. Through school and work placement, you have been exposed to and used large-scale equipment. Go online and find a cleaning procedures template for:

1 a large-scale piece of equipment
2 a small-scale piece of equipment.

Clean areas of animal and pest waste and report incidents of infestation

Pest-control procedures

Rats, mice, cockroaches, flies, beetles and weevils are the most common pests found in hospitality industry environments. These pests carry bacteria on their bodies and in their droppings that can present a major problem if found within a food preparation area.

To control pests, do the following:

- Implement a cleaning roster.
- Wipe up spills immediately.
- Repair cracked, chipped or broken benchtops, and floor and wall tiles to prevent pest entry.
- Routinely employ professional pest controllers.
- Report signs of pests to supervisors.
- Dispose of any food or packaging that has been contaminated by any pest or pest-control chemical.

Do not:

- leave food out overnight
- leave food unprotected
- leave screen doors and other entrances to the outside open.

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Policies and procedures for dealing with chemical spills

When using hazardous chemicals, it is necessary to have a response strategy in place in case of **chemical accidents**. The appropriate response will be determined by the amount of chemical spilled and the degree to which it is hazardous. Chemical spills can be divided into two categories: minor and major spills.

chemical accidents accidental spills, explosions, fires or other harmful incidents involving chemical substances that are toxic or hazardous materials

A minor chemical spill is when:

- less than a litre of chemical is spilled
- the chemical spill has a low to moderate hazard rating
- no one has been exposed to the chemical.

A major chemical spill is when:

- a chemical is flammable, reactive or highly toxic
- someone has been exposed to the chemical
- the spill is greater than a litre in volume
- too much of a chemical has been spilled for it to be disposed of without employing professionals.

Figure 11.23 It is necessary to have a response strategy in place in case of chemical accidents.

What to do after a minor chemical spill

1 **Protect yourself and alert others.** Avoid direct contact with the spilled material; wear PPE during clean-up; treat all chemicals as if they are hazardous materials.
2 **Contain the spill.** Cordon off the spill area; use a chemical spill sign to alert people to the spill; do not walk through, or allow others to walk through, the spilled material.
3 **Clean up the spill.** Use SDS to follow directions for the cleaning up of the chemical; dispose of the chemical; place contaminated gloves and absorbents in the disposal bag for removal; properly label the disposal bag to alert others.
4 **Clean up.** Wash your hands thoroughly, even if there is no visible contamination.

What to do after a major chemical spill

1 **Protect yourself and others.** Shut off any sources of ignition and stop the source of the spill if you can do so without endangering yourself.
2 **Evacuate the immediate area.** Close any doors behind you; use a chemical spill sign to alert people to the spill.
3 **Set off the fire alarm if building evacuation is necessary.** A chemical reaction creates potential for a fire.
4 **Call the emergency number (000).** Be prepared to provide the following information: your name; the specific location of the spill; the names of the substances spilled; the quantity spilled. Wait in a safe place for emergency services to arrive.

Figure 11.24 You may be exposed to cleaning agents or chemicals in an unsafe way.

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Always follow emergency policies and procedures in the event of an emergency. These will vary from one establisment to another, depending on the types of chemicals used. Reports of all incidents need to be made to appropriate authorities (such as emergency services and SafeWork NSW), as well as colleagues and supervisors.

Procedures to deal with food and food preparation areas exposed to chemicals

Any food exposed or within the vicinity of chemicals may be contaminated. This food should be destroyed immediately. The treatment of the food preparation area, surfaces and equipment within the food preparation area requires all staff to follow the rules according to enterprise procedures. These procedures will assist in avoiding any risk to food.

Basic first aid for injuries caused through use of cleaning agents and chemicals

There are a number of possible situations in which you, your colleagues or even customers may be exposed to cleaning agents or chemicals in an unsafe way. Depending on the type of chemical and the type of exposure, there are some basic first aid responses that should be followed:

1. If a cleaning agent or chemical has been swallowed:
   - Take the container to the telephone, call the Poisons Information Centre on 13 11 26 and read the information on the label to the person who answers the phone.
   - Do NOT try to make the patient vomit.
2. If chemicals have come into direct contact with the skin:
   - Remove contaminated clothing, taking care to avoid contact with the chemical.
   - Flood the skin with cool running water.
   - Wash the affected area gently with soap and water and rinse well.
   - Contact a doctor if you are still concerned or if the skin appears unnaturally discoloured or scarred.
3. If a chemical has been splashed in the eyes:
   - Flood the eye with water from a cup, jug or running tap. Continue for at least 10 to 15 minutes, holding the eyelids open.
   - Don't rub the eye – this may cause further damage.
   - Don't put anything except water or contact lens saline rinse in the eye, and don't use eye drops unless instructed to do so.
   - If discomfort persists, call a doctor.
4. If the chemical or cleaning agent has been inhaled:
   - Get the person to fresh air quickly without placing yourself at risk.
   - Open doors and windows wide if it is safe to do so, and again seek medical help if necessary.
   - If symptoms such as headaches, nose or throat irritation, dizziness or drowsiness persist, seek medical attention.
   - Review the SDS to determine what health effects are expected, including delayed effects.

Sort and remove linen according to organisational procedures

All food preparation waste needs to be disposed of safely. It is essential to be correctly dressed when handling waste and soiled linen, as there are many possible health hazards. These include broken glass, opened cans and needles that can cause cuts, wounds and infection. The types of waste will vary, depending on the organisation in which you are working. Regardless of this, you will commonly be required to dispose of waste in waste bins, waste-disposal units, recycling units and compactors. **Waste disposal** should follow WHS requirements, and be hygienic and safe.

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

Dirty linen can contain bacteria, blood and other contaminants. Therefore, it is important for all employees' linen to be treated with care and respect in order to contain possible hazards.

Linen includes napkins, tablecloths, serving cloths, tea-towels, clothing and cleaning cloths. Linen is widely used in all areas of the hospitality industry, and it is necessary to treat

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it with caution, as it may be contaminated and cause infections. If affected, the linen should be wrapped in plastic and placed in a hazardous waste receptacle. If unaffected, it is placed in a linen bag before it is removed from the premises.

Working with clean linen is similar to working with food, in that there are workplace policies and procedures to which it is necessary to adhere. These policies are in place to ensure that cleaning, sorting and storing of linen are safe and hygienic.

The schedules for cleaning are set out by housekeeping staff or external laundry contractors. Once cleaned and dried, linen is sorted into baskets and placed on shelves for storage and use. These storage rooms should be kept highly organised at all times, and be given the same routine cleaning as any food storage area.

Linen stores need to be well maintained and stocked to ensure that sufficient linen products are available when needed – for example, front of house needs to be sure that extra tablecloths and serviettes are available for all guests in case of accidental spills.

Figure 11.25 Ensure that cleaning, sorting and storing of linen are all safe and hygienic.

Sort and promptly dispose of kitchen waste to avoid cross-contamination with food stocks

Sorting of garbage within a hospitality establishment is a good management process to ensure sustainability practices are put in place. Implementation of training practices and initiating policies for garbage disposal will ensure that all employees and employers follow the practices and procedures required for correct disposal of kitchen waste.

Note

Waste must never be allowed to accumulate.

Important

In warm climates, refrigerate food scraps to prevent bacteria growing to harmful levels quickly – but don't use a refrigerator with other non-waste food.

Note

Always wash your hands after handling garbage.

Correct labelling of garbage bins and other waste receptacles makes easy recognition and waste disposal simpler.

Garbage areas need to be easily accessible for general use. The removal of food scraps from the kitchen at least daily – or more frequently if required – is an essential component of waste disposal. Do not allow garbage containers to overflow, and always use a bin liner. Ensure all rubbish is removed from internal bins and sealed when transporting or placing within a larger

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rubbish disposal unit. This prevents issues with rodents and smells prior to rubbish collection.

Regularly hose down and clean garbage containers, as this is a good way to ensure that the receptacle is kept as clean as possible and that harmful bacteria do not have time to grow on the inside of the unit. Keep lids tightly closed on garbage containers when in use, as this prevents contact with insects and is more hygienic within the kitchen.

It is also important to have regular garbage collection times and days. Garbage that is not collected for some time after disposal is very attractive to pests.

Table 11.8 Waste-disposal guidelines

Follow procedures to dispose of food waste and scraps promptly and hygienically by:	• using the correct waste bin for specific waste following the establishment's guidelines • adhering to the waste-disposal policy • not allowing waste to build up in food preparation areas • following the hand-washing procedure after dealing with waste.
Avoid product contamination and cross-contamination at all stages of processing operations by:	• maintaining good personal hygiene • using correct colour-coded equipment • storing raw materials and finished products correctly at all stages of the process • keeping the floors in your work area clean • keeping work surfaces and equipment clean • preventing pest infestation.
Follow the correct procedure for dealing with product contamination and cross-contamination by:	• informing the most senior person on the premises • following company traceability procedures to identify contaminated product/s • labelling the contaminated product with a 'do not use' notice until a decision is made about what is to be done with the product.
Follow your organisation's procedures for items that may cause allergic reactions by:	• using separate storage and preparation areas for products known to cause allergic reactions • using separate production times for products known to cause allergic reactions • thorough cleaning and disinfection of tools, equipment and utensils • applying food labelling that lists all product content.

11.4 Work safely and reduce negative environmental impacts

Environmentally sustainable work practices when cleaning include:

1 **Choice of cleaning product.**
   - For hazardous substances, emissions and pollutants, use cleaning products that do not contain potentially hazardous ingredients and are readily biodegradable.
   - Use cleaning products in quantities that minimise the amount of packaging required, with packaging that contains no toxic substances and is committed to recycling of packaging materials.

2 **Choice of cleaning equipment.** Use cleaning equipment with minimal environmental impact, such as equipment with increased energy or water efficiency.

3 **Employment practices.** Ensure that working conditions do not adversely affect cleaning staff wellbeing and that they reduce negative environmental impact.

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4 **Operational procedures.** Ensure operational procedures, policies, continuous improvement and systems are set in place to reduce the environmental and social impact of the business.

5 **Staff training.** Provide continuous training to all staff in correct procedures for safety, equipment operation, techniques and environmental standards.

6 **Resource use and emissions.** Use cleaning techniques that minimise the amount of cleaning product, water and electricity used, as well as reducing the impact of cleaning on indoor air quality and store reusable by-products – recycling.

7 **Waste management.** Ensure appropriate waste-reduction policies are embedded – recycling policies, procedures and systems in place for management and safe disposal of waste and hazardous chemicals used in the cleaning process.

Figure 11.26 Reduce negative environmental impact.

Methods for managing energy in hospitality establishments

- **Reduction in energy consumption** – switching off air-conditioning units when not in use, blocking sun with window tinting and/or blinds, installing solar hot water heaters
- **Replacement of old equipment** – buying energy-efficient equipment
- **Regular maintenance of equipment** – enforcing a fixed maintenance schedule to keep equipment running appropriately
- **Replacement of fossil energy sources with renewable sources** available locally, such as wind or sun (solar power)
- **Phasing out chlorofluorocarbons (CFCs)** in refrigeration products and replacement with internationally accepted agents

Resource management

- **Reduce the use of paper products** and increase the use of recycled paper.
- **Reduce the use of plastic/products** and increase the use of recycled plastic and other packaging materials.
- **Recycle all waste material** and dispose to establishment standards:
  - **Paper:** cardboard, paper, containers, packaging
  - **Plastic:** packaging, bags, bottles wrappers
  - **Glass:** bottles, broken glass, containers, jars
  - **Food waste:** unusable waste scraps, trimmings, old oils, etc.
  - **Aluminium cans:** recycling an aluminium can saves enough energy to run a television set for three hours.

Chemical waste should be handled according to the manufacturer's instructions and in compliance with local government and environmental regulations.

Composting yard and kitchen waste can be used as an alternative source for gas.

Water management

- **Water-efficient technology.** Use low-flow showerheads and taps fitted with flow restrictors, and check for leaking taps.
- **Rainwater harvesting.** Utilise rainwater in storage tanks to supply water for toilets, laundry and gardening.
- **Grey water system.** Treat water with low pollutants from the laundry room, sinks and showers and then divert it to water gardens.

Use cleaning agents, chemicals and cleaning equipment safely and according to the manufacturer's instructions.

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The public is very aware of the effects of chemicals on the environment and the need to be more environmentally friendly. It is everyone's responsibility to do their part in protecting the environment. One method of achieving this is through responsible purchases of products for cleaning and sanitising.

Purchasing environmentally friendly products, recycling wastes, reducing food waste and reducing equipment usage all help to protect the environment.

To deal with difficult or unusual stains or soiling, it may be necessary to use problem-solving skills. To reduce the impact of harsh chemicals on the environment, alternative cleaning products may need to be found. If you are unsure about the best cleaning products or chemicals to use on difficult or unusual stains, you may need to consult your supervisor.

ACTIVITY 11.4

1. Select a cleaning product and identify the main ingredients in the product.
2. Research two ingredients listed on the label.
3. Research an alternative environmentally friendly cleaning product and identify the main ingredient in the product.
4. List the advantages and disadvantages of both products.

Knowledge of safe and hygienic work practices and procedures is essential for a business to run smoothly

All employees and employers need a full understanding of:

- the WHS guidelines and regulations relating to general workplace safety
- cleaning agents and chemicals
- hazardous substances
- equipment and manual handling
- storage requirements.

This helps to ensure the prevention of injuries or illness.

Safety is a key component of any workplace. A safe environment is a healthy environment. Hygienic practices ensure the removal of dirt and germs for the health of employers, employees and customers.

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

Use personal protective equipment and safe manual handling techniques when cleaning equipment and premises

Use and application of personal protective equipment

Personal protective equipment (PPE) includes a range of clothing and equipment worn by employees, employers, contractors or visitors to protect their bodies from workplace hazards.

PPE includes items such as:

- **eye protection** – goggles, glasses, visors
- **hearing protection** – ear muffs, ear plugs
- **respiratory protection** – respirators, face masks, cartridge filters
- **hand protection** – safety gloves, barrier creams

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Figure 11.27 Personal protective equipment should be worn to protect your body from workplace hazards.

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

Important

safe and hygienic work practices routines/processes to ensure a safe and hygienic workplace for staff and visitors

Knowledge of **safe and hygienic work practices** and procedures is essential for a business to run smoothly.

Figure 11.28 Practise safe and hygienic work processes.

Figure 11.29 First aid equipment

Reduce negative environmental impacts through efficient use of energy, water and other resources

Kitchens are usually the highest users of power and resources within the hospitality business, so this is an area where even more savings can be made.

Negative environmental impacts within the hospitality industry can be reduced through:

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- the business being sustainable
- ensuring a waste-management process is in place
- practising efficiency in energy use
- ensuring efficient resource use
- implementing a water resource management policy
- introducing a productive recycling and re-use policy.

Sustainability in the industry can be achieved through employers and employees working together to implement policies to reduce waste, and finding ways to use their resources more efficiently and effectively in order to reduce the impact on the environment. This includes practices such as using renewable energy sources, reducing waste, increasing the recycling and re-use of products and using less water.

Waste management is an important issue within the hospitality industry. A good waste-management plan should incorporate all elements of waste control, including collection, transportation, processing, recycling and/or disposal of materials. Each sector of the hospitality industry can improve its waste-management techniques through responsible management and organisation, with procedures put in practice for:

- using and disposing of food responsibly (food and beverage sector)
- responsible disposal of e-waste (all sectors)
- programs for recycling and re-using (all sectors)
- water waste management (accommodation and food and beverage sectors).

Reducing the use of energy is another way in which the hospitality industry can practise sustainability. Switching to environmentally sustainable energy sources such as solar- or wind-generated power will help reduce the amount of coal-fuelled energy consumed by the hospitality industry. These practices include:

- swapping lighting to energy efficient options
- installing lighting that turns off automatically after everyone has left the room
- installing spring-loaded taps and hoses
- installing water tanks
- using steam cleaners
- setting air-conditioning to 23°C, with an auto turn-off if persons are not present within a certain timeframe
- use of efficient energy rating equipment/testing to ensure power usage is optimised for older equipment
- staff training about energy efficiency with equipment use, and techniques to use to reduce energy usage and resources
- minimising the use of resources such as plastic, paper and wood
- installing energy-saving technology to help reduce wasted power such as an auto switch-off setting
- changing to natural gas as a more environmentally friendly alternative to electricity.

Important

The golden rule is to reduce, re-use, recycle and treat waste that cannot be avoided, to make it less hazardous or reduce the volume.

Sort general waste from recyclables and dispose of waste in designated recycling bins

Recycling has become a common practice in Australian businesses and households. Recycling is the practice of collecting and sorting materials such as paper, plastic and glass, and then the processing of these materials into new products. This preserves the raw materials that may have been used to make new products, and thus helps with sustainability and resource management. Re-use materials you would otherwise throw away, such as containers, boxes or bottles. The

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hospitality industry can contribute to recycling by being aware of the products it uses and putting recycling and re-use policies into place.

Figure 11.30 Dispose of recyclable waste in designated recycling bins.

Safely dispose of all kitchen waste, especially hazardous substances, to minimise negative environmental impacts

Even when used properly, many chemicals can still harm human health and the environment. When these hazardous substances are thrown away, they become hazardous waste. Hazardous waste is most often a by-product of a manufacturing process – material left after products are made. Some hazardous wastes come from our homes: our garbage can include such hazardous wastes as old batteries, insect spray cans, cleaning chemicals, oil and paint thinners. Regardless of the source, unless we dispose of hazardous waste properly, it can create health risks for people and damage the environment.

When hazardous wastes are released into the air or water, or deposited on the land, they can spread, contaminating even more of the environment and posing greater threats to our health. Humans, plants and animals can be exposed to hazardous substances through inhalation, ingestion or dermal exposure.

Figure 11.31 Do not dispose of hazardous wastes into sinks or drains.

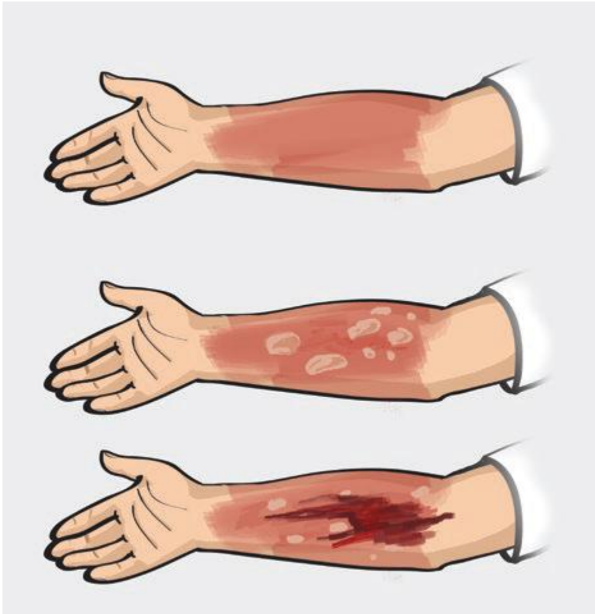

Figure 11.32 Skin exposure to hazardous substances can cause damage.

A hazardous substance can cause injury or death to a person, plant or animal in a number of ways:

- **Inhalation.** We can breathe vapours from hazardous liquids or even from contaminated water while taking a shower.
- **Ingestion.** We can eat fish, fruits and vegetables, or meat that has been contaminated through exposure to hazardous substances. Small children often eat soil or household materials that may be contaminated, such as paint chips containing lead. Probably the most common type of exposure is drinking contaminated water.
- **Dermal exposure.** A substance can come into direct contact with and be absorbed by our skin.

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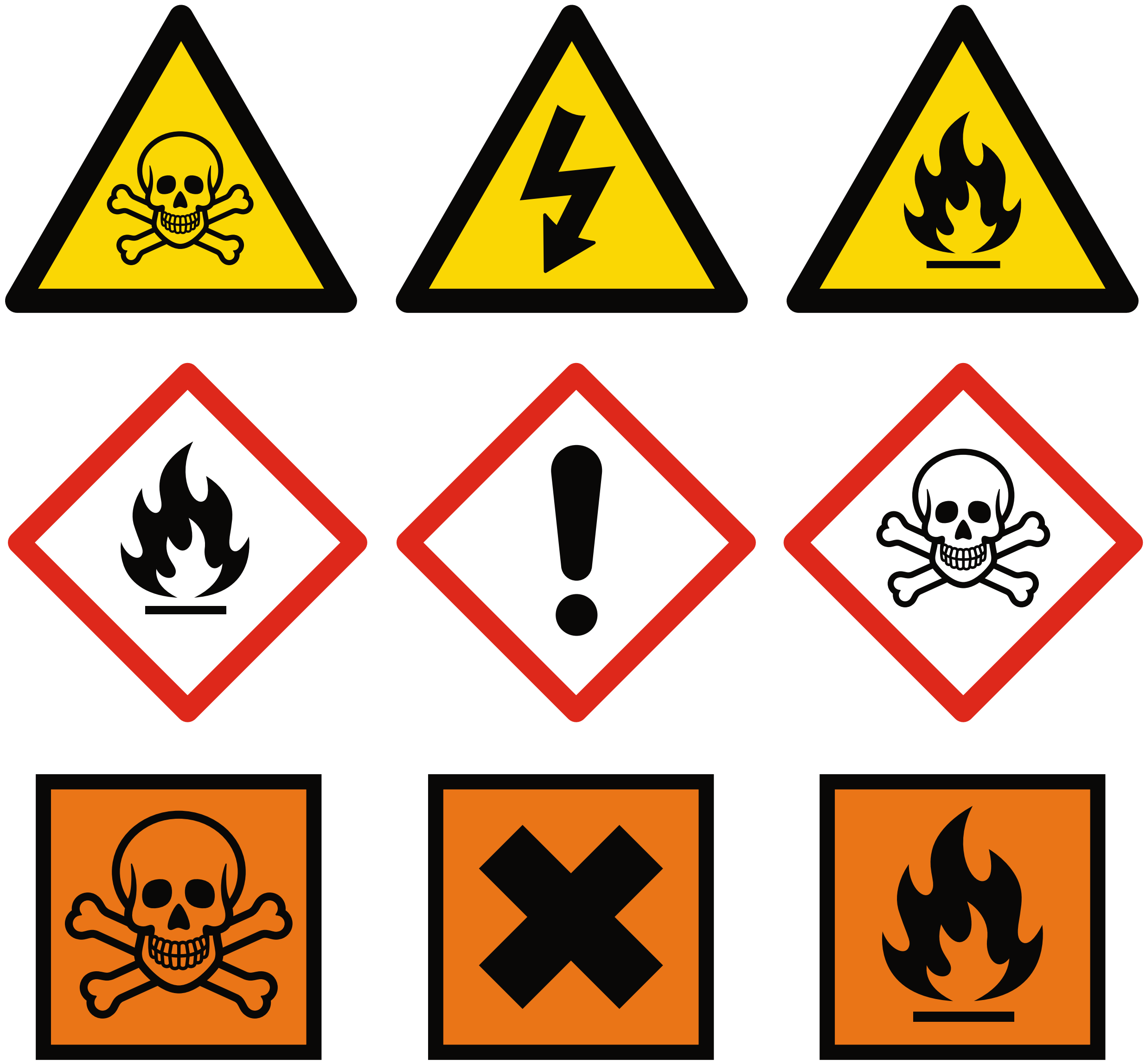

Figure 11.33 Familiarise yourself with hazardous warning symbols.

Table 11.9 How to dispose of hazardous waste

Hazardous waste	Method of disposal
Unwanted concentrated chemicals, aerosol sprays and empty chemical containers	Your workplace should have them collected by a licensed industrial waste company, which will dispose of them safely.
Diluted chemicals – for example, used cleaning water	Pour it down a cleaner's sink with a chemical waste trap that feeds into the sewerage system, not the stormwater drain.
Used cooking oil and grease	Your workplace should have it collected in a special kitchen grease trap and use a licensed company to take it away.

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Unit summary

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

- hygiene and cross-contamination issues for kitchens and the importance and purpose of cleaning regimes
- different types of cleaning and sanitising products, chemicals for kitchens and equipment, and their:
  - uses
  - safe use
  - safe storage
- safe practices for using and storing hazardous substances content of SDS for cleaning agents and chemicals, or workplace documents or diagrams that interpret the content of SDS
- cleaning, sanitising and disinfecting methods for:
  - kitchen floors, shelves and walls
  - kitchen equipment, service-ware and utensils
- correct use of personal protective equipment
- safe manual handling techniques for cleaning equipment and premises, especially bending, lifting and carrying heavy equipment
- environmental impacts of cleaning commercial kitchens and equipment and minimal impact practices to reduce these, especially those that relate to water and energy use
- correct and environmentally sound disposal methods for kitchen waste, including hazardous substances, and recyclable glass and plastic bottles and containers
- equipment used to clean kitchen premises and equipment:
  - essential features and functions
  - safe operational practices
  - documents for specific organisations
  - contents of cleaning schedules
  - contents of safety procedures for chemical accidents
  - reporting mechanisms for infestations
  - standards of presentation for the premises.

Unit activities

1. Identify the six steps involved in effective cleaning and sanitising.
2. Describe why time schedules are important when organising cleaning in food preparation areas.
3. A range of work health and safety (WHS) procedures are relevant to cleaning and maintaining kitchen premises. List the five main procedures.
4. In the workplace, everyone is required at some time to use cleaning agents. List five cleaning agents and describe their use within the hospitality industry.
5. Define what a safety data sheet (SDS) is.
6. Define the following terms:
   a. clean
   b. sanitise
   c. disinfect.
7. Outline the correct cleaning process for a garbage bin.
8. Define a cleaning procedure and schedule.
9. Rats, mice, cockroaches, flies, beetles and weevils are the most common pests found in hospitality industry environments. Discuss how they are controlled.
10. It is important to have regular garbage-collection times and days. Garbage that is not collected for some time after disposal is very attractive to pests. Explain correct waste-disposal guidelines.

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Kitchen operations and cookery stream

Unit 12

Participate in safe food handling practices

Unit code: SITXFSA002

Prerequisite units:

There are no prequisite units required to begin this unit.

HSC indicative hours:

15 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to handle food safely during the storage, preparation, display, service and disposal of food. It requires the ability to follow predetermined procedures as outlined in a food safety program.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• read and interpret food safety programs, policies, procedures and flow charts that identify critical control points.
Writing skills to:	• complete documentation for monitoring food safety.
Numeracy skills to:	• calibrate and use a temperature probe and calculate timings.
Planning and organising skills to:	• coordinate different food handling tasks to take account of food safety issues.

Key terms

calibration
cleaning and sanitising
contaminate
Critical Control Points (CCP)
cross-contamination
danger zone
food handling practices
food hazards
food safety monitoring
food safety program
Hazard Analysis and Critical Control Points (HACCP)
policy and procedures
safe and hygienic work practices
single-use items

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12.1 *Following a food safety program*

Policies and procedures in food safety program

Food safety policies and procedures form part of any workplace food safety plan. Policies and procedures detail the tasks and responsibilities of each staff member and service area in order to ensure that the preparation and service of food are as safe and hygienic as possible.

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

As well as internal policies and procedures relating to food safety, national, state and territory legislation governs food safety. This legislation takes a preventative approach to reducing food-borne **contamination** before it reaches the marketplace, by setting strict conditions on the way food is stored, prepared and served.

Food Safety Standard Operating Procedures (SOPs) are written practices and procedures that are critical to producing safe food. It is essential to have these procedures in place and to train food-service employees to use them. These procedures ensure safety for all concerned in the industry and are implemented through food safety programs.

A food safety program means the food service business satisfies the requirements of clause 5 of *A Guide to Standard 3.2.1 Food Safety Programs*. Clause 5 states that a food safety program must:

a systematically identify the potential hazards that may be reasonably expected to occur in all food handling operations of the food business;
b identify where, in a food handling operation, each hazard identified under paragraph (a) can be controlled and the means of control;
c provide for the systematic monitoring of those controls;
d provide for appropriate corrective action when that hazard, or each of those hazards, is found not to be under control;
e provide for the regular review of the program by the food business to ensure its adequacy; and
f provide for appropriate records to be made and kept by the food business demonstrating action.

Hygiene and food safety legislation

Food Act 2003 (NSW) (as amended)

The *Food Act 2003* (NSW) (as amended) is the Act governing the production and sale of food for human consumption in New South Wales. It aims to protect the health of the public by preventing the sale of unsafe food. The Act covers all aspects relating to the handling of food. It also prohibits misleading behaviour relating to the sale of food. It clearly states who is officially responsible for enforcement of the Act, and describes their powers in detail.

Food Regulation 2015

The Food Regulation 2015 is an effective regulatory framework that continues to deliver long-term benefits for the New South Wales food industry, consumers and the community through confidence and certainty in food safety. The Food Regulation 2015 falls under the *Food Act 2003*.

The regulation contains provisions for the regulation of certain matters relating to primary food production and amendments to various Acts and regulations.

The Food Regulation 2015 seeks to enhance the effectiveness of the 2010 Regulation by introducing several amendments that build upon the 'fit for purpose' view provided by regulated stakeholders to the Food Authority. The Food Authority believes that the Food Regulation 2015 achieves a better balance between maximising food safety outcomes for consumers while minimising regulatory costs of regulation on business.

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Food Amendment (Food Safety Supervisors) Act 2009 (NSW) (as amended)

For the purposes of this Act, a food safety supervisor (FSS) for premises is a person who:

> a holds a food safety supervisor certificate that has been issued within the immediately preceding period of 5 years, and
> b does not hold the position of food safety supervisor for any other premises or for a mobile catering business, and
> c has the authority to supervise other persons handling food at, or from, the premises and to ensure that the handling is done safely.

Food Amendment (Food Safety Supervisors) Regulation 2010 under the *Food Act 2003*

The object of this Regulation is to amend the Food Regulation 2010:

> a to provide for the qualifications required to be held by persons intending to be issued with a food safety supervisor certificate, and
> b to enable the Food Authority to issue food safety supervisor certificates.

Note: Since 1 September 2013, the *Food Act 2003* has required all registered food businesses to appoint a FSS. The aim of this requirement is to reduce the burdens associated with food-borne illness through education and supervision.

Food Standards Australia New Zealand

Food Standards Australia New Zealand (FSANZ) is a strong food regulatory system operated by the New Zealand and Australian governments. Its aim is to develop effective food standards for Australia and New Zealand. It develops food standards and endorses regulatory food policies following scientific assessments in relation to risks to public health and safety. Within Australia, the food standards are developed for the entire food supply chain from primary production through to manufactured food and retail outlets.

FSANZ is currently reviewing Safe Food Australia to address current food safety issues and trends, provide new guidance for mobile vendors and home-based vendors, and update the evidence referenced in the guide.

Safe Food Australia: A Guide to the Food Safety Standards

This guide helps with the interpretation of the three mandatory food safety standards: Standard 3.1.1, Interpretation and Application, Standard 3.2.2 Food Safety Practices and General Requirements and Standard 3.2.3 Food Premises and Equipment.

Food safety standards (Australia only) (August 2015)

1 Food safety standards place obligations on Australian food businesses to produce food that is safe and suitable to eat.
2 A food business is any business or activity that involves the handling of any type of food for sale, or the sale of food in Australia.
3 The standards, which also contain health and hygiene obligations for food handlers, aim to lower the incidence of food-borne illness.
4 Charity and community groups, temporary events and home-based businesses are exempt from some of the requirements in the food safety standards. These groups and businesses can contact their local enforcement authority for further information.

FSANZ has developed separate standards for food businesses in the primary production and processing sectors.

A food safety program is a written document stating how a food business will control the food safety hazards associated with food handling within the business. It is noted that only certain high-risk food businesses are required to have food safety programs. These are:

- businesses that serve or process potentially hazardous food for service to vulnerable people, including hospital patients, aged care residents and children in child-care centres, and delivery to vulnerable people
- businesses that engage in the primary production or processing of, or manufacturing activities relating to, seafood
- businesses producing manufactured and fermented meats.

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Food Standards Code

Note: The revised Food Standards Code came into effect on 1 March 2016.

Reminder: Businesses have legislative and regulatory requirements for food safety programs that, if not followed, will have impact on workers at an operational level. It is the responsibility of the owner, manager/supervisor/team leader, kitchen staff and other staff to observe the compliance requirements for food businesses and food handlers.

State and local government food safety regulations and inspection regimes

The development of an effective national food safety regulatory system first became a priority in Australia in 1908. Inconsistencies and inefficiencies with state and territory legislation, rising costs of food production and regulation, and an increase in food-borne illness led to this development. However, it was not until the end of 2000 that the states and territories formally agreed to a national food safety regulatory system.

food safety program guidelines designed to help businesses identify and manage the risks associated with the storage, preparation and serving of food

The national food safety regulatory system consists of nationally consistent *Food Acts*, mandatory standards for food safety practices and food premises and equipment, a 'model' standard for **food safety programs**, and supporting infrastructure projects to assist with its implementation.

The primary objective of the system is to reduce the incidence of food-borne illness in Australia by requiring food businesses to take responsibility for the safety of the food they handle and sell. It also encourages businesses to take a preventative approach to managing food safety risks.

Businesses involved in the preparation and service of food are required to:

- provide notification of the operation of a food business
- nominate a FSS
- implement a food safety program
- allow inspections of food and premises.

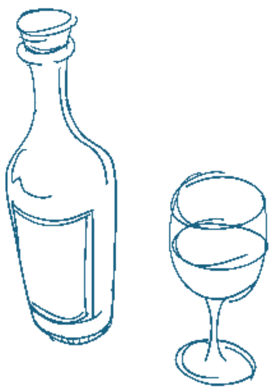
Implications of failure to observe food safety regulations

Failure to observe food safety regulations can affect customers, employees and employers, and result in a number of negative consequences, including the following:

- **Litigation.** Businesses and individuals 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 the government or by customers who have been exposed to unsafe food.
- **Fines.** Businesses and individuals can face large fines from the government for failing to meet the food safety standards detailed in the Act.
- **Loss of business.** Businesses can be forced to close their doors to the public for failing to meet food safety standards. In addition, word of mouth spreading about breaches of the Act can have very damaging effects on business.

ACTIVITY 12.1

The *Food Act 2003* (NSW) requires certain food businesses in the New South Wales hospitality and retail food service sector to have at least one trained FSS. Discuss why this requirement has been put into place.



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12.2 Food safety policies and procedures in the workplace

Food safety policies and procedures in the workplace govern food production processes, food handling procedures, and **cleaning and sanitising** procedures and practices, as well as equipment maintenance and cleaning.

cleaning and sanitising the removal of dirt and contaminants, as well as the sterilisation of an area to reduce the risk of contamination

Other areas under the guidelines relate to the maintenance of personal hygiene – for example, the wearing of appropriate clothing and footwear and the regime for hand-washing.

Operational tasks, such as record-keeping and pest control, must also be carried out in accordance with policies and procedures to ensure each department meets its responsibilities in terms of a working food safety program. Food safety policies and procedures relate to the following areas.

Purchasing

Purchasing of products and services should be from reputable, registered and approved suppliers. All goods supplied should have specifications, including weight, size, dimensions, grade, colour, texture, packaging, physical characteristics, delivery and product identification.

Delivery

Each delivery requires a docket so store personnel can count goods delivered and monitor quantity and quality. Information such as the time of delivery, temperature of stock and quality of goods is recorded on the docket. There are additional specifications for receiving perishable food items and cold storage goods. This stock should be delivered at 4°C for fresh food and between –10°C and –1°C for frozen food. Refrigerated goods should be at no more than 5°C, or 15°C for tropical fruits and vegetables. The packaging of all food should be inspected on arrival to ensure contamination has not occurred during transit of the goods. Contamination can be detected by the sight of dented and/or damaged cans or containers, the presence of webs or pests, and stained or broken packaging.

Figure 12.1 The packaging of all food should be inspected on arrival.

Storage

General storage is the receipt of goods by the storeperson, who then transfers them to the appropriate storeroom or cool room, where they are stored correctly. All food items are controlled and the ‘first in, first out’ (FIFO) rule applies, especially for goods with a limited shelf life and those with use-by dates. Cool rooms should be monitored and temperatures recorded twice a day. Freezers should be checked when food is being frozen to ensure the food starts to freeze within two hours; otherwise, it should be divided into smaller packages. Food should be below 5°C within four hours of the start of the freezing process.

Preparation and serving

Ongoing training, monitoring and refreshing of food handlers’ knowledge is necessary to ensure safe **food handling practices**. Practices include correct preparation and serving tasks and correct food storage practices – for example, thorough washing of all fruits and vegetables in clean water before use to remove soil, bacteria, insects and pesticide residue.

food handling practices procedures that reduce the potential for food contamination during handling

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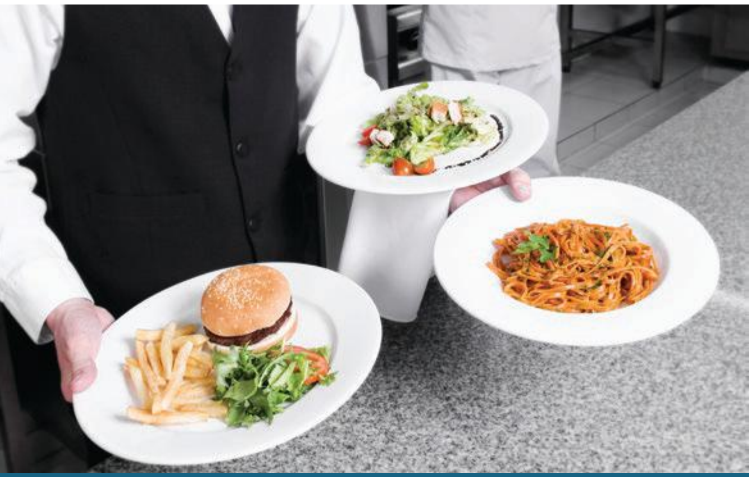

Figure 12.2 Correct food handling practices must be followed when serving.

Safe food policies and procedures should especially be followed when cooling and heating foods. Food directly from the stove cannot be left on the bench for longer than two hours. Guidelines for cooling temperatures must be followed. Refrigerators should also be checked to ensure the temperature does not rise above 5°C while cooling foods.

When serving or using a bain-marie, food should be heated to above 75°C and held above 60°C in the bain-marie. *Never mix old and fresh food together.*

Foods being cooled should follow the two-hour, four-hour rule. Therefore the internal temperature of the food should be reduced from 60°C to 21°C within two hours and to 5°C within four hours. Remember the two golden rules:

- Leftover food that has already been frozen should not be refrozen.
- Food should be reheated to at least 75°C in as short a time as possible.

Rules for self-service areas that should be followed

- Never re-use any self-serve food.
- Don't top up any self-serve food.
- Refresh food displays regularly.
- Provide utensils for each food item.
- Ensure the correct temperatures are maintained and checked regularly.

Figure 12.3 Ensure self-service food is well maintained, refreshed and checked regularly.

There are other specific rules essential to heating and cooling processes:

- **Rethermalisation** is reheating cold, cooked food to serving temperature within a short timeframe. It is used in specialised advanced meal systems, such as for tray food meals used on commercial aircraft.
- **Self-service** is an area that involves high-risk practices. Users in self-service areas may contaminate food.

Doggy bags

- Many restaurants offer customers 'doggy bags' for leftover food, but there are potential health risks if it is not stored and handled properly after leaving the restaurant.
- The *Food Act 2003* (NSW) does not prevent restaurants from providing doggy bags; however, restaurants may elect not to provide containers and customers may need to take their own container (doggy bag) to take food home.
- It is the responsibility of the consumer to store and handle food taken away from the restaurant safely to minimise the risk of food poisoning.

To reduce the risk of food poisoning, it is important that the doggy bag is refrigerated as soon as possible after leaving the restaurant.

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Source: HACCP Australia.

Figure 12.4 Frozen foods should be between −10°C and −1°C when delivered.

Pest control

Food safety legislation requires ensuring premises are free from pests and vermin. This can be achieved by ensuring that premises are clean inside and outside, fly screens are in place on windows and doors, bins with closed lids are used, bins are emptied and cleaned regularly, and stock is checked on arrival for signs of pests. Pest control should be a daily routine.

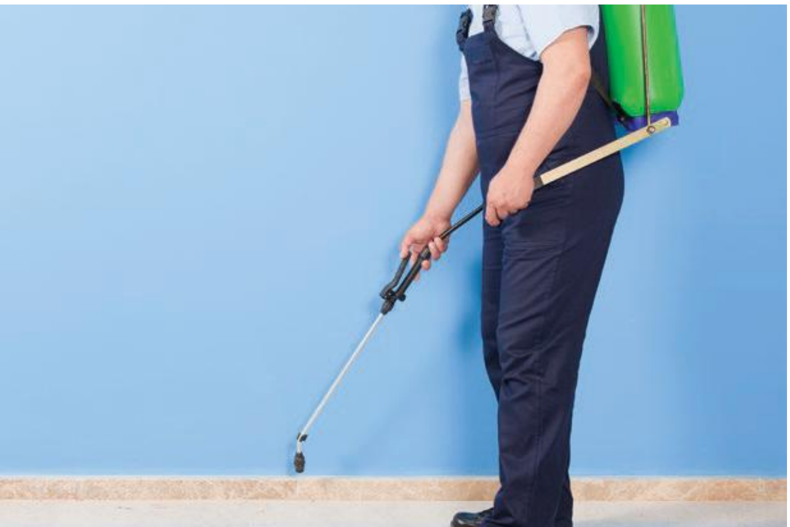

Figure 12.5 Pest control should be a daily routine.

Cleaning and sanitising

Cleaning and sanitising of equipment are tasks requiring efficiency and attention to detail. Manufacturers' instructions should be followed properly. Cleaning should remove all soiling and food build-up, but this will not necessarily eliminate germs. Sanitising is the next step. Sanitising methods include the use of steam, hot water and chemical sanitisers. Sanitising is only effective if carried out efficiently. A daily checklist should be completed prior to production to ensure hygiene standards are maintained.

Figure 12.6 Maintaining personal hygiene is important when handling and processing food.

Personal hygiene

Personal hygiene should be maintained by all people who are handling and processing food. This is a key factor in reducing the risk of food poisoning. A high standard of personal hygiene is maintained by ensuring the following procedures are strictly adhered to.

Hand-washing

Hands must be washed and thoroughly dried on a regular basis and ALWAYS before preparing or handling food.

Hands must be washed after any of the following activities:

- before, during and after preparing food
- before eating food
- before and after caring for someone who is sick
- before and after treating a cut or wound
- after using the toilet
- after changing a nappy or cleaning up a child who has used the toilet
- after blowing your nose, coughing or sneezing

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- after touching an animal, animal feed or animal waste
- after touching garbage
- after returning to work from any break
- after handling money
- after cleaning equipment
- after touching your hair or face, or scratching.

Figure 12.7 Hands need to be washed correctly.

The right way to wash your hands

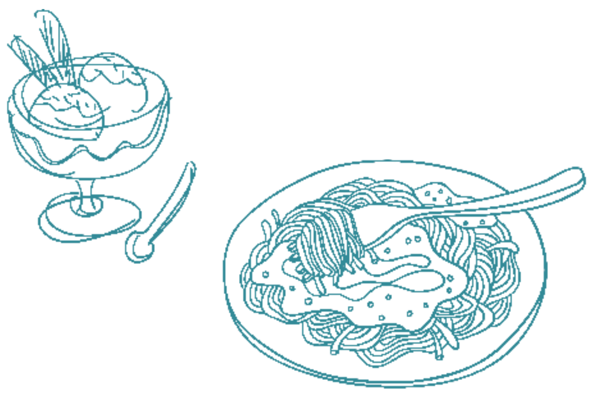
1. Wet your hands with clean running water (warm or cold) and apply soap.
2. Rub your hands together to make lather and scrub them well; be sure to scrub the backs of your hands, between your fingers and under your nails.
3. Continue rubbing your hands for at least 20 seconds. Need a timer? Hum 'Happy Birthday' from beginning to end twice.
4. Rinse your hands well under running water.
5. Dry your hands using a clean towel or air-dry.

Washing hands with soap and water is the best way to reduce the number of germs on them. If soap and water are not available, use an alcohol-based hand sanitiser that contains at least 60 per cent alcohol. Alcohol-based hand sanitisers can quickly reduce the number of germs on hands in some situations, but sanitisers do not eliminate all types of germs.

Personal grooming and cleanliness

- Appropriate clothing needs to be worn at all times.
- Hair must be tied back at all times.
- No jewellery is to be worn by anyone handling or preparing food (including wristbands), with the exception of a plain wedding band.
- Nail polish should not be worn and fingernails must be kept short and clean.
- There is no eating in the kitchen.
- Personal cleanliness is maintained.
- Wounds or open cuts are treated appropriately (with a waterproof, brightly coloured Band-Aid – blue is the standard industry colour).
- Gloves MUST be worn over any waterproof wound dressing.
- Individuals preparing or handling food must NOT handle any money. An individual should be assigned specifically to handle money.
- Do NOT prepare or handle food if you are unwell.

Figure 12.8 Fingernails should be kept short and clean.



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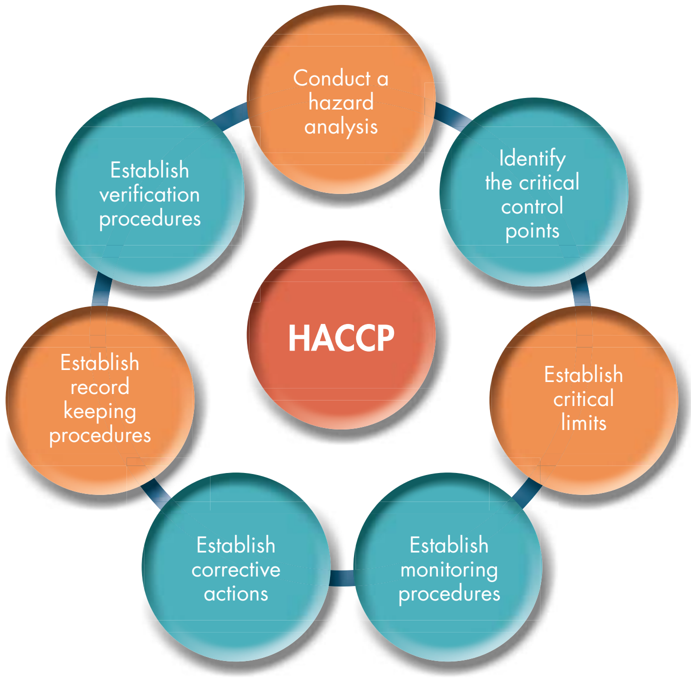
12.3 *Hazard Analysis and Critical Control Points (HACCP)*

Hazard Analysis and Critical Control Points (HACCP) a systematic preventative approach to food safety that addresses physical, chemical and biological risks/problems in the food-production process, and recommends corrective action before food can pose a health risk to customers

Hazard Analysis and Critical Control Points (HACCP) is a system that provides a framework for monitoring the total food system – from harvesting to consumption – to reduce the risk of food-borne illness. The system is designed to identify and control potential problems before they occur. The application of HACCP is based on technical and scientific principles. Currently, the food industry supports the use of HACCP and its principles as the best system available to reduce and prevent food-borne illness.



Source: HACCP Australia.

Figure 12.10 HACCP wheel

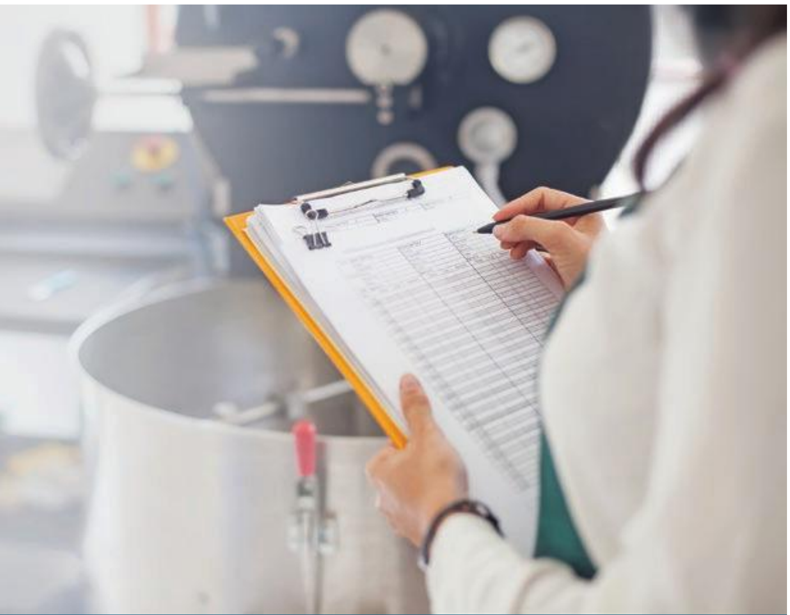


Figure 12.9 Performing a hazard analysis

Figure 12.11 Food science organisations commit themselves to ensuring quality in products.

HACCP consists of seven steps used to monitor food as it flows through an establishment, whether it is a food-processing plant or a food-service operation. The seven steps of the HACCP system address the analysis and control of biological, chemical and physical hazards.

HACCP Australia is a leading food science organisation specialising in the HACCP Food Safety Methodology and its applications within the food and related non-food industries.

The HACCP principles

The HACCP principles are set out in seven steps that are applied easily in commercial and non-commercial settings. These steps deal with the issues of thorough cooking and cooling, which

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are the major causes of food-borne illness. In order for the HACCP principles to be effective in reducing the risk of food-borne illness, standard procedures for personal hygiene, basic sanitation and food storage need to be developed and followed. The seven procedures should take into consideration the types of foods that will be prepared, the number of food handlers involved in the food preparation process and the types of equipment to be used. The principles are listed in the form of a checklist, which can be checked off as each step is accomplished.

The seven steps

1 **Conduct a hazard analysis.** The purpose of a hazard analysis is to develop a list of hazards that are likely to cause injury or illness if they are not controlled. Points to be considered in this analysis can include the skill level of employees, transportation of food, volume cooling, thawing of potentially hazardous foods, degree of food handling and contact, adequacy of preparation and holding equipment available, storage and method of preparation.

2 **Determine Critical Control Points (CCPs).** This step determines where hazards could occur and identifies these spots as **Critical Control Points (CCPs)**. A CCP is any point at which a hazard can be prevented, eliminated or reduced to acceptable levels. CCPs are usually practices or procedures that, when done incorrectly, are the leading causes of outbreaks of food-borne illness. Examples of CCPs include purchase, delivery and storage; preparation and cooking; cooling and storage; reheating; holding or displaying; and service. To determine CCPs, the following questions should be answered:
   - At this step in preparation, can food become contaminated and/or can contamination increase?
   - Can this hazard be prevented through corrective action?
   - Can this hazard be prevented, eliminated or reduced by steps taken later in the preparation process?
   - Can you monitor the CCP?
   - How will you measure the CCP?
   - Can you document the CCP?

Critical Control Points (CCP) points at which controls can be applied and food safety hazards prevented or reduced to acceptable levels

3 **Establish critical limits.** At this stage, the necessary controls are implemented to prevent a hazard. These controls are called a critical limit. The critical limit ensures that a biological, chemical or physical hazard is controlled by a CCP. Each CCP should have at least one critical limit. Critical limits must be something that can be monitored by measurement or observation. They must be scientifically and/or regulatory based. Examples include temperature, time, and pH and water activity.

4 **Establish monitoring procedures.** Monitoring is a plan that includes observations or measurements to assess whether the CCP is being met. It provides a record of the processes used throughout the establishment. If monitoring indicates that the critical limits are not being met, then action must be taken to bring the process back under control. The monitoring system should be easy to use and meet the needs of the food establishment, as well as the regulatory authority. It is important that the job of monitoring be assigned to a specific individual and that they are trained in the monitoring technique.

5 **Establish corrective action.** If the process for a CCP is not being met, some type of corrective action must be taken. The standards established in step 3 must be met. Corrective actions may need to be put in place and could, for example, range from ‘continue cooking until the established temperature is reached’ to ‘throw out the product’, depending on the severity of the situation. HACCP plans should include details of who is responsible for implementing the corrective action and what corrective action was taken. Corrective action should be established in advance as part of the HACCP plan.

6 **Establish verification procedures.** These procedures are activities other than monitoring that determine the validity of the HACCP plan and ensure the system is operating according to the plan. One major aspect of verification is to determine whether the plan is scientifically and technically sound. It is also necessary to check that all the hazards have been identified, that the HACCP plan is properly implemented and that these hazards can be controlled effectively. Verification can be completed by

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obtaining expert advice and scientific studies; internal and external audits; observations of the preparation processes of the food; and measurements and evaluations. Another means of verification is an onsite review of the established critical limits, with each CCP having an independent assessor. This verification step provides an opportunity to modify the HACCP plan if necessary.

7 **Establish record-keeping and documentation procedures.** Record-keeping and documentation procedures should be simple to complete and include information illustrating that the established standards are being met. Employees need to be trained in the record-keeping procedures and understand why it is a critical part of their job. Examples of records include time/temperature logs and checklists.

Seven practical steps for HACCP in commercial kitchens

1 Review menu and highlight potentially hazardous foods.

2 Review recipes that include potentially hazardous foods and highlight problem ingredients.

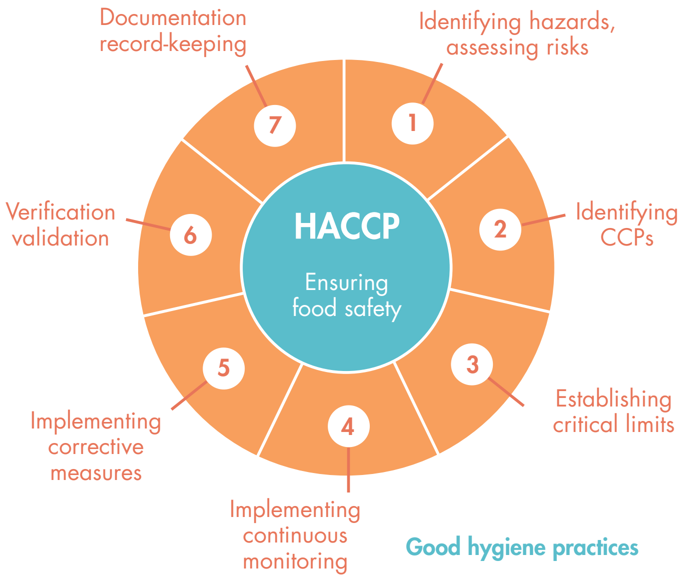
3 Include critical temperatures and times in the recipes/procedures.

4 Check food temperatures during preparation, holding, cooking and cooling. Food temperatures should be checked using a bi-metallic thermometer. Remember that the temperature danger zone is between 5°C and 60°C.

5 Ensure correct temperatures are being met. In some cases, the 'correction' may involve throwing the food item away because the food may have been mishandled during the preparation process.

6 Verify that the previous steps are being followed:
- Review plan.
- Review deviations and corrections.
- Conduct a visual inspection.
- Record time and temperatures.

7 A system for recording temperatures should be developed. This system can be in the form of a notebook or chart that includes the intervals at which the temperatures should be taken and space for recording them.



Source: HACCP Australia.

Figure 12.13 Ensuring food safety with HACCP

Figure 12.12 HACCP certified fruit and vegetables

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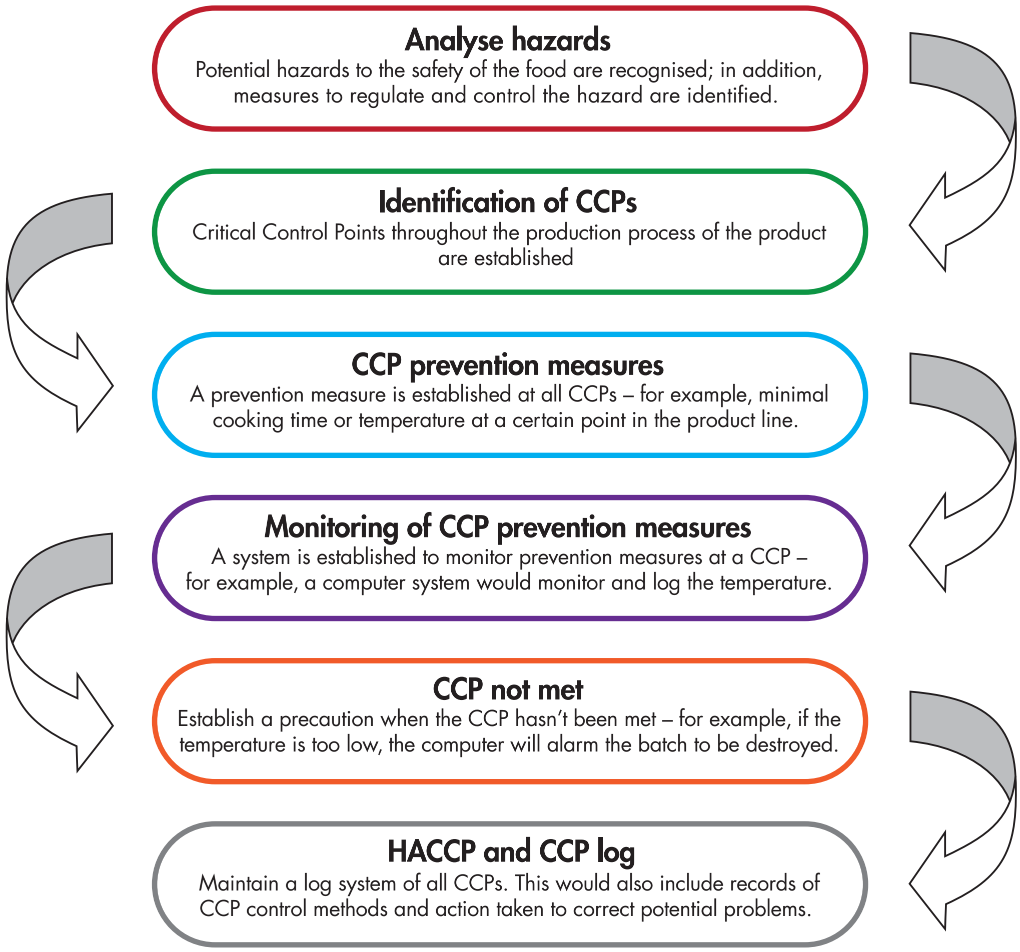
ACTIVITY 12.2

Go online and visit the NSW Food Authority website.

This website provides instructions on setting up a HACCP-based food safety program. Enter 'HACCP' into the search function and follow the link to 'Food Safety Programs & HACCP'.



Source: HACCP Australia.

Figure 12.14 HACCP steps

1 Download:
   - General Guidelines for the Development and Implementation of a Food Safety Program
   - Food Safety Program – general template and view.

2 Discuss the template and use it for your next school function.

Answer the following questions based on your research:

1 Outline what a HACCP plan is.
2 Discuss why food safety is an important issue.
3 Explain what the initials CCP stand for.
4 Describe what steps should be followed when setting up a food safety plan.
5 Summarise the outcomes for an establishment when high food safety standards are met.

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Policies and procedures for HACCP

There are many operational policies and procedures for HACCP in relation to hazardous foods, including meat (raw and cooked), fish, fish paste and shellfish, and poultry (raw and cooked). The following list outlines safe food procedures for these foods.

- Fresh meats should be delivered at 5°C and frozen at –10°C.
- There should be no visible signs of chemical or physical contamination.
- Packaging should be intact.
- Fresh meats should be stored below 5°C and frozen food below –15°C.
- All food should be kept covered.
- Food should be defrosted at 4°C or in the microwave.
- Food must not be held above 5°C for more than four hours.
- Preparation time should not exceed 90 minutes.
- Food should be cooked to an internal temperature of 75°C and the outside should be browned.
- Food should be held at 60°C after cooking.
- If reheating, food should be reheated to 75°C quickly, then held above 60°C for reserving.
- If cooling, food should be cooled to 5°C within four hours.

Handling of milk and milk products, and desserts consisting of egg and milk, should follow these procedures:

- Arrival temperature should be 5°C.
- There should be no visible signs of broken packaging.
- Food should be stored at 5°C.
- Milk should always be covered.
- Any product that is past its shelf life should be discarded.
- Preparation time for these food types should not exceed 90 minutes.
- Cooking time should be according to the recipe.
- Products should only be held at 60°C for a maximum of 90 minutes and then cooled to below 5°C within four hours.

Monitoring and documentation of these processes to control food spoilage and poisoning are necessary to ensure the food establishment meets all the operational policies and procedures.

Food safety monitoring includes internal and external audits. Food establishments should monitor procedures for commodities, products, equipment, policies, procedures and practices. Internal audits are performed within the establishment by management, while external audits are performed by an independent body. Other documentation completed by management and food handlers includes reports, audit summaries and temperature charts. These reports include monitoring and recording temperatures of cold and hot storage equipment and food temperatures using a temperature probe, checking and recording that food is stored within appropriate time limits of receipt of goods and visual examination of food for quality review.

food safety monitoring ongoing review of the hazards associated with food preparation and service, and the conditions needed to prevent the growth of bacteria that can cause food poisoning

This record-keeping is essential for all establishments to comply with safety policies and procedures. If food safety policies do fail, this could result in loss of business due to poor practices, fines for infringements or litigation (a civil action or lawsuit) for not complying with laws.

Figure 12.15 Record-keeping is essential when monitoring food.

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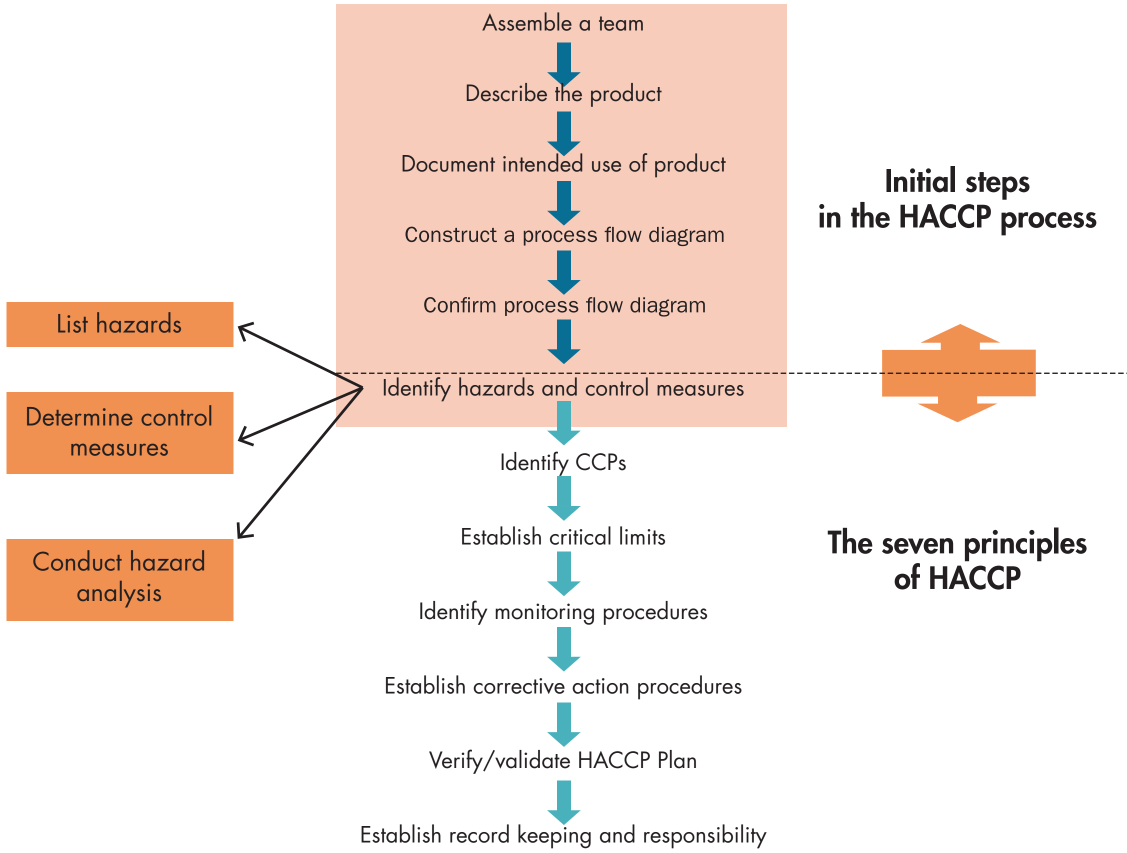

Source: HACCP Australia.

Figure 12.16 HACCP flowchart

ACTIVITY 12.3

1. Design a HACCP plan for the preparation of a chicken and vegetable stir-fry.
2. Describe the CCP in the delivery of fresh chicken.
3. Describe the CCP in the preparation of a Caesar salad.

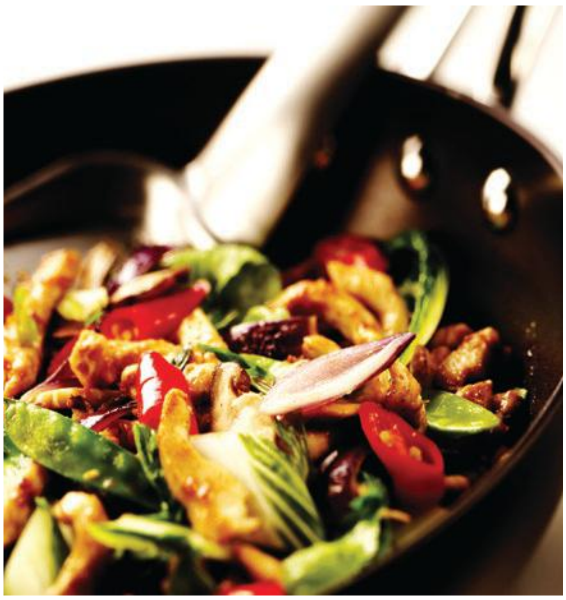

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Figure 12.17 Caesar salad


Figure 12.19 Wearing appropriate clothing is an important aspect of personal hygiene.

Figure 12.18 Any product that is past its shelf life should be discarded.

Safety procedures at critical control points

The ability to maintain a high level of safety in food production is crucial for the survival of an establishment that sells food. When implemented thoroughly, safety procedures produce very positive outcomes. Satisfaction with the establishment's products creates consumer confidence. Satisfied customers provide repeat business, which results in profits. Efficiency within a business will create confidence in the establishment and in turn lead to high staff morale, since staff know they are providing a safe product for their customers. Another positive result of staff following food safety guidelines is the minimisation of loss of product and profit through spoilage of goods.

When food safety guidelines are not adhered to, many problems can result. These include the possibility of causing food poisoning from the sale of contaminated food, resulting in bad publicity for the business, possible legal action, lower profits from fewer customers and possible business closure. Staff involved can also be affected, experiencing low morale or even job loss.

It is important for all staff to follow **policy and procedures**, especially when dealing with CCPs. CCPs can deal with either visible or invisible methods of contamination. Invisible contamination is unable to be seen by the naked eye, and usually is caused by microbes or germs, whereas visible contamination is usually obvious and it is easy to tell that the food is spoilt. Food spoilage makes food inedible by producing a change in the food's flavour, smell, colour and appearance as a result of chemical, microbiological or physical changes on or within

policy and procedures rules and regulations


Figure 12.20 Unsafe preparation area

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food. These changes are caused by hazards that affect food during the food handling process, production, storage or service of the food.

CCPs where there is a high risk to food spoilage and contamination (food safety) include:

- purchasing and taking delivery of food stock
- food storage and stock control
- food and beverage preparation
- cooking or processing of food
- cooling and reheating of food
- holding or displaying food
- packaging food
- transporting food
- service of food and beverages
- disposal of food.

The temperature danger zone

Foods that can cause food poisoning should be kept below 5°C (for cold foods) or above 60°C (for hot foods). Low temperatures prevent food-poisoning bacteria, which may be present in the food, from multiplying to dangerous levels. High temperatures will kill bacteria and viruses. Because bacteria can grow to unsafe levels between 5°C and 60°C, this is known as the **danger zone**.

danger zone temperatures between 5°C and 60°C, which enable the growth of bacteria; this should be avoided in food preparation and storage

Figure 12.21 Food thermometer testing for unsafe levels

Key tips

The following key tips are the golden rules for keeping food safe.

Keep it cold	• Keep the fridge below 5°C. • Put any food that needs to be kept cold in the fridge immediately. • Don't eat food that is meant to be in the fridge if it has been left out for two hours or more. • Defrost and marinate foods in the fridge – especially meats. • Shop with a cooler bag and picnic with an esky.
Keep it clean	• Wash and dry hands thoroughly before starting to prepare or eat any food, even a snack. • Keep benches, kitchen equipment and tableware clean and dry. • Don't let raw meat juices drip onto other foods • Separate raw and cooked food and use different cutting boards and knives for each. • Avoid making food for others if sick with something like diarrhoea.
Keep it hot	• Cook foods to at least 60°C, hotter for specific foods. • Reheat foods to at least 60°C until they are steaming hot. • Make sure there is no pink left in cooked meats such as mince or sausages. • Look for clear juices before serving chicken. • Heat all marinades containing raw meat juices to boiling before serving.
Check the label	• Don't eat food past its 'use by' date. • Note a 'best before' date. • Follow storage and cooking instructions. • Be allergy aware. • Ask for information about unpackaged foods.

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High-risk areas

The high-risk areas that can be a cause for food poisoning are important to remember. These include the following:

- **Working with foods highly susceptible to microbiological contamination.** These include:
  - raw, cooked or processed meats, poultry, fish and shellfish (especially oysters)
  - milk and milk products, custards and puddings, cream and cream products
  - shell eggs and egg products, rice and beans (especially lima beans, borlotti beans and chickpeas)
  - stuffing for meat and poultry
  - opened canned meats, gravies and sauces.
- **Working in temperatures that promote rapid growth of micro-organisms.** The temperature danger zone for promotion of rapid growth of micro-organisms is between 5°C and 60°C.
- **Displays of food and buffets.** It is essential to check temperatures of displayed foods (hot food should be kept above 60°C and cold food below 5°C).
- **Touching food with the hands.** In these situations, hands must be washed thoroughly. Gloves should be changed regularly; you should never use the same gloves when handling money and raw and cooked food – this will cause **cross-contamination**.

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

Figure 12.22 Dairy products are highly susceptible to microbiological contamination.

- **Requirements for rethermalisation or defrosting.** Cooling of a product is required within four hours. Foods should be defrosted at below 5°C or in a microwave. Foods should be reheated to 75°C or above in as short a time as possible. Leftover food that has already been reheated should not be refrozen. Remember to stir food when reheating to hasten the heating process.

Food poisoning

- Food poisoning is the name for the range of illnesses caused by eating or drinking contaminated food or drink.
- It is also sometimes called food-borne illness.
- It is quite common, affecting an estimated 4.1 million Australians each year.
- The symptoms can be unpleasant, and for some groups they can be quite serious.

Figure 12.23 Bacteria breeding in improperly stored foods can result in food-borne illness or food poisoning.

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Table 12.1 Identification and control of hazards

Type of hazard	Examples of hazard	Ways to prevent and control the hazard
Physical	• Glass fragments • Metal shavings • Packaging • Equipment • Foreign objects from the food handler • Pests	• Visual inspection • Correct waste disposal • Strict personal hygiene standards • Effective cleaning of work area • Covering and storage of food products • No eating by staff • Effective pest control
Microbiological	• Micro-organisms, including viruses, moulds and bacteria (Remember: some types of micro-organisms can grow without evidence and not cause a smell or sliminess.)	• Purchase reputable brands. • Check goods on delivery, and control temperature. • Store at the correct temperature, cover food, rotate stock, avoid cross-contamination. • Follow temperature guidelines: cook to the centre above 75°C; cool food rapidly (from 60°C to 5°C or below within four hours); reheat rapidly to 75°C (two hours maximum in the danger zone between 5°C and 60°C). • Cold holding below 5°C • Hot holding above 60°C
Chemical	• The presence of toxic chemicals in food. These include pesticides, insecticides, rat poison, cleaning agents and residue from food left in open cans.	• Store chemicals away from food and food areas. • Never store food in chemical containers. • Clearly mark chemical containers. • Rinse and clean chemicals from surfaces and equipment where food may come into contact with them.

The two-hour, four-hour rule

The two-hour, four-hour rule applies to ready-to-eat, potentially hazardous food. It provides guidance on how long this type of food can be held safely at temperatures between 5°C and 60°C, and what should happen to it after certain times. The times refer to the whole life of the food, including preparation and cooling, not just to display times, so remember to add up the total time that the food has been between 5°C and 60°C.

Table 12.2 Time limits for the two-hour, four-hour rule

Total time limit between 5°C and 60°C	What you should do?
• Less than two hours	• Use immediately
• Between two hours and four hours	• Refrigerate or use immediately
• More than four hours	• Throw out

Time and temperature controls are required to:

- ensure microbiological safety
- keep food out of the temperature danger zone.

The two-hour, four-hour rule provides a substantial guide for the safety of food products.

Specific foods require appropriate temperatures at various stages:

- storage
- production
- heating and cooling

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- display
- service.

It is important to be familiar with the use of a temperature probe, including its:

calibration set an instrument correctly so it can measure in an exact and precise manner

- **calibration**
- use
- cleaning
- accuracy
- monitoring.

Customer groups with a high risk of harm

Customer groups at the highest risk of harm from unsafe food handling procedures include:

- babies and children
- pregnant women
- elderly people
- people with immune deficiencies
- people with allergies.

food hazards harmful substances that can cause food poisoning if food is not handled appropriately

Reporting hazards

Reporting **food hazards** in the workplace is a requirement for all staff. Reporting hazards prevents the possibly of contamination and harm to customers. The reporting of food hazards should take place immediately, and be directed to the supervisor/team leader, manager or WHS officer.

Knowing the importance of acting and reporting within the level of authority at work is a trait of a good employee. The traits of initiative, problem-solving and decision-making are qualities that are highly sought after by all employers.

The reporting procedure ensures the safety of everyone, as it protects the business from potential harm. There are many reporting methods, and individual businesses will have reporting procedures in place. These methods consist of formal and informal notification, and verbal and written reports to the appropriate staff or employer.

Food hazard indicators

Indicators that food hazards are not under control include:

- customer complaints
- reports of food poisoning
- misuse of single-use items
- stocks of out-of-date foodstuffs
- spoilt or contaminated food
- unclean equipment
- the existence of pests and vermin.

12.4 *Store food safely*

Depending on the types of food served at an establishment, different food storage environments are necessary. In general, the following storage environments will be required:

- **Dry storage.** Dry store units provide safe, secure and hygienic storage for catering stock.
- **Cold storage.** Cold storage facilities provide rooms with very low temperatures, suitable for the storage of perishable items like meat and vegetables.
- **Freezers.** Freezers are used to store food in a solid state for an extended period of time. Freezers generally keep food at around –18°C.

Figure 12.24 Food storage units

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Storage conditions for different food types

The storage conditions for food types will differ depending on the properties and characteristics of the frozen, fresh or cooked food. Other factors that contribute to the length of time for which food will be edible include:

- whether it has been stored in the correct area
- the temperature ranges at which it is stored
- the length of time for which it has been stored
- whether stock rotation is initiated in the storage routine when receiving goods.

Figure 12.25 Eggs should be refrigerated until use.

The following list outlines some of the necessary storage requirements for different foods:

- **Eggs.** Refrigerate until ready for use. Keep the eggs in their original cartons, with the rounded ends up. Place the carton on the lowest rack or a little towards the back (the coldest areas of the refrigerator). Keep the egg cartons closed to minimise exposure to strong odours.
- **Dairy.** Put dairy products in the refrigerator within two hours of purchase and freeze ice-cream as soon as possible. Although pasteurisation controls many bacteria, some can still grow quickly when dairy products are not stored properly. Food kept at room temperature for more than two hours should be discarded. Check the expiry date on the package, and don't keep dairy products longer than recommended.
- **Meat.** Buy meat that is as fresh as possible. The fresher the meat, the better it will taste and the longer its shelf life will be. If you are buying pre-packaged meat, such as mince, check the expiry dates.
- **Fish.** Store fish separately from other foods. Always wash all utensils in soap with a scouring pad. Seal the fish in an airtight plastic bag if possible. Freeze or refrigerate promptly if you will not be eating it right away. Use caution when eating fish that has been fermented instead of refrigerated, such as anchovies, sardines and tuna.
- **Fruit.** Keep citrus fruit at room temperature for up to a week. Keep in a cool dark place, out of direct sunlight, and be sure to check regularly for spoilage. Fruit should already be ripe before placing in the refrigerator, since lower temperatures slow down ripening. Allow to ripen at room temperature for a few days before placing in the refrigerator.
- **Vegetables.** Use the crisper in the refrigerator, which is designed to keep the moisture in vegetables. Vegetables can be kept from a few days to a few weeks, depending on the type. Asparagus, beans, beets, carrots, broccoli and cauliflower should all be stored in the fridge. Certain types of vegetables do better in a cool, rather than cold, environment. Artichokes, Chinese cabbage, onions and potatoes can all be stored in a cool, dry location.

Figure 12.26 Depending on the food type, storage conditions will differ.

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- **Dried goods.** Foods will keep longer when stored in a cool, dark place. Keep the pantry door shut to avoid exposure to sunlight.
- **Flour and cereals.** Freeze any amount over what you will use in three months. Store in airtight containers that have moisture barriers both while in the freezer and when they are out.
- **Beans, legumes and rice.** Store in airtight containers. You can freeze for a short time.
- **Dehydrated vegetables/dried fruits/nuts.** Place in airtight containers to prevent moisture, which can cause moulding, and keep out of direct light, which can discolour or bleach. Roasted nuts should not be stored long term, as the oils will become rancid.

Freezing cannot improve the flavour or texture of any food, but can preserve most of the quality of the fresh product.

12.5 Prepare food safely

safe and hygienic work practices routines/processes to ensure a safe and hygienic workplace for staff and visitors

There are a range of **safe and hygienic work practices** relating to the preparation, handling and service of food. These include:

- personal hygiene and regular hand-washing
- safe and hygienic handling of food and beverages
- correct food storage
- proactive avoidance of cross-contamination at all times
- following the food safety program
- knowledge and understanding of the temperature danger zone.
- adhering to the two-hour, four-hour rule
- knowledge of and adhering to appropriate temperature levels for food storage, production, display and service
- suitable dress and PPE
- hygienic cleaning practices in accordance with workplace guidelines
- use of cleaning equipment, clothes and materials following the manufacturer's guidelines
- safe handling and disposal of linen and laundry
- appropriate handling and disposal of garbage
- cleaning and sanitising of all equipment and premises following guidelines.

Figure 12.27 Prepare food cleanly and safely.

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12.6 Food safety hazards associated with different serving methods

Hospitality businesses prepare and serve food in a number of different ways in order to meet the needs of their customers. Some restaurants and hotels serve food to order, while others (such as cafés and takeaway outlets) may offer a range of serving options. Each of these serving methods has associated safety risks that need to be taken into account.

Figure 12.28 Store dried goods in airtight containers.

Self-service

Figure 12.29 Self-service items must be kept at required temperatures.

Buffets, salad bars, condiments stations, tea and coffee stations, and drink dispensers are all forms of self-service. All food and beverages offered to customers in a self-service situation are required to be kept at specific temperatures. Cold foods and beverages, such as salads and milk, need to be kept at a constant temperature below 5°C. Hot foods, such as pasta and meats, need to be kept at constant temperatures over 60°C. Staff are required to monitor temperatures regularly to ensure they are within safe limits.

Figure 12.30 Cold storage for safe products

- Hot foods should not be kept on display for longer than 90 minutes. After this period of time, food should be disposed of.
- New food should not be added to old food.
- Appropriate utensils (e.g. tongs, serving spoons) should be available so that no food is touched with hands.
- Each dish should have its own utensils to avoid cross-contamination.
- Self-service food areas should be kept under constant supervision to ensure that customers do not contaminate the food by touching, coughing or sneezing on it. If this does occur, the contaminated food must be removed immediately.

Figure 12.31 Storage conditions for self-service goods must be labelled clearly and adhered to.

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Pre-packaged food items

Pre-packaged food items are available in a wide range of hospitality and other businesses; they include sandwiches, hamburgers and similar items. Often, this food is supplied by external contractors. Storage conditions for these foods must be strictly adhered to and 'use by' dates followed. It is also important that the packaging used for these foods is appropriate and undamaged. If damage is evident, remove from the service area immediately.

ACTIVITY 12.4

Fresh food products are commonly sold in fast food vans. Many of the products are produced off-site and sold from the van.

Describe one critical control point in each of the following stages for sandwiches produced for sale:

1 preparation
2 service
3 display of food.

12.7 Provide safe single-use items

Single-use items

single-use items items that can only be used once before being disposed of

Single-use items are provided to customers for the following reasons:

- to ensure a higher level of hygiene
- to reduce cleaning time and cost
- to reduce food handling
- to provide specific portion control.

Single-use items include:

- cutlery and chopsticks
- plates, mugs, cups and bowls
- face wipes and serviettes
- drinking straws
- takeaway containers for food and beverages.

In some instances, single-use items can reduce costs and provide variety, particularly with individually packaged products such as:

- sugars
- condiments
- jams and spreads

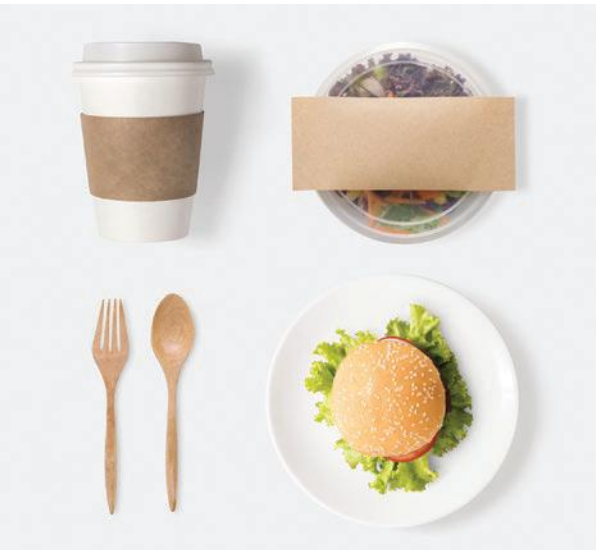

Figure 12.32 Examples of single-use items

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- serves of coffee, tea and UHT milk
- knives, forks and serviettes
- toiletries for motel rooms.

Single-use items are used for convenience and for reduced workload of cleaning when used in function settings. They provide a hygienic service for the customer and do not reduce the quality of the good, but enhance practicality and ease of handling products in many hospitality situations.

It is important that all single-use items are sorted and used according to the manufacturer's instructions in order to avoid contamination.

The Standard requires the business to make sure that single-use items:

Figure 12.33 Single-use items

- do not contaminate food
- do not pass on any illness
- are not re-used.

The main ways to make sure that food is kept safe using single-use items include:

- protecting the single-use item with packaging or a container
- using dispensers that will allow only the customer who will use the single-use item to touch it
- storing the single-use item away from chemicals, in food storage areas
- throwing the single-use item away if it has been used, damaged, touched or in any way contaminated.

It is important to ensure that single-use items are disposed of correctly as required so they will be less harmful to the environment. Popular single-use products today are often environmentally friendly.

12.8 *Maintain a clean environment*

Cleaning is the removal of all soiling and food build-up, but this will not necessarily eliminate germs. Sanitising is the next step.

Methods of sanitising include:

- the use of steam
- hot water
- chemical sanitisers.

Sanitising is only effective if carried out correctly. A small number of germs often remain, but at a level that is not harmful to humans.

Appropriate cleaning practices are specific to the businesses/hospitality premises and areas being cleaned. Cleaning within the hospitality industry is scheduled daily or on a needs basis and there are specific routines for all areas/sectors.

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Figure 12.34 Clean and sanitise your work station.

The cleaning practices for food preparation areas are more specific, and require cleaning prior to, during and after service. Food preparation areas, storage areas and public areas require various cleaning liquids and cleaning equipment to ensure the areas meet a hygienic level. The kitchen surfaces, equipment and utensils used in the food preparation area are cleaned on a needs basis and the larger-scale equipment has set routine cleaning and regular maintenance cleaning schedules to maintain the levels required by the industry.


Figure 12.35 Ensure all equipment is clean and well maintained.

To clean and maintain both large- and small-scale equipment, staff should have specific roles. Cleaning down and ensuring that all working parts in contact with food are thoroughly sanitised are essential to ensure the equipment is clean and ready for the next use. This increases the life of the machine and ensures cross-contamination does not occur. Cleaning is a high priority for a hygienic work environment, and is an ongoing process.

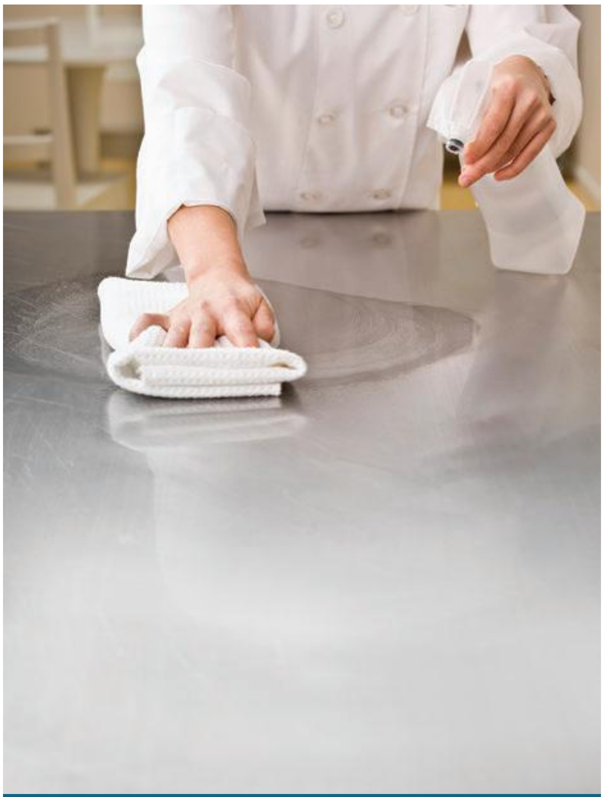
Figure 12.36 Spray and wipe down all surfaces.

If problems are discovered during the cleaning process, these should be reported to the supervisor/manager and, when required, to the supplier/manufacturer. It is also essential that training is provided for assembly and disassembly of equipment to prevent injury or damage.

Everyday equipment, including crockery and cutlery, should be checked on a regular basis. If any signs of wear or damage are visible, it is necessary to dispose of the item to reduce incidences of contamination from the exposure of food to cracks or chips. Dispose of or report chipped, broken or cracked eating, drinking or food handling utensils. The supervisor will instruct on what is required for disposal or other intended use of the equipment. This also assists with stocktake and purchasing of replacement equipment. Do not use chipped crockery.

Removal and disposal of waste are major issues within all hospitality businesses. All businesses use waste bins, waste-disposal units, recycling units and compactors to assist with the environmental issues and the problems associated with waste. The cleaning of these disposal areas is vital, and waste needs to be stored correctly or it will be a haven for vermin. Take measures within your scope of responsibility

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to ensure food handling areas are free from animals and pests, and report incidents of animal or pest infestation. Common vermin include flies, cockroaches, rats and mice. Control of these vermin may require professional assistance.

Hospitality businesses are becoming increasingly aware of the need to protect the environment, and cleaning products are now more sustainable and environmentally friendly.

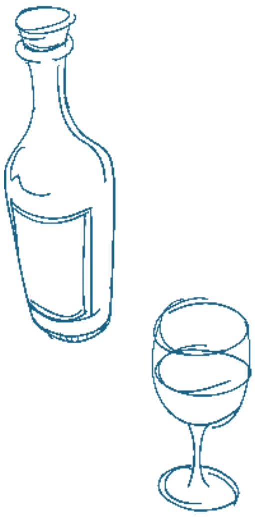

Figure 12.37 The kitchen must be cleaned after every shift.

12.9 *Dispose of food safely*

Reasons for the disposal of food

The disposal of food is a major issue in the hospitality industry. Food is disposed of for a number of reasons:

- It may not be safe.
- It may be suspected of not being safe.
- It may be left over from service.
- It may have been recalled due to contamination during production or processing.

Figure 12.38 Dispose of food safely and ethically.

It is important to mark food to be disposed of and to keep it separate from other foodstuffs. This is key practice so that any food identified for disposal is not used for any other purpose.

In these cases, food should be disposed of safely so that it cannot be used for human consumption. Dispose of food promptly to avoid cross-contamination. Recalled food should be returned to the supplier.

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Unit summary

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

- the importance of safety procedures in food production
- hygiene and food safety legislation and regulations regarding correct storage, handling and preparation of food
- types of hazards that apply to food handling, production, storage and service
- risk situations
- Hazard Analysis and Critical Control Points (HACCP)
- Critical Control Points (CCPs)
- operational policies and procedures for HACCP in relation to potentially hazardous foods
- HACCP-based monitoring, documentation and procedures
- single-use equipment
- maintaining a clean environment
- safe disposal of food.

Unit activities

1 Recall the critical components of a food safety plan.

2 Define a HACCP program.

3 List and describe the seven principles of HACCP.

4 List the rules that should be followed for self-service areas.

5 List three hazards relating to food and provide examples of each.

6 Define why the temperature danger zone is so important to remember.

7 Identify the key tips or golden rules for keeping food safe.

8 Recall what doggy bags are and why they are controversial with some food premises.

9 Discuss why it is necessary for different food types to have different storage needs.

10 Identify the difference between cleaning and sanitising and discuss why it is so important in a commercial food premises.

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Kitchen operations and cookery stream

Unit 13

Use cookery skills effectively (holistic)

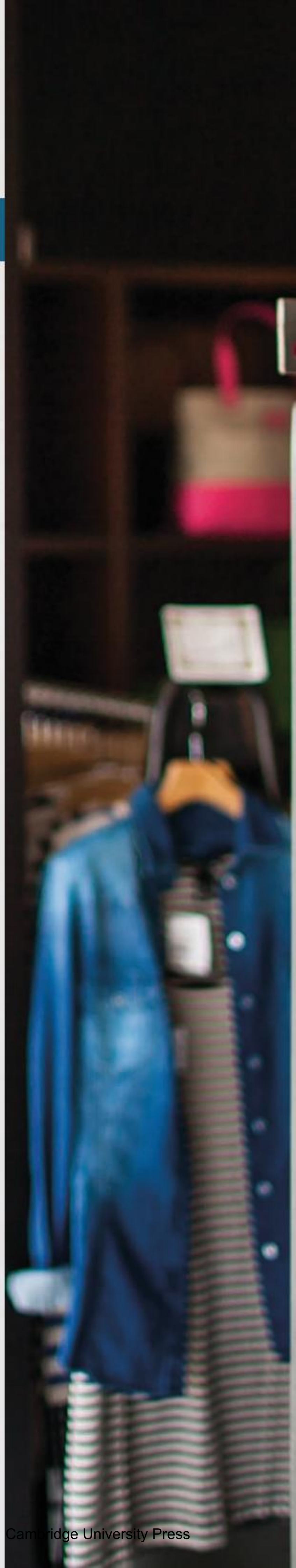
Unit code: SITHCCC011

Prerequisite unit:

This unit must be assessed after the following prerequisite unit:
SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

20 hours



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Unit overview

This unit describes the performance outcomes, skills and knowledge required to use a range of cookery skills during service and production periods. The unit integrates key technical and organisational skills covered in individual units and focuses on the ways in which these must be applied in a commercial kitchen. The unit applies to hospitality and catering operations, including restaurants, educational institutions, health establishments, defence forces, cafeterias, kiosks, cafés, residential caterers, in-flight and other transport caterers, and event and function caterers. It applies to individuals who prepare a range of food items using standard recipes, but who may not be fully qualified cooks. Styles of menu may be classical, contemporary or ethnic, and may be formal or informal according to organisational requirements.

Foundation skills

Skills	Description
Reading skills to:	• locate information in production instructions, task sheets in work schedules and standard recipes.
Writing skills to:	• write a list of tasks to be completed as part of the food-production process.
Numeracy skills to:	• measure familiar quantities of ingredients using simple measuring instruments.
Problem-solving skills to:	• respond to problems in the food preparation and cooking process.
Learning skills to:	• identify organisational requirements that apply to one's own and workplace safety, productivity and hygiene procedures.
Teamwork skills to:	• work cooperatively with others to support timely and quality food service • work safely in the kitchen, supporting a safe environment for self and others.
Self-management skills to:	• respond to multiple demands simultaneously to support live service and production period • deal with pressure of work and kitchen conditions.
Technology skills to:	• use a range of commercial kitchen equipment when preparing different menu types based on standard recipes.

Key terms

commercial equipment
cookery methods
dietary requirements
end of shift
hygienic practices and procedures
job role
job checklist

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Note to teachers

It is expected that final assessment of this unit will be conducted following the completion of other units required for a qualification. However, the collection of evidence will take place over a period of time, and may commence before the completion of other required units. Students will need to integrate technical skills and knowledge to demonstrate their cookery skills effectively for a minimum of 12 complete service periods (shifts).

13.1 Organise and prepare for food service or production

It is important to be organised and prepared for food service and production prior to the service period starting. Planning, preparing and organising allow for smooth-flowing and efficient food service and production. Being organised and prepared involves calculating ingredient quantities, preparing **job checklists**, menus and work schedules, and completing food organisation and preparation.

job checklist a list of tasks to be completed

Calculate ingredient quantities according to recipes and specifications

Standard recipes are used in the hospitality industry to help determine ingredient quantities for menu items. A standard recipe gives you information on how to prepare food, the name of the recipe, a list of ingredients, step-by-step instructions on what to do with each ingredient, how to garnish, how to serve the food, ideas for modifying the recipe and the serving yield size. It helps to standardise the production of every food item on a menu. This ensures that the food is consistent in quality, quantity, cost and presentation, regardless of who prepares it.

Standard recipes are particularly helpful to assist the training of new staff, write accurate bulk food orders, control portion size, record food costs, establish cost percentage for each item and maintain consistent quality. When preparing food in large quantities, it is important that you do not over- or under-order ingredients. Ingredient quantities need to be calculated according to recipes and specifications. Often these ingredient quantities need to be modified to suit your enterprise requirements and the number of portions needed. Before ordering any goods, it is important that you double-check to ensure you have calculated the correct quantities before an order is placed.

Figure 13.1 Read and familiarise yourself with standard recipes.

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Prepare a job checklist for food preparation and service

It is important when you are working in the industry that, both at the beginning of the day and before service starts, you prepare an accurate and detailed job list to ensure all necessary tasks get done. This will also assist with your time management and ensure that all jobs are completed in the necessary timeframe. Often you will be prepping for more than one service period and for several dishes.

Job checklists need to be clear, complete and appropriate to the situation. They also need to be written in a manner that is understood by all staff so everyone is clear about what duties need to be done and what their specific jobs are. Your ability to work to a job list will assist all kitchen staff and chefs when busy service periods begin. Completing a lot of the basic preparation will ensure that meals are cooked to order and given to the customer with minimal time wastage, adding to the efficiency of the establishment.

Follow instructions about menu requirements and job roles

Working together as part of a team is essential in the hospitality industry. Excellent communication skills are needed to ensure that everyone is clear about their jobs and job responsibilities.

Figure 13.2 Discuss menu requirements and calculate ingredient quantities.

It is important to liaise with other team members effectively about menu requirements and **job roles**. Some menus may have specific requirements that you need to know.

You should also be aware of specific requests from customers with regard to the menu. Some customers may require particular menus due to cultural reasons or **dietary requirements**, including food allergies or food preferences. It is essential to your establishment's reputation that you seek to accommodate all menu requirements, and that you have the ability to adapt to and cater for special dietary needs and customer requests.

job role the requirements and job description of a particular position in the establishment

dietary requirements specific needs a person has regarding the intake of foods

Kitchen staff need to be able to follow instructions given to them regarding menu requirements and job roles.

Follow a work schedule to maximise efficiency

A work schedule is necessary to identify the jobs that need to be completed, to delegate jobs to other team members and to ensure there is a person who is in charge of or has taken responsibility for a given task.

A work schedule will help to maximise efficiency and ensure that jobs are completed to an acceptable standard within a given timeframe. It will also take into consideration the roles and responsibilities of other team members.

Often a work schedule for a team is devised by a manager or an individual who has been given responsibility for a set group of people or a set task. Staff need to ensure that they follow the work schedule given to them to maximise efficiency in the kitchen.

Complete food organisation and preparation

Organising and preparing food items before service is known as *mise en place*. It refers to all the preparation done before actual cooking begins. Food organisation and preparation must include:

- cleaning and preparing vegetables and other ingredients

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- preparing and portioning food types, ingredients and dishes
- selecting and using service-ware and equipment.

The food organisation and preparation (*mise en place*) will vary according to different food production and service requirements.

Different service periods for which you may provide menu items include:

- breakfast
- lunch
- dinner
- special function.

Figure 13.3 Complete *mise en place* prior to service.

13.2 Cook menu items for food service or production

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

The cooking of menu items generally occurs during the service period. Tasks you may be required to complete include using commercial equipment, cooking menu items, working as part of a kitchen team, following WHS and **hygienic practices and procedures**, and maintaining a clean and tidy work area.

Figure 13.4 There are guidelines and standards for preparing food.

Select and use appropriate commercial equipment

When working in the hospitality industry, you need to be able to select and use the appropriate equipment for the menu item you are preparing. You should be familiar with and able to operate, in line with the manufacturer's specifications, a range of standard **commercial equipment** found in most establishments. This includes undertaking training in the correct use of equipment and the wearing of any necessary personal protective equipment required to ensure you meet all WHS standards. Some of the commercial equipment that you may need to learn to use includes electric, gas or induction ranges; ovens, including combi ovens; microwaves; grills and griddles; deep-fryers; salamanders; food processors; blenders; mixers; slicers; tilting frypans and bratt pans; steamers; bains-marie; and tools and utensils, including knives and measuring equipment.

commercial equipment the machinery or tools used in the food-service and hospitality industry

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Figure 13.5 Use commercial equipment safely.

Cook menu items according to menu type and service style

Every hospitality establishment will have its own menu type and service style. The establishment's location, clientele, decor and cuisine will influence its menu type and service style. You may be required to work in a five-star silver service establishment or for a hospital kitchen with the prime aim of serving its clients healthy and nutritious meals. Either way, you need to be aware of the various menu types, service styles and **cookery methods** used to be able to cook menu items appropriately.

cookery methods a variety of techniques to cook different types of foods

Figure 13.6 Be aware of menu type and service style when preparing menu items.

Different menu types for which you may cook items include the following:

- **À la carte.** This kind of menu will have a list of dishes in menu order from appetisers to main meals and desserts. The customer can select any combination of dishes from the menu.
- **Buffet.** A buffet menu is one where all the food is prepared and then presented on a table for the customer to select and serve their own food.
- **Set menu.** Menus can be pre-ordered where customers are served food that has already been chosen – commonly seen at functions.
- **Table d'hôte.** This is a set menu that consists of two to four dishes for a set price. The customer has the option of choosing two to three dishes from each course.

Some of the common cookery methods with which you need to be familiar, regardless of the type of establishment, include the following:

- **Boiling.** Food is cooked by submerging it in liquid (usually water) that has been brought to the boil and maintaining it at a high temperature.
- **Poaching.** Food is submerged completely in liquid (often a stock or other flavouring mechanism) just below boiling point and there is no visible movement of the liquid when cooking is in progress.
- **Steaming.** Food is cooked by the heat of the steam surrounding the food. The food is suspended above a boiling liquid and the steam rises to move around the food. The steam should be contained within the vessel.
- **Stewing.** Food is covered with liquid and cooked slowly. It is a long process, giving a concentrated colour and flavour to the food and sauce.
- **Braising.** Often used with meat and vegetables. Food is cooked slowly in liquid in a firm-lidded, heatproof vessel. The ingredients are cut into large pieces and the liquid half-covers the meat during cooking.
- **Roasting.** Food is cooked in an oven and basted during the cooking process, ensuring it stays moist.
- **Baking.** Food is subjected to dry heat in an oven, which converts the water content of the food into steam; this in turn bakes the food.

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- **Grilling.** Food is cooked by radiated heat directed from above or below the food. The source of heat can be electric, gas or charcoal.
- **Shallow-frying.** Involves cooking food in a small amount of fat in a pan.
- **Deep-frying.** Food is cooked by fully immersing it in extremely hot fat or oil. The food cooks very fast and takes on the flavour of the cooking liquid. Most foods to be deep-fried are covered with a coating such as a batter or breadcrumbs.
- **Stir-frying.** Involves adding ingredients to a heated pan and stirring or tossing them continually while cooking at a high heat. It is a popular Chinese cooking technique, as it is quick and healthy, and does not use much oil.
- **Pan-frying.** A dry-heat cooking method whereby food is semi-submerged in hot oil in a pan on the stovetop.

Figure 13.7 Every establishment has its own way of presenting food.

Work cooperatively as part of a kitchen team

Your ability to work with others as part of a team is crucial, regardless of where your chosen workplace is and how busy it may get. In a commercial kitchen environment, you will be required to be proactive in your job role, and other members of the team will also be relying on you to do your duties within the given timeframe and to the best of your ability. Your ability to carry out these duties and work with a group of people should ensure a smoothly operating and well-functioning kitchen.

The success of the team will depend on the ability of all members to work together to achieve a common task or goal. It involves consulting with others, prioritising tasks, delegating tasks to others, implementing problem-solving strategies, using decision-making skills, negotiating and accommodating changes to routine.

Figure 13.8 Work as part of a team.

Follow workplace safety and hygiene procedures

Hygiene and workplace safety are essential not only to protect yourself, but also to protect the colleagues with whom you work and the customers of the establishment. Safety and hygiene are paramount when working in an industry environment, and staff should refer to specific organisational policy. All workplace safety and hygiene procedures must be followed according to organisational and legislative requirements.

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Maintain cleanliness and tidiness of the work environment

It is important to maintain the cleanliness and tidiness of your work environment while working. A dirty or messy work environment can lead to many problems, including accidents and the unhygienic production of food. Work environments need to be maintained in a clean and tidy manner at all times. All equipment used during the service period needs to be thoroughly cleaned and sanitised. Benches must also be cleaned and sanitised. At the conclusion of the service period, or earlier if needed, floors should also be cleaned and bins emptied.

Figure 13.9 Clean as you go to maintain hygiene standards.

13.3 Complete end-of-shift requirements

Figure 13.10 End-of-shift procedures include thorough cleaning.

End-of-shift requirements refer to the tasks that need to be completed at the end of the service period. These include cleaning, restocking, storing food items and participating in a debrief or handover.

end of shift when the working day finishes for the employee

Complete end-of-shift procedures

At the end of the service period, when customers have left your establishment, you will find that there are still plenty of jobs to complete before your shift is over. Several important jobs still need to be done to ensure that things are in order for the next service period. End-of-shift procedures include:

- cleaning procedures
- post-shift debrief and handover
- preparing work area for the next food service or production period
- restocking
- storing food items
- updating stock inventory.

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Store food items appropriately

All food items need to be stored appropriately to minimise food spoilage, contamination and wastage. They should be at the correct temperature, covered and labelled according to organisational procedures.

Food spoilage can occur when products are not stored correctly, and are left in the temperature danger zone for extended periods of time. You should aim to minimise the amount of time spent by food ingredients in the temperature danger zone, and hence reduce the potential for contamination, deterioration and general wastage. Items should be appropriately covered or repackaged, and put into the correct storage location as soon as possible.

Some storage requirements for food items are:

- dairy products such as custard, creams, and yoghurt – between 1°C and 4°C
- fresh meat – between –1°C and 3°C for up to two or three days
- fresh poultry – between –1°C and 3°C on covered trays in the refrigerator
- fresh fish – on trays of crushed ice in the coldest section of the cool room
- most fruits and vegetables – between 1°C and 4°C in the cool room
- frozen food items – below –18°C.

Participate in post-shift debrief or handover

A post-shift debrief is necessary to improve service and the quality of menu items. Debriefing allows for an open discussion of any issues and areas of concern, and ensures that customers are receiving top-quality service at all times. Management and head chefs or supervisors will often discuss with the team any issues that may have arisen during the service period, as well as any areas of concern. Customer reviews and feedback may also be discussed, and aspects of the menu may be reviewed – such as upcoming specials or items that need promoting.

Handover occurs when you have completed your shift but the service period has not finished, and another staff member is taking over your role. In this situation it is vital to communicate all necessary information to the new staff member to enable service to continue to flow smoothly.

Figure 13.11 Participation in a post-shift debrief allows services to flow smoothly.

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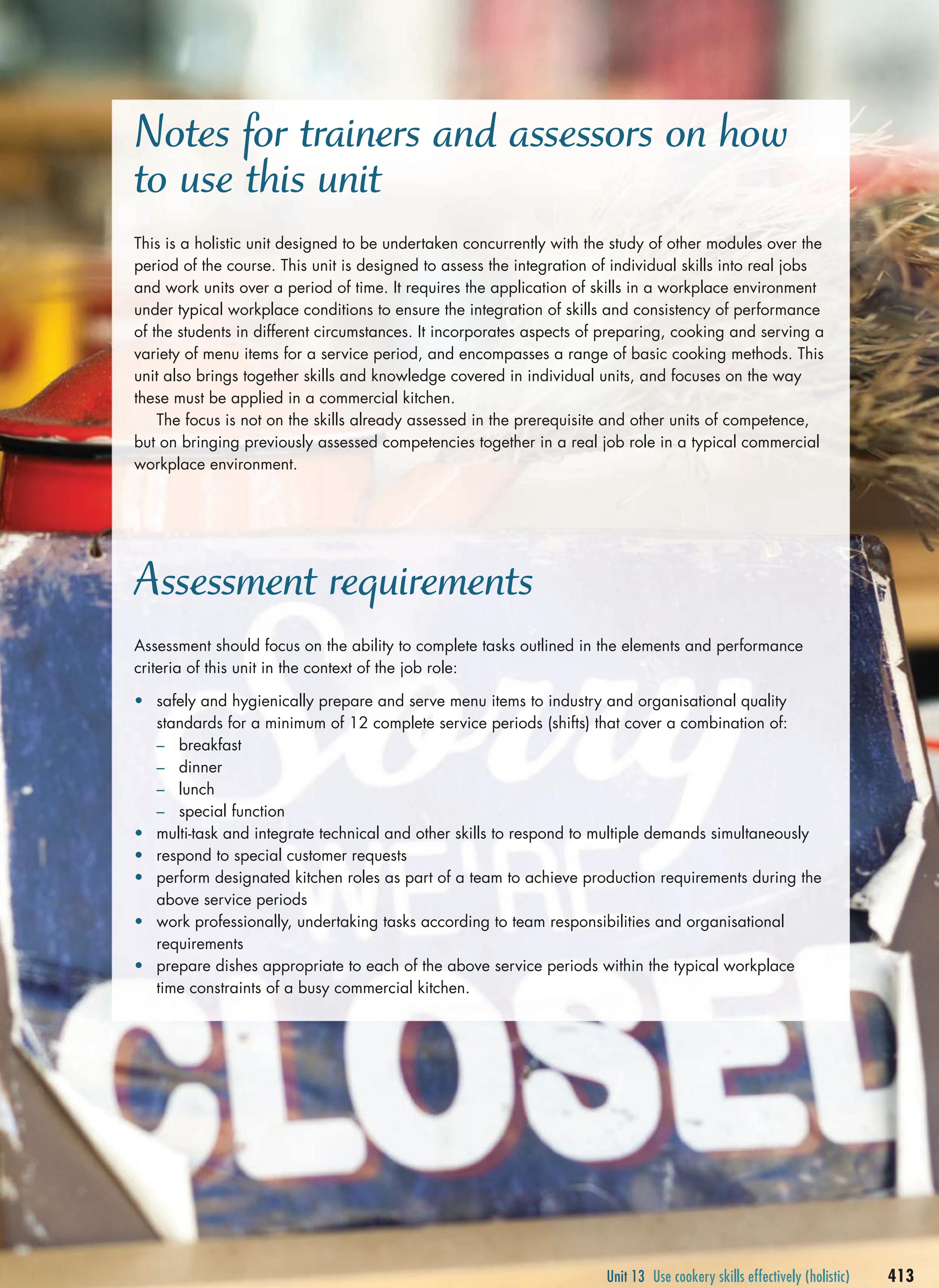

Notes for trainers and assessors on how to use this unit

This is a holistic unit designed to be undertaken concurrently with the study of other modules over the period of the course. This unit is designed to assess the integration of individual skills into real jobs and work units over a period of time. It requires the application of skills in a workplace environment under typical workplace conditions to ensure the integration of skills and consistency of performance of the students in different circumstances. It incorporates aspects of preparing, cooking and serving a variety of menu items for a service period, and encompasses a range of basic cooking methods. This unit also brings together skills and knowledge covered in individual units, and focuses on the way these must be applied in a commercial kitchen.

The focus is not on the skills already assessed in the prerequisite and other units of competence, but on bringing previously assessed competencies together in a real job role in a typical commercial workplace environment.

Assessment requirements

Assessment should focus on the ability to complete tasks outlined in the elements and performance criteria of this unit in the context of the job role:

- safely and hygienically prepare and serve menu items to industry and organisational quality standards for a minimum of 12 complete service periods (shifts) that cover a combination of:
  - breakfast
  - dinner
  - lunch
  - special function
- multi-task and integrate technical and other skills to respond to multiple demands simultaneously
- respond to special customer requests
- perform designated kitchen roles as part of a team to achieve production requirements during the above service periods
- work professionally, undertaking tasks according to team responsibilities and organisational requirements
- prepare dishes appropriate to each of the above service periods within the typical workplace time constraints of a busy commercial kitchen.

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Glossary

à la carte means 'from the menu' or 'from the card'; contains a wide selection of individually priced items, from which customers can select as they wish

accident unexpected or unintended event that occurs without deliberate cause

Act a specific term used for a codified set of rules and regulations passed by the parliament

anaphylaxis an acute allergic reaction to an antigen (often a foodstuff) to which the body has become hyper-sensitive

barista a person who has had specific training to make and serve espresso and espresso-based coffee drinks

beverage hot or cold drink

body language non-verbal expression through gestures

breach a violation or infraction of something such as a law

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

calibration set an instrument correctly so it can measure in an exact and precise manner

cartouche a circle of greaseproof paper used to cover the surface of food to stop it from drying out or discolouring

chemical accidents accidental spills, explosions, fires or other harmful incidents involving chemical substances that are toxic or hazardous materials

chinois a cone-shaped strainer

clean free from dirt, unsoiled, unstained, free from foreign matter

cleaning agents and chemicals any materials with a chemical composition that assists with the removal of dirt, dust, bacteria and mould from the surface of an object

cleaning and sanitising the removal of dirt and contaminants, as well as the sterilisation of an area to reduce the risk of contamination

cleaning equipment tools or machinery used for the purpose of cleaning – that is, to remove or reduce dirt, dust, bacteria and moulds from objects

cleaning schedule a periodic table of cleaning tasks stating how often they should be done, the times at which they should be done and who is responsible for completing them

close down the tasks involved in shutting down the establishment after a shift has ended

code of practice a practical guide to achieve the standards of health and safety required under the model *Work Health and Safety (WHS) Act* and model WHS Regulations. Codes of practice provide duty holders with guidance on effective ways to manage WHS risks.

colleagues individuals with whom you work

commercial equipment the machinery or tools used in the food-service and hospitality industry

commodities a term used to describe general foods (e.g. meat, vegetable and dairy products) commonly used in commercial kitchens

communicate exchange information between individuals

conflict disagreement, argument or discord

consultation a legal requirement and an essential part of managing health and safety risks

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

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

cookery methods a variety of techniques to cook different types of foods

court bouillon an acidic, aromatic liquid used for poaching

cover the space allocated on a table for the crockery and cutlery for one person to dine

crema golden-coloured layer of foam on top of an espresso

Critical Control Points (CCP) points at which controls can be applied and food safety hazards prevented or reduced to acceptable levels

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

cultural awareness the ability to stand back and become aware of one's own cultural values, beliefs and perceptions

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

cultural diversity the variety of human societies or cultures in a specific region or the world

customer complaint negative feedback on service provided

customer expectations perceived ideas about what to expect from a product or service

customer needs the motivating forces that compel customers to seek certain goods and services

customer preferences the liking of one thing over another

customer service serving food and beverages to the people who come into the establishment

customers the patrons of the establishment

danger zone temperatures between 5°C and 60°C, which enable the growth of bacteria; this should be avoided in food preparation and storage

deglazing adding liquid such as stock or wine to a pan to loosen and dissolve food sediments on the bottom

dietary requirements specific needs a person has regarding the intake of foods

dining eating in a food or beverage establishment

disseminate to scatter or spread widely

doppio a double espresso, using twice as much (14 g) coffee to produce 60 ml of espresso, extracted in 25–30 seconds

doppio ristretto a restricted double espresso, using 14 g coffee to produce 30 ml espresso, extracted in 15 seconds

dose amount of ground coffee placed into the filter basket to make an espresso coffee

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

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

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

end of service when each service period (e.g. lunch or dinner) ends

end of shift when the working day finishes for the employee

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

equipment manual and electrical tools and machinery

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

espresso a concentrated form of coffee that is served in shots; made in an espresso machine

ethical relating to moral principles or the branch of knowledge dealing with these

external customers paying guests who use the establishment but do not work there

extraction the process of removing the total dissolved solids from the roasted coffee bean and depositing them into the water that is passing

facilitate to make easier or assist the progress of something

feedback information from customers in response to a product or delivery of a service, or from employees in response to the way a business is operating

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

food handling practices procedures that reduce the potential for food contamination during handling

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

food hazards harmful substances that can cause food poisoning if food is not handled appropriately

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

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

food safety monitoring ongoing review of the hazards associated with food preparation and service, and the conditions needed to prevent the growth of bacteria that can cause food poisoning

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food safety program guidelines designed to help businesses identify and manage the risks associated with the storage, preparation and serving of food

Granton pockets a scalloped (Granton) edge creates a series of fine air pockets between the blade and product being cut

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

gross domestic product (GDP) one of the primary indicators used to gauge the health of a country's economy. It represents the total dollar value of all goods and services produced over a specific time period; you can think of it as the size of the economy.

group head the part on the espresso machine that holds the group handle

hazard potential problem or danger; in the case of food, this may relate to contamination from the growth of micro-organisms and/or contamination from equipment, utensils or food handlers involved in the manufacture of food products

Hazard Analysis and Critical Control Points (HACCP) a systematic preventative approach to food safety that addresses physical, chemical and biological risks/problems in the food-production process, and recommends corrective action before food can pose a health risk to customers

hazard identification recognising the risk of potential hazards and accidents

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

hygiene a high level of cleanliness

hygiene hazard potential problem or danger that relates to the cleanliness of people and premises. May include contamination from equipment, utensils or food handlers involved in the manufacture of food products.

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

incident event that causes, or has the potential to cause, injury or illness and/or damage to equipment. Incidents can range from near-miss incidents to serious incidents and emergencies.

industry-standard equipment equipment specified in the legislation as suitable for use in the food and beverage industry

inert gases carbon dioxide and nitrogen – odourless, colourless asphyxiant gases used to carbonate soft drinks

ingredients food items used to make dishes or menu items

internal customers workmates and colleagues from within the establishment

job checklist a list of tasks to be completed

job role the requirements and job description of a particular position in the establishment

kitchen equipment portable and fixed tools and machinery, such as ovens, that can be used for cooking or preparing food

larding the insertion of pork back fat or bacon fat into joints or cuts of meat to improve the flavour and moisture content

legal permitted by law

legislation law that has been promulgated (or 'enacted') by a legislature or other governing body

linen articles or garments made from linen or a similar cloth, such as cotton (e.g. napkins, sheets and tablecloths)

maintain to keep in a condition that meets standards and requirements

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

mirepoix equal quantities of roughly cut carrots, celery and onions, used to flavour soups and stocks

mise en place everything ready and in its place; refers to the preparation completed prior to the service period

non-alcoholic beverages hot and cold drinks that do not contain alcohol

non-verbal communication includes facial expressions, the tone and pitch of the voice, gestures displayed through body language and the physical distance between the communicators

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

operational tasks the tasks performed as part of providing service to customers

order the customer's selection of food and beverages

participation taking part in a decision-making process

pathogen any agent that causes disease, especially living micro-organisms such as bacteria or fungi

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

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

policy and procedures rules and regulations

portion control the serving of meals of standard sizes

post-mix system uses a gun with one nozzle and a number of buttons to select the correct drink; it is called post-mix as the drink is mixed after it leaves the container

potentially hazardous food that has to be kept at certain temperatures to minimise multiplication of any food-poisoning bacteria that may be present in the food or to prevent the formation of toxins in the food

preparation planning, organising and completing tasks required before service begins

purée cooked foods that have been ground, pressed, blended and/or sieved to the consistency of a soft, creamy paste or thick liquid

quality service service that fully satisfies the needs of both the customer and the business

rapport a positive relationship between staff member and customer

Regulation a rule of order with the force of law, prescribed by a superior or competent authority, relating to the actions of those under the authority's control. Regulations are issued by various federal government departments and agencies to carry out the intent of legislation enacted by parliament.

risk expose (someone or something valued) to danger, harm, or loss

risk assessment an objective evaluation of potential risks

ristretto a restricted espresso (15 ml of espresso extracted in 15 seconds)

safe and hygienic work practices routines/processes to ensure a safe and hygienic workplace for staff and visitors

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

safety data sheet (SDS) (previously called a material safety data sheet, or MSDS) a document that provides information on the properties of hazardous chemicals and how they affect health and safety in the workplace

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

sanitise sterilise an area using anti-bacterial sprays/wipes or a sanitising product after cleaning

serve present food or drink to a customer

service the way in which food or beverages are presented

set-up organise and prepare for a service period

single-use items items that can only be used once before being disposed of

Standard a document setting out specifications, procedures and guidelines; designed to ensure that products, services and systems are safe, reliable and consistent

standard recipe set ingredients and method for a food or beverage item that ensure consistent products are served each time

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

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

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

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

tamp the compacting or compressing of the ground coffee beans

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

temperature danger zone *see* danger zone

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

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

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

trussing the wrapping of meat using twine or elastic net to make it hold its shape and allow even cooking

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verbal communication the use of sounds and words to express yourself, including using appropriate language, a clear voice, audible speech, a courteous tone, active listening skills and appropriate questioning techniques

veterinary relating to veterinary medicine; concerned or connected with the medical or surgical treatment of animals, especially domestic animals

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

waste minimisation reducing the amount of food discarded or not used to keep costs low and refuse to a minimum

work health and safety (WHS) concerned with the health, safety and welfare of people in the workplace

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

workflow the precise steps of a task, involving logical sequences, organisation, time constraints and cooperation

workplace policies written guidelines for staff to follow

workplace procedures steps or methods establishments have in place to follow when completing tasks

workplace safety procedures designed to minimise the risk of injuries in the working environment

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Elective unit E1

Clean premises and equipment

Unit code: SITHACS001

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

10 hours

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Unit overview

This unit introduces the skills and knowledge required to carry out general cleaning duties. It requires the ability to set up cleaning equipment and to safely clean premises and equipment using resources efficiently to reduce negative environmental impacts. It is an essential requirement for all hospitality establishments to ensure that they maintain all aspects of the premises' cleanliness. Cleanliness should be a priority, and should be performed to an extremely high standard. This unit applies to people responsible for general cleaning duties in any industry context. They work under supervision and usually as part of a team.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• read and interpret organisational documents and diagrams on safety and waste-disposal procedures • safety data sheets (SDS) and product instructions for cleaning agents and chemicals.
Writing skills to:	• complete orders to replace out-of-stock cleaning materials.
Numeracy skills to:	• follow simple dilution requirements for chemicals and cleaning products, and calculate ratios in order to make them up.
Learning skills to:	• locate key information in cleaning schedules and procedures manuals.
Planning and organising skills to:	• efficiently sequence the stages of cleaning premises.
Self-management skills to:	• manage own speed, timing and productivity • recognise a chemical accident and follow safety procedures to contain it.

Key terms

chemical waste disposal
cleaning agents and chemicals
cleaning procedures
equipment
equipment faults
hazards
personal protective equipment (PPE)
safe work practices
wet and dry areas
work health and safety (WHS)

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E1.1 Select and set up equipment and materials

Cleaning is the process of making something free of visible dirt, grime, grease marks or mess. This is one of the most important practices within the hospitality industry. It is a proactive process that is completed on a regular basis to protect the customer. Some aspects of cleaning are done on a daily basis, while others are done on a weekly, monthly or seasonal basis, depending on what needs to be cleaned.

Cleaning is necessary to ensure that hygiene and safety levels in the hospitality industry comply with legislation and regulations. Cleaning and regular maintenance create a positive impression for customers and extend the life of the **equipment** or materials being cleaned.

equipment tools used to perform an action

Figure E1.1 Customers expect premises to be clean and tidy.

Select appropriate equipment for cleaning task

The cleaning equipment that is used varies, depending on the area to be cleaned and the size of the establishment. Cleaning equipment can either be electrical or manual.

Electrical cleaning equipment includes:

- **vacuum cleaners** – remove dust and dirt from carpeted areas

Figure E1.2 Using a vacuum cleaner

- **scrubbers** – buff, scour and scrub floors prior to polishing

Figure E1.3 A scrubber

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- **polishers** – used after sweeping and mopping to give a high sheen, and protect floors from scratches and scuff marks.

Figure E1.4 A floor polisher

Manual cleaning equipment includes:

- **brushes** – used to clean marks from floors and other items and also used to sweep dirt and dust from floors. The use of brooms with dust pans attached is common practice due to work safety concerns when handling rubbish and debris. A range of different brushes can be found; each is used in a specific area or for cleaning a particular object. Some examples are toilet brushes, brooms or indoor brushes, outdoor brushes, bottle brushes and scrubbing brushes.

Figure E1.5 Cleaning equipment

- **buckets** – buckets are used to hold cleaning chemicals and agents. They can be designed for use with a mop or cloth. Commercial buckets assist in ergonomic and work-safe handling; these are often on rollers to assist with moving them from one area to another.

Figure E1.6 A mop bucket

- **dusters** – used to remove dust from a number of different surface areas. Dusters are used dry, and come in a range of varieties (including lint-free) to fit different jobs.
- **mops and cloths** – mops are used to wash floors and ensure all floor surfaces are clean. They may have an extension pole to allow the operator to reach high and difficult areas. Cloths are generally used wet; they wipe a range of surfaces to remove dirt.

Figure E1.7 Microfibre cleaning cloths

- **garbage receptacles** – containers for waste products that can be used during the cleaning process. Examples include:
  - **sanitary disposal systems** – positioned in female toilet areas for hygienic disposal of sanitary products. These systems are cleaned by commercial companies on a regular basis.
  - **syringe bins/sharps disposal** – used for the collection and removal of medical waste and used syringes.

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Figure E1.8 Sharps disposal bin

- **cleaners' trolleys** – used by housekeeping staff to carry all equipment needed for the cleaning of specific areas to enable smooth transitioning from one area to the next.

Figure E1.9 Cleaning trolley

Check equipment is clean and in safe working condition

Before operating any equipment in the workplace (either electrical or manual), it is important to check that it is in safe working condition.

Equipment should only be used as intended by the manufacturer. Before beginning any task, knowledge of the use of the equipment and the proper cleaning procedure is essential. Training should be undertaken prior to using any large cleaning equipment, such as floor polishers and vacuum cleaners. This is the responsibility of both the employee and employer.

Check that there are no worn, missing or broken components, and that all electrical cords are intact and not frayed, as this could make the equipment dangerous to use. In some circumstances, equipment may need to be adjusted to suit the sizes of different people – for example, vacuum cleaners that are worn on backs or variable-height setting on floor polishers. Adjustments should always be made before starting work. This ensures that all employees meet both their own WHS standards and those set by the hospitality workplace or enterprise.

Select and prepare wet and dry cleaning agents or chemicals

Cleaning agents and chemicals are substances used to remove dirt, dust, stains and bad smells from a range of different objects. Cleaning agents help to reduce the spread of dirt and minimise harmful bacteria and contaminants; they are the key to maintaining a safe and welcoming environment for guests.

cleaning agents and chemicals products used to assist in the cleaning process

The main function of chemicals in the cleaning process is to break down soils and stains. Water is not always sufficient, and nor is it always appropriate. Various cleaning agents and chemicals are used, depending on the surface to be cleaned.

It is up to individual businesses to determine the products that are right for them. Many businesses select products based on their cost, performance, versatility and supplier; however,

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things are changing, and environmental concerns are leading businesses to become more environmentally friendly in their use of cleaning agents.

The following types of cleaning agents and chemicals are used within the industry:

- **Cleaning agents for specialised surfaces.** These include window/glass and wood cleaners. Specialised cleaning agents can be cream or liquid, and generally are designed to be used on specific types of surfaces and equipment (unlike all-purpose cleaning agents).
- **Deodorisers.** These are used to cover up or neutralise unpleasant smells and odours.
- **Disinfectants.** These are used primarily on surfaces and objects to destroy or inhibit the growth of harmful organisms. Disinfectants are chemical agents capable of destroying disease-causing bacteria or pathogens, but not spores and not all viruses. In general, a disinfectant must be capable of reducing the level of pathogenic bacteria by 99.999 per cent.

Figure E1.10 Industrial disinfectant

- **General and spot cleaning agents.** For all general-purpose cleaning and everyday cleaning, these products fulfil many purposes. Spot cleaners are used to clean small areas and stains.
- **Pesticides.** These are chemicals used to kill pests, especially insects. Commercial pesticide companies treat major businesses in the industry on a regular basis.

Manufacturers' recommendations should be followed for the dosage, dilution, quantity and storage of cleaning agents and chemicals. The instructions on the product are designed to ensure safe usage and are easily read and understood.

Work health and safety (WHS) procedures must also be followed when selecting and preparing cleaning agents or chemicals. These procedures include the following:

work health and safety (WHS) procedures that must be followed to ensure the maintenance of a safe and healthy workplace

- **Information on hazardous substances and storage requirements.** Safe handling and storage for hazardous cleaning products are essential for everyone's safety. Therefore, to ensure all procedures are followed when handling hazardous cleaning products, Safe Work Australia has provided information on hazardous chemicals to ensure up-to-date information is available. (Refer to the Safe Work Australia website.) Hazardous substances must be handled and stored according to the directions on the accompanying SDS (safety data sheet). All cleaning agents, chemicals and hazardous substances should be stored appropriately in sealed, labelled containers, away from food. Many chemicals have both health and physico-chemical **hazards**, requiring specific handling needs. If the manufacturer's instructions on the container are followed, the WHS regulations are met.
- **Use of safe-handling techniques.** Manual handling means any activity requiring the use of force exerted by a person to lift, lower, push, pull, carry or otherwise move, hold or restrain any animate or inanimate object. It is important when cleaning to use safe manual-handling techniques in order to avoid injury.

hazards potential and identified risks of harm or injury

ACTIVITY E1.1

Research and identify an environmentally friendly or 'green' cleaning product/alternative that could be used to clean the following:

- glass/mirrors
- toilets
- sinks.

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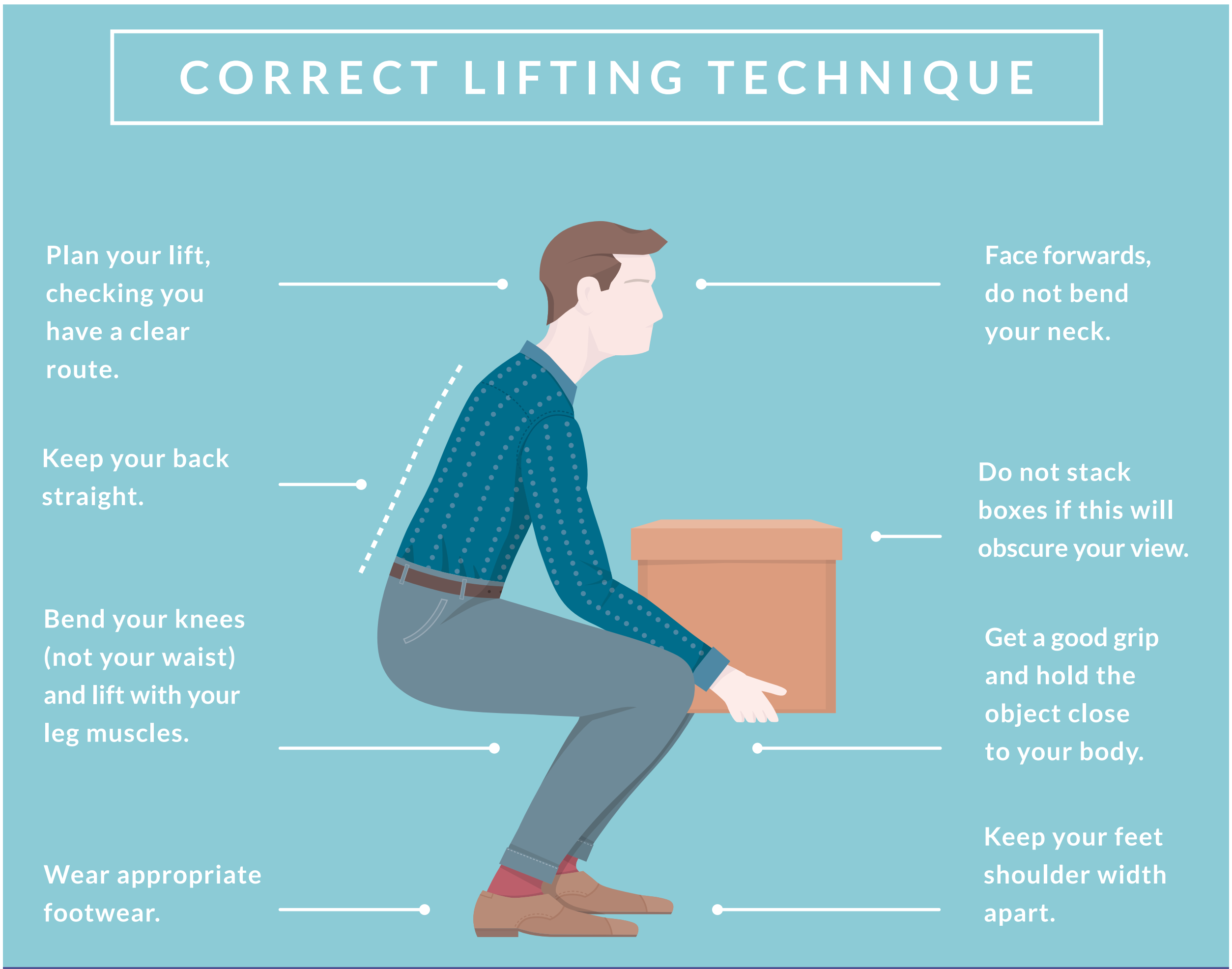

Figure E1.11 Correct lifting technique


Figure E1.12 Keep a straight back and bend the knees when cleaning.

ACTIVITY E1.2

Demonstrate correct manual-handling techniques for:

- carrying
- lifting
- pulling
- pushing.

- **Safety data sheets (SDS).** Previously known as material safety data sheets (MSDS), SDS provide detailed information about hazardous substances that are used in the workplace, such as cleaning agents and chemicals. They include more details than the labels found on chemicals and hazardous substances, including safety requirements and first aid responses. Manufacturers and suppliers of hazardous substances provide SDS for

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users of their products. SDS provide specific information relating to:

- directions and precautions for use
- information on the correct dosage, quantities needed and dilution of chemicals
- safe handling requirements
- first aid and emergency response information
- safe methods of disposal
- suitable storage.

All SDS are required to be displayed in a prominent position. They need to be clearly visible to all staff.

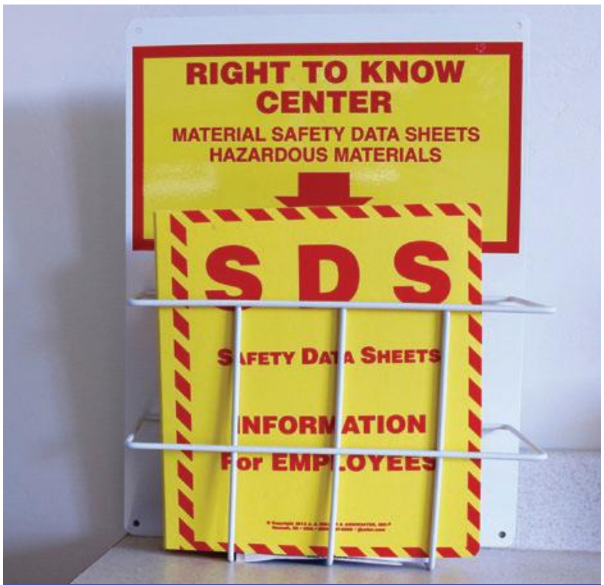

Figure E1.13 Safety data sheets

Select and use personal protective equipment

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

Personal protective equipment (PPE), including appropriate clothing, should be worn when cleaning to protect workers against spills, fumes and excessive exposure to chemicals.

Items of PPE worn for protection during cleaning range from overalls, jackets, aprons, and waterproof clothing and footwear, to goggles and masks, headwear, gloves and breathing apparatus.

The safety requirements for each cleaning chemical will determine what PPE is worn. One important stipulation is that all clothing should be the correct size and fit properly.

Figure E1.14 PPE signs

It is important to ensure PPE is cleaned, maintained and stored correctly to prevent damage. Worn or damaged personal protective clothing should be repaired or replaced. Some protective clothing is disposable and designed for a single use only.

Figure E1.15 Personal protective equipment

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E1.2 Clean wet and dry areas and associated equipment

Minimise customer inconvenience in scheduling and performing cleaning tasks

Cleaning should be scheduled to minimise disruptions to the business. Ideally, it should be carried out when customers are not around, generally when an area or section is closed. If cleaning must be performed when customers are nearby, make sure to do it discreetly so they are not inconvenienced. This managerial task is important in the hospitality industry, where frequent cleaning is required.

Once a schedule is created, cleaners should follow this routine, identifying the areas for cleaning using a systematic approach to ensure efficiency and good time management.

Prepare wet and dry areas to be cleaned and identify hazards

wet and dry areas wet areas are exposed to water and other liquids, whereas dry areas are not

Areas for cleaning are divided into **wet and dry areas**.

Dry areas are those parts of an establishment not exposed to water. The floor surfaces in dry areas are soft (e.g. carpet) or hard (e.g. floor-boards, tiles, concrete). Dry areas include:

- bedrooms
- function rooms
- lounge areas
- public areas (internal)
- storage areas.

Figure E1.16 Dusting a dry area

Wet areas are areas exposed to water and other liquids. The floor coverings in wet areas are usually hard surfaces (e.g. tiles, concrete or slate) that can easily be cleaned with water. Wet areas include:

- balconies
- bathrooms
- kitchens
- public areas (external).

Figure E1.17 Cleaning a wet area

It is essential for potential hazards to be identified prior to cleaning, so that health and safety risks to staff, visitors, customers and the general public are reduced or eliminated. Appropriate strategies need to be in place to deal with hazards, based on the potential for risk to employees and customers. This may include preventing access to certain areas or displaying warning signs. Hazards may include:

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- **Breakages.** Remove sharp objects and broken glass immediately. Wrap broken glass, crockery and sharp objects in paper, secure well and dispose of appropriately.
- **Wet or slippery floors.** Display a hazard warning sign prominently when cleaning and using water on floors.
- **Heated utensils and surfaces.** Always assume surfaces are hot and use oven mitts and/or heat cloths to avoid being burned. Turn off any heat source and wait to cool before attempting to clean.
- **Sharp items:**
  - **Knives.** Use correct knife-handling techniques.
  - **Needles and syringes.** Never touch without gloves. Be very cautious of sharp parts, use tongs and put in a sharps container.
- **Surgical dressings.** Wear gloves, use tongs, wrap in plastic and dispose of in a hazardous waste container.
- **Human material or waste.** Clean quickly, wearing gloves. Thoroughly mop the area and disinfect it. Never touch human waste directly.

Table E1.1 Wet cleaning areas

Area	Chemicals	Equipment	Procedures
Toilets	Disinfectant Toilet cleaner	Toilet brush Cloth	Flush toilet, pour in cleaner, wash top and inside lid with disinfectant, and around and under bowl. Scrub bowl and flush. Dry seat and lid.
Basins	Abrasive cleaner Glass cleaner	Cloth Scrubbing brush	Clean taps, plug and drain. Scrub basin, wash and dry. Wash and polish mirror. Wipe over surfaces.
Sinks	Cleaner Sanitiser	Scourer Cloth	Wash with cleaner, sanitise and wipe dry.
Walls	All-purpose cleaner	Wall mop	Clean from top to bottom. Mop walls with cleaner, wash with water, dry.
Floors	Floor cleaner	Broom Mop Bucket	Sweep thoroughly to remove debris. Mop with floor cleaner, mop with water, mop up excess water. Dry.

Table E1.2 Dry cleaning areas

Area	Chemicals	Equipment	Procedures
Carpet	Deodoriser Spot cleaner	Vacuum cleaner	Treat stains with spot cleaner, following the procedure on the label. Apply deodoriser, vacuum all areas.
Laminate	Detergent General cleaner	Cloth	Apply cleaner using cloth, wipe off using water. Wipe dry.
Soft furnishings	Deodoriser Laundry detergent	Cloth Vacuum cleaner Washing machine	If fixed – for example, lampshades, lounges – wipe surfaces to remove dust, or vacuum if possible. If removable – for example, cushion covers – wash in washing machine. Dry and replace.
Woodwork	Wood cleaner	Microfibre cloth Cloth	Wipe with a dry cloth. If needed, apply cleaner according to directions and wipe off. Dry.

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Barricade work areas or place warning signs

When cleaning, it is essential to barricade the work area or place signs immediately as required to reduce the risk of harm to others. Warning signs alert others to potential dangers.

All necessary WHS signage must also be displayed when cleaning, especially if the health, wellbeing and safety of customers or colleagues are put at risk. A common example would be when washing a tiled toilet floor: the 'slippery when wet' hazard sign should be clearly displayed for all to see.

Figure E1.18 Hazard warning sign

Use cleaning agents or chemicals for specific areas, surfaces and equipment

The specific areas, surfaces and equipment to be cleaned will determine which cleaning agents or chemicals to use. All cleaning agents and chemicals should be used according to the manufacturer's recommendations and work, health and organisational procedures. These procedures include:

- **Hygienic personal contact with food and food contact surfaces.** To ensure hygiene and **cleaning procedures** are kept to the highest standard, it is essential to ensure that persons doing the cleaning are hygienic in their actions. This is particularly important when food and food contact surfaces are being cleaned. Hygiene hazards for cleaning include potential food contamination and transmission of airborne illnesses. Unhygienic personal contact may include a person transferring micro-organisms by blowing their nose, sneezing, coughing, touching a wound or scratching skin and/or hair without rewashing or sanitising their hands. Similar transference can occur through drinking and eating without correct hygiene procedures being followed before and after the meal is consumed. Hygiene is the responsibility of all cleaning staff.
- **Hygienic cleaning practices.** Cleaning food contact surfaces with clean tea-towels and cleaning cloths is essential to ensure all food contact surfaces that are used regularly for food preparation, service and storage are cleaned by someone who is meeting all personal hygiene standards. This enables equipment and cleaning practices to minimise hygiene risks in order to ensure all equipment is clean and free from any micro-organisms for safe food preparation.

cleaning procedures the methods used or ways in which a person should use a cleaning product or clean an area

Figure E1.19 Clean cooking surfaces regularly.

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- **Preventing cross-contamination of bacteria from bathroom or bedroom areas to mini-bar or kitchen areas.** Cross-contamination can be prevented by ensuring staff wash their hands when moving from one area to another, using different-coloured cleaning cloths in different areas, keeping linen in different areas separated and using different equipment.
- **Use of PPE.** PPE helps to protect the person who is wearing it from spreading bacteria to cleaned surfaces, and also helps to stop bacteria from unclean surfaces contaminating their clothing. PPE should be changed if it becomes soiled or contaminated.

Using chemicals safely

When working with cleaning agents and chemicals, you must follow chemical safety guidelines:

- Read and understand directions and precautions for use.
- Follow recommended dosage and dilution directions, and know how to accurately calculate the quantities required.
- Ensure safe-handling requirements are followed at all times.
- Make sure you or others have first aid knowledge and equipment on hand for emergency situations.
- Know the correct disposal methods.
- Make sure suitable storage containers and conditions are used for all products.

It is helpful to have an understanding of some basic first aid responses in the event of a chemical accident. Chemicals can enter the body through swallowing (ingestion), breathing (inhalation) and direct contact with the body (absorption). In some cases, chemicals can also cause serious burns.

ACTIVITY E1.3

Research and outline first aid procedures for the following situations:

- A colleague is overcome by fumes and feels faint while preparing cleaning chemicals.
- Cleaning chemicals are accidently sprayed into a colleague's eye.
- A colleague mistakes a bottle of pesticide for their bottle of water and ingests a large amount.

Poisons Information Centres

Poisons Information Centres operate in every state and territory of Australia.
The national number is 13 11 26.
They provide information on poisons and help in an emergency.
Call the emergency number 000 within Australia for emergency medical treatment.

Use equipment safely

All cleaning equipment should be used safely and in accordance with the manufacturer's instructions. As long as equipment is used correctly and safely, all personal risks will be reduced. Supervisors and managers can assist by ensuring that usage of equipment, cleaning of the equipment and storage of the equipment meets industry/manufacturer's standards.

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All employees and employers need a full understanding of **safe work practices** when using cleaning equipment. Safe work practices assist in ensuring the prevention of injuries or illness due to the incorrect or unsafe use of equipment.

safe work practices appropriate methods and ways to conduct work with minimal or no risk of injury or harm to self or others

Safe work practices relevant to using cleaning equipment include:

- use of PPE
- correct manual handling practices
- safe storage
- hazard identification and control
- an understanding of the need to take reasonable care for the safety of others
- provision of information, instructions and training
- the establishment's own standard procedures and work practices
- WHS legislation.

Figure E1.20 All employees need to work together to ensure safety.

Reduce negative environmental impacts

Negative environmental impacts can be reduced through efficient use of energy, water and other resources. Some strategies to minimise environmental impacts when cleaning include:

- using a container of water to rinse instead of running tap water
- only using as much water as you need. If it is a small area, don't fill the bucket.
- turning off equipment when it is not being used
- using cold instead of hot water to save electricity
- using microfibre cleaning cloths and dry sweeping instead of wet cloths and mopping to save water.

Environmental or green cleaning is a holistic approach to the health, safety and environmental risks of products and processes associated with the cleaning, maintenance and sanitation needs of the facility. This approach to cleaning involves the use of alternative products, applying those products in different ways, and evaluating and/or changing behaviours to reduce risks while maintaining a satisfactory level of cleanliness and disinfection within the workplace.

Sort and safely dispose of waste and hazardous substances

The removal, recycling and disposal of general waste – such as office waste, packaging and food scraps – needs to follow the individual processes and policies specific to each hospitality establishment – for instance, recycling of green waste/paper. All waste is disposed of according to the needs and size of the establishment. Safe disposal methods for general waste are not intended to be used for the collection of hazardous waste – in fact, the disposal of hazardous waste in the general waste stream is strictly forbidden.

Hazardous waste can be defined broadly as any material that cannot be used further or is unwanted, and poses a risk to the community or to the environment if not properly handled. These materials include chemical, biological and radioactive wastes, sharps and contaminated glassware. Each hazardous waste product requires special handling to protect the health and safety of personnel generating and handling

Figure E1.21 Hazardous waste is disposed of in a special bin.

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chemical waste disposal the discarding of chemical waste/containers in accordance with health and safety and environmental legislation requirements

the waste, their colleagues and the wider community.

Hazardous substances are collected in special containers and then require special **chemical waste disposal** when full. To ensure the correct disposal method is used, read the instructions on the container; if these are not visible, contact the manufacturer for the correct procedure. In most cases, a licensed company will collect the full containers and dispose of them.

To minimise environmental impacts, it is essential that all waste, including general waste and hazardous substances, is disposed of correctly.

E1.3 *Maintain and store cleaning equipment and chemicals*

Clean equipment after use

Routine cleaning and maintenance of all equipment is the most effective way to ensure it stays in the best working condition.

In order to keep a range of equipment clean and well maintained:

- Complete safety checks regularly.
- Complete cleaning and decontamination: wiping down of all equipment areas, washing and rinsing, sanitising and drying out thoroughly before storage.
- Dismantle and reassemble equipment for cleaning and maintenance.
- Empty all dust or rubbish collected in equipment.

Carry out routine maintenance of equipment

Routine maintenance includes:

- dismantling and reassembling
- drying out
- emptying
- sanitising
- washing and rinsing
- wiping down and cleaning
- testing
- repairing and servicing by professionals.

Identify and report equipment faults

equipment faults damaged or broken parts of machinery that could cause misuse or a malfunction

Potential **equipment faults** result from breakdowns, damage to parts or surfaces, problems with connections and missing parts.

Any equipment that is faulty or not fit for use should be labelled clearly so it is not used by other employees until repairs or maintenance are carried out. This protects the equipment and workers, and ensures that the equipment is found in the same condition in which it was stored without damage or tampering. If equipment needs repair or replacement, the appropriate personnel need to be informed. It is necessary to report problems directly to your supervisor/manager, maintenance officer or the manufacturer, according to WHS guidelines.

Each organisation should have procedures in place to report faults and problems. These procedures are designed to protect all employees and to comply with WHS regulations. Personnel should report faults to their immediate supervisor/manager, maintenance staff and supplier/manufacturer. This will protect all employers and employees using the equipment.

Store equipment in designated area

After using equipment, it should be returned to the storage area. This means ensuring it is placed in the designated area for storage and is free from

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faults (or faults are reported to the supervisor for maintenance and/or repair).

After cleaning, and meeting equipment maintenance guidelines, the next important step in a daily routine is the correct storage of all the equipment. This ensures that all WHS requirements are adhered to, security of the equipment is assured and there is ease of access for collection.

Depending on the type of equipment and the location of the organisation, storage areas may need to take climatic effects, such as extreme heat or cold, or humidity, into account, as such factors can damage some equipment.

Cleaning equipment should be stored in a condition ready for re-use, as this saves time in ensuring the equipment is ready to use when it is needed next. It also helps to prevent bacteria from growing if the equipment has been cleaned before it is stored, rather than left dirty.

Figure E1.22 Cleaning products need to be stored appropriately.

Storage of chemicals

Cleaning chemicals should be stored according to workplace health and safety requirements. The following procedures should be followed when storing chemicals:

- Use sealed containers that are clearly labelled with the name of the chemical, directions for use and first aid instructions.
- Never store chemicals in old food/drink containers.
- Always follow instructions on containers in accordance with the SDS.
- Store chemicals in a separate, well-lit and ventilated storeroom, well away from food.

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Unit summary

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

- appropriate cleaning equipment for cleaning tasks
- cleaning chemicals and agents for specific areas
- procedures for cleaning wet and dry areas
- work health and safety procedures for cleaning chemicals, including:
  - the role and use of SDS
  - safe manual handling techniques
  - hazardous substances
- safe use of cleaning equipment
- safe handling and disposal requirements for hazardous cleaning products
- organisational procedures for cleaning agents and chemicals, including:
  - hygienic contact with food and food surfaces
  - hygienic cleaning practices for cleaning, including food contact surfaces and preventing cross-contamination
  - use of PPE
- routine maintenance and storage procedures for equipment
- ways of minimising negative environmental impacts in the cleaning process, including:
  - energy and water conservation
  - waste disposal.

Unit activities

1. Distinguish between wet areas and dry areas within hospitality establishments. Give examples of each type of area.
2. Explain why it is important to check that cleaning equipment is clean and in safe working condition before using it.
3. Recall what a disinfectant is.
4. Explain what a SDS is and why it is important.
5. List a range of PPE you may be required to wear when cleaning hospitality establishments.
6. Explain how to clean floors in dry areas and wet areas. Identify the equipment you would use in the cleaning process.
7. Discuss why personal hygiene is an important issue when cleaning.
8. Describe how cleaning can be scheduled to minimise customer inconvenience.
9. Identify ways to minimise negative environmental impacts of the cleaning process.
10. 'Storing of chemicals is very important. Incorrect storage can cause contamination, risk and personal injury.' Discuss this statement.

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Elective units

Elective unit E2

Prepare and present simple dishes

Unit code: SITHCCC002

Covers content included in:
SITHCCC001B – Organise and prepare food
SITHCCC002A – Present food
SITHCCC031A – Operate a fast food outlet

Prerequisite units:

This unit must be assessed after the following prerequisite unit:
SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

20 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to prepare and present a limited range of simple menu items following standard recipes. While some cooking may be involved, there is no requirement to use the full range of basic cookery methods.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• read and interpret product information and organisational procedures regarding food preparation, display and storage requirements.
Writing skills to:	• prepare food item restocking orders.
Numeracy skills to:	• weigh and measure ingredients • determine cooking times and temperatures.
Planning and organising skills to:	• efficiently sequence the stages of food preparation.
Technology skills to:	• use food preparation and cooking equipment.

Key terms

environmental conditions
food handler
food handling
mise en place
potentially hazardous food
raw food
ready-to-eat food

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In today's busy world, the hospitality industry meets every aspect of consumer demands to ensure the customer has access to what they need on a daily basis. The customer controls many businesses, and the menus provided will determine the success or failure of a business. Therefore, simple dishes using high-quality ingredients are very popular for lunches and snacks during the day.

Simple dishes may include:

- dishes prepared off site and rethermalised
- dishes containing a small number of ingredients
- dishes that require singular or limited cooking and preparation techniques:
  - finger food
  - fish and chips
  - fried chicken
  - hamburgers
  - hot dogs
  - kebabs
  - noodles
  - pasta
  - pies
  - pizza
  - pre-prepared soups
  - salads
  - sandwiches.

Figure E2.1 Some examples of simple dishes

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E2.1 Prepare for service

Preparation is the key for any service organisation, and following good hygiene standards is essential.

Before any preparation can take place, **food handlers** need to have the required skills and knowledge in food safety, **food handling** and food hygiene matters that relate to their work activities. This means that they need to know how to perform safely the tasks they undertake. For example, if you are responsible for storing and handling ingredients of meat and salad rolls or cooling/reheating pre-prepared meat dishes, you must know how to do this safely.

food handler a person who directly engages in the handling of food, or who handles surfaces likely to come into contact with food, for a food business

food handling includes the making, manufacturing, producing, collecting, extracting, processing, storing, transporting, delivery, preparation, treatment, preserving and packing of food

When dealing with simple dishes, it is necessary to review the menu or product list to determine preparation requirements. In preparation and organisation, the use of standard recipe cards is important to ensure that a quality standard product is produced. This ensures quality in each service.

The quantity and quality of the food items needed for the dishes must follow a standard. If working offsite, this ensures that items are restocked to meet customer demands. These items include napkins, condiments or goods such as oils and margarines.

When purchasing food you will be preparing for sale, you must ensure it is in a wholesome condition and under temperature control if necessary. If it is a packaged food product, ensure that it is fully enclosed and labelled when you accept it. Food must be transported safely, under temperature control if necessary, and protected from contamination. If you have food delivered to your premises, you should ensure that the transporter is also following these rules.

Three main food safety rules should be followed when transporting food:

1 Keep the food protected from contamination (in sealed containers, keep the vehicle clean, no animals, etc.).
2 Keep the food colder than 5°C.
3 Or keep the food hotter than 60°C.

When transporting foods, it is important to protect them from contamination by keeping them covered at all times. This can be achieved by putting plastic film over containers or using containers with lids. Unless they are damaged, wrapped products should not need additional covering. Any open food should be placed in a clean container and covered.

Materials used to cover food should be suitable for food contact, to ensure they do not contain any chemicals that could contaminate the food. Aluminium foil, plastic film and clean paper may be used, but food should be covered completely. Previously used materials and newspaper may contaminate food, so these materials should not come into direct contact with any food.

When potentially hazardous foods are transported, they should be maintained at a temperature colder than 5°C or hotter than 60°C during the journey. Alternatively, you could use time rather than temperature to keep the food safe while it is transported.

Upon ensuring all ingredients are ready for the menu or dishes being prepared, the next step of ***mise en place*** is ready to be completed. This preparation is an important step to ensure the ease and flow of service during the busy peak times. Preparation – including washing, slicing and dicing vegetables, making fresh pasta, preparing dough for pizzas, making meat patties for hamburgers and crumbing fish or making batters – helps to reduce the workload during service. However, some preparation cannot be completed as it may reduce the quality of the goods prior to service – for example, adding dressings to salads can cause the freshness and crispness of lighter vegetables/lettuce to be reduced.

mise en place everything ready and in its place; refers to the preparation completed prior to the service period

With service of simple dishes, the customer's expectation is to receive the goods quickly, so completing food preparation prior to starting service is an important step.

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Handling pre-prepared items

Reconstituting

This is the process of rehydrating dried foods by placing them in water or some other liquid in order to bring them back to a version of their original size, shape and texture. Foods are dried in order to preserve them for longer periods of time. They can then be reconstituted for use when preparing various food dishes. For example, mushrooms are a commonly dried food that is reconstituted to provide a larger and more succulent textured ingredient when added to a dish being prepared. They will not have the same flavour or texture as the original mushroom, but the water in which they are reconstituted can be used as a mushroom broth to provide a rich flavour that will enhance the flavours and taste of other foods, sauces, soups and chowders significantly.

Thawing/defrost

Defrost food thoroughly before cooking or reheating, either in a microwave or in the fridge. If using the fridge, defrost food on the bottom shelf, away from other foods, in case it drips as it is defrosting. You can keep fully defrosted food in the fridge for a short time until it is ready to be cooked or reheated. Cook or reheat the food immediately if defrosted in the microwave.

Defrosting essentials

NEVER refreeze defrosted food.
NEVER defrost food on the bench.

Rule for thawed food

Avoid refreezing thawed food.

Food-poisoning bacteria can grow in frozen food while it is thawing, so avoid thawing frozen food in the temperature danger zone. Keep defrosted food in the fridge until it is ready to be cooked. If using a microwave oven to defrost food, cook it immediately after defrosting.

As a general rule, avoid refreezing thawed food. Food that is frozen a second time is likely to have higher levels of food-poisoning bacteria. The risk depends on the condition of the food when frozen and how the food is handled between thawing and refreezing, but raw food should never be refrozen once thawed.

Rethermalisation

Rethermalisation (regeneration) is the act of reheating food to safe service temperatures for consumption. Often used in food services, rethermalisation of food is done in many ways, depending on the food-production methods, size of facility and style of service.

For thermalisation to occur, there must be cold food, which can be the result of a specific food production orientation such as cook–chill. Acceptable methods and practices exist to thermalise or regenerate foods:

- **Microwave.** Used to heat individual meals or components of an entire meal. This can be part of a normal meal service. While the convenience of microwave heating is seen as

Hints for defrosting

You should always:

- defrost food in a refrigerator or microwave (on the defrost setting)
- allow plenty of time to defrost thoroughly, especially for large objects that take longer to defrost all of the way to the centre, such as large chickens or other pieces of meat
- reheat cooked food to 75°C or hotter
- check the temperature of the food with a washed and sanitised probe thermometer after cooking or reheating.

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beneficial, the overall food quality outcome is suspect and the uneven reheating can be viewed as a food safety concern.

- **Convection or combination oven.** Used to cook foods as well as rethermalise pre-cooked and chilled foods. These types of ovens can reheat bulk foods so that they can be portioned.

Figure E2.2 A microwave and a convection/combination oven (combi)

Food preparation

Food preparation can include the following:

- **Coatings.** These are a mix of ingredients with which to cover food. The 'coating' can be wet (e.g. sauce/marinade/yoghurt) or dry (e.g. spice rub/breadcrumbs). The food is covered in the coating and then cooked. Some coated food can be left for a period of time prior to cooking.
- **Garnishes.** Garnishes are an embellishment added to a food to enhance its appearance or taste. Simple garnishes such as chopped herbs, decoratively cut lemons, parsley, fried onions, browned breadcrumbs and sieved hard-boiled eggs are appropriate to a wide variety of foods; their purpose is to provide contrast in colour, texture and taste, and to give a finished appearance to the dish.
- **Salads.** A wide variety of dishes fall into the main categories of salad: green salads; vegetable salads; salads of pasta, legumes or grains; mixed salads incorporating meat, poultry or seafood; and fruit salads. Most salads traditionally are served cold, although some, such as German potato salad, may be served hot.
- **Sandwiches.** A sandwich is a food item commonly consisting of two or more slices of bread with one or more fillings between them. Sandwiches are a popular lunch food. The bread can be used as it is, or it can be coated with condiments to enhance flavour and texture. Sandwiches are sold in restaurants and cafés, served hot or cold. Most sandwiches are best produced upon ordering, to maintain the freshness of the ingredients used. Preparation of all ingredients prior to ordering assists with making the product quickly and easily.
- **Batters.** Batter is a semi-liquid mixture of one or more grains used to prepare various foods. Many batters are made by combining dry flours with liquids such as water, milk or eggs; batters can also be made by soaking grains in water and grinding them wet. Often a leavening agent, such as baking powder, is included to aerate the batter as it cooks, or the mixture may be fermented naturally for this purpose as well as to add flavour. Carbonated water or another carbonated liquid such as beer may be used to aerate the batter in some recipes. Most batters can be made beforehand, and allowed to rest to increase the leavening/lightness of the batter.

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Figure E2.3 Examples of different types of food preparation

E2.2 *Prepare food*

Before preparing all food, staff must have appropriate skills and knowledge of food safety and food hygiene, in keeping with activities of the business. For further information, go to the Food Standards Australia New Zealand website.

All staff must be informed of their specific health and hygiene responsibilities under Food Safety Standard 3.2.2 (clauses 13–15). This can be accessed at the Food Standards Australia New Zealand website.

Prior to working with food, all staff should be aware of:

- the regular cleaning and sanitising of the premises. A detergent is not a sanitiser. A hand-basin should be provided in the kitchen and toilet/s with warm water, soap and paper towels.
- maintaining correct temperature controls for hot and cold high-risk foods, including the use of a probe thermometer

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- the need to have a written cleaning schedule and regular pest-control service
- ensuring correct maintenance of all aspects of the business, including the floor, walls, equipment and appliances
- the need to have a written staff illness policy, to exclude sick workers.

A food handler must:

- avoid contact with ready-to-eat food, such as salads and cooked food – always use clean tongs or other implements to handle the food

Figure E2.4 Avoid direct contact with cooked food.

- not taste-test food with the same utensil that is being used to prepare the food, unless the utensil is thoroughly cleaned and sanitised between each contact with their mouth and the food – hands and fingers must not be used for taste testing
- wear clean clothing and change it when it becomes dirty or soiled
- make sure bandages and dressings on exposed parts of the body, such as the hands, arms or face, are enclosed with a waterproof covering
- not eat over uncovered food or equipment (includes utensils and any other food-contact surface)
- not sneeze, blow their nose or cough over uncovered food or equipment and utensils
- not spit or smoke where food is handled
- most importantly, wash their hands whenever it is necessary or required.

An awareness of the potential for cross-contamination is essential. This is the transference of bacteria from **raw food**, unclean utensils or unclean work surfaces to **ready-to-eat food**, clean utensils and clean surfaces.

raw food food that is uncooked or otherwise untreated

ready-to-eat food food that is ready to serve – that is, at the point of service

When in the food preparation area, food handlers must have washed hands and wear gloves, which must be clean at all times. If gloves become torn or contaminated, and continue to be used to handle food, they will contaminate it. Do not handle money with the gloved hand – replace the glove.

Potentially hazardous food means food that must be kept at a particular temperature to minimise the growth of pathogenic micro-organisms that may be in the food, or to stop the formation of toxins in the food. Potentially hazardous foods include:

potentially hazardous food food that must be kept at a particular temperature to stop or minimise the formation and growth of pathogens and toxins

- **raw meats**, **cooked meats** and foods containing them, such as casseroles, curries, lasagne and meat pies
- **dairy products** and foods containing them, such as milk, cream, custard and dairy-based desserts
- **seafood** (excluding live seafood) and food containing seafood, such as prawns, crab and marinara mix

Figure E2.5 Always observe personal hygiene standards.

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- **cut or otherwise processed fruits and vegetables**, such as prepared salads and ready-to-use vegetable packs
- **cooked rice and pasta**
- foods that contain any of the above foods, such as sandwiches, quiches, rice salads and pasta salads.

Tips for preparing food safely at an event

- Where facilities will be limited, prepare your food in a suitable kitchen before the event if possible – for example, slicing the raw meat ready for cooking. Using a communal kitchen facility, approved for that purpose by the local government, is preferred to home preparation of potentially hazardous foods.
- Food that is freshly cooked at the event and served straight away – such as with barbecues – is less likely to become unsafe than food that is pre-cooked and then taken to the event.
- Never use the same utensils for raw meats and foods that are ready to eat, such as cooked meats, unless they have been thoroughly cleaned, sanitised and dried. Cooked food and other food that is ready to eat, such as salads, should always be placed on separate, clean, dry serving dishes.
- Use tongs and other implements when preparing food that will not be cooked before it is eaten, such as salads and sandwiches. Gloves can be used, but remember that they should be used for one task only. When you start the next task, make sure you wear a new pair of gloves.

Figure E2.6 Change gloves between tasks.

ACTIVITY E2.1

FOOD PREMISES FIVE-STAR 'EXCELLENT' RATING

1 Go online and do some research to produce a poster to promote the 'Food premises five-star "excellent" rating campaign'

Score	Definition
Excellent ★★★★★	The highest expected level of hygiene and food safety practices.
Very good ★★★★	Very good hygiene and food safety practices. Some minor areas need to be addressed to get a higher result.
Good ★★★	Good general standard of hygiene and food safety. Some non-critical areas need attention to get a higher result.

2 Why would this be beneficial for commercial food businesses?

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When working with equipment at any time, training in the use of the equipment is vital to ensure it is used properly and safely. Instructions from a supervisor are essential to ensure full working knowledge of the equipment and its features, and its functions in preparation or cooking. Following safe operational practices will ensure that the equipment is used correctly and the operator is safe while the machinery or equipment is being used.

Always ensure that the appropriate equipment is used for the task being performed and that the equipment is used safely and hygienically according to the manufacturer's instructions.

Equipment may include:

- bains-marie
- blenders
- cooking ranges: electric/gas/induction
- crockery
- cutlery
- food processors and mixers
- knives and knife-sharpening equipment
- fryers
- grills and griddles
- microwaves
- ovens
- pans
- salamanders
- scales
- slicers
- steamers
- thermometers
- utensils.

ACTIVITY E2.2

Prepare a list of utensils required for the production of three of the following recipes. Research the recipes and include in your completed task.

- baked medley of root vegetable
- steamed fish and Asian greens
- battered fish with macadamia salt and pepper dust
- pulled pork slider
- vegetable frittata
- red velvet cupcake with cream cheese frosting
- grilled plums with ricotta and honey
- salted caramel ice-cream.

When preparing the food for service, always use appropriate cookery methods for dishes. Basic cookery methods for simple dishes include:

- **boiling** – rice, pasta, eggs
- **blanching** – vegetables
- **barbecuing** – fillet steak, chicken breast, zucchini
- **frying (deep or shallow)** – potatoes, chicken drumsticks, fish
- **grilling** – sandwiches, fish, chicken breast
- **microwaving** – vegetables, use for reheating sauces and soups
- **roasting** – leg of lamb, whole chicken, rump roast.

For further details about methods of cookery, see Unit 11.

Important points to remember for food preparation

1. Ensure that all methods of cookery suit the food item being cooked.
2. Reheat pre-prepared foods at the correct temperature for the required length of time.
3. Prepare dishes with appropriate speed and timing.
4. Use portion control to maximise profitability and minimise waste.

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Cooking

Always cook food thoroughly. Do not partially cook food and then warm it up later. Cook chicken, sausages and hamburgers until the juices run clear – steaks can be cooked according to the customer's preference. Thorough cooking will reduce dangerous bacteria to safe levels.

Remember that some food-poisoning bacteria can protect themselves from cooking, so while they will not be present in enough numbers to make someone sick just after the food is cooked, they can start growing again if the cooked food is left at temperatures between 5°C and 60°C for too long. This is why minimising time at unsafe temperatures is so important. Wherever possible, try to cook food as close to the time that you will be serving or selling it as feasible. If you can, take the food to the event and cook it there. This reduces the chance of it becoming contaminated after it has been cooked, and does not give food germs enough time to grow to dangerous levels on the cooked food before it is eaten.

Figure E2.7 How to avoid food poisoning

Hint

Reheating rice

Rice carries an extra risk because of bacteria called bacillus cereus. It produces a toxin that is not destroyed by heat. So, while reheating rice kills the bacteria, it does not remove the toxin.

To reduce the risks, put cooked rice in the fridge as soon as it is cool, and only reheat it once.

Reheating food

Cold food that is to be served hot will need to be heated quickly and thoroughly at the event until it is steaming hot, and then kept hot until it is served. It is best to reheat the food to a temperature of 70°C and hold the food at this temperature for at least two minutes. Use a probe thermometer to check that the internal temperature of all of the food reaches this temperature or higher throughout the entire food.

Foods that are commonly reheated, and that the Food Standards Agency lists as potentially hazardous, include:

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- cooked meat or cooked food containing meat, such as casseroles, curries and lasagne
- sauces containing cream or milk
- seafood including patties, fish balls, stews and sauces containing seafood and fish stock
- cooked rice and pasta
- foods containing eggs, beans, nuts or other protein-rich foods such as quiche, soy bean products and lentil burgers.

Cooling foods

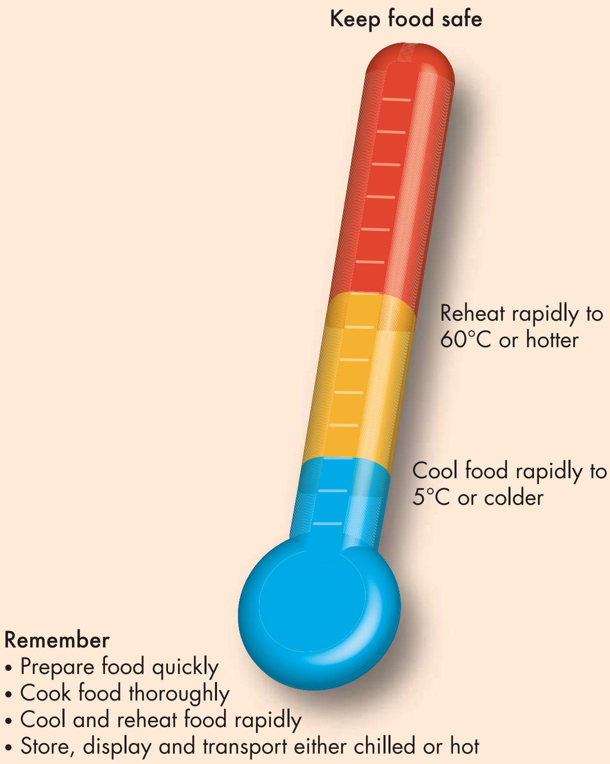
The temperature of cooked foods for cooling must fall from 60°C (or higher) to 21°C (or lower) in less than two hours and be further reduced to below 5°C within the next four hours. This is known as the two-hour, four-hour rule. Putting food into shallow containers and not overfilling them will help the food to cool more rapidly.

Leftover food for storage should be covered and allowed to cool to room temperature (no more than four hours), then put into the fridge. Adding hot food directly to a refrigerator will raise the temperature of the food within the cooled area, endangering other food that is already there.

Figure E2.8 Cooling cupcakes on a rack

Thermometer tips

- Food thermometers should not contain glass, as this could shatter and contaminate food.
- Clean the probe of the thermometer with a sterile wipe before inserting it into food.
- Insert the probe and wait for the temperature to settle on thermometer.
- Test a number of areas of the food to ensure that the temperature is distributed evenly throughout the food.
- Note and record the temperature.
- Clean the probe in hot running water (and detergent, if necessary to remove grease).
- Allow the probe to air-dry (wipe probe with sterile wipe before re-use).
- Take appropriate action to ensure the food is maintained at the correct temperature and brought to the correct temperature as necessary.



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Hint

Keep a cool fridge

Keep your fridge within the safe range (between 0°C and 5°C). Don't put warm food into the fridge, as it can quickly raise the temperature to unsafe levels. Wait until food has cooled to room temperature before putting it in the fridge.

Transportation of food for service

If the journey is short, insulated containers – for example, eskies with ice bricks – may keep the food cold. If the journey is long or it is a hot day, a portable refrigerator may be required. Hot food may be maintained hot in insulated containers or with heat packs for short periods, but portable ovens may be required to keep food hot over longer trips.

Food must be pre-heated (for hot foods) and/or pre-cooled (for cold foods) before placing it in an insulated container. The container must have a close-fitting lid to help maintain a safe temperature. The container must be in good condition, kept clean at all times and used only for food.

- Keep the journey as short as possible.
- Make it your first job to unload any hot or cold food and place it into on-site temperature control.
- Vehicles must be clean. If pets or dirty equipment have previously been carried, the intended food storage area must be thoroughly cleansed or lined to minimise the likelihood of contamination.
- Containers for cold food should be placed in the coolest part of the vehicle. If the vehicle has air-conditioning, store cold food inside the vehicle, rather than in the boot.
- Make packing potentially hazardous foods into insulated containers your last job before leaving to begin your journey.

Cleaning and sanitising

During and after preparation of food, cleaning is essential.

There are three steps needed to effectively clean and sanitise equipment and the preparation area:

- washing
- sanitising
- drying.

Pieces of equipment such as cutting boards, bowls and utensils need to be washed thoroughly in hot, soapy water. After washing, the equipment should look clean and there should be no food or anything else visible. Effective cleaning will remove most of the dangerous bacteria present. Sanitising will then kill any bacteria that remain.

A dishwasher is very effective at sanitising if it has a hot wash and dry cycle. If using chemical sanitisers, make sure that they are suitable for using with food contact surfaces and follow the instructions on the container, as various sanitisers work differently. If you are using very hot water, take extra care to avoid being burned or scalded.

All equipment must be dried thoroughly before it is re-used. Air-drying is best, but tea-towels can be used if they are clean and replaced when they are wet or dirty.

If you are washing up at an event being held outdoors, make sure you have access to plenty of hot water. If hot water is not available, disposable eating and drinking utensils should be used and enough cooking utensils provided to last the duration of the event so that washing up is not necessary.

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E2.3 Present and store food

Presentation

The presentation of food is just as important as the flavour. To tempt your eyes, organisational guidelines are set for the perfect plate presentation. The following are guidelines to ensure great visual stimuli for the food prepare.

- **Choose plates of different shapes and sizes.** Make sure the plate holds food comfortably, giving the appearance that is not too over-crowded.
- **Use plates that contrast with the food colour.** For instance, use white plates for dark food or tortes, and rustic terracotta plate for foods that are light in colour, like prawn-filled tortillas. Cheese looks wonderful on slate, as do sugar-dusted chocolate brownies arranged with strawberries.
- **Remember that an odd number of food items on a plate looks better** than an even number.
- **Before the food is plated, add an extra shine** by sprinkling finely chopped herbs, nuts or

Courtesy of EXP. Restaurant

Figure E2.9 Serving suggestions

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spices on the lightly oiled rim of the plate. The combination of smooth and rough textures works, as does sprinkling sugar to create a blanket of calm.

- **You don't need to arrange all the items in the centre.** Place the main part of your dish at the front of the plate. If you have different sizes of food items, place the tallest item at the back and follow it in a descending way.
- **When serving vegetables like asparagus with meat, arrange the stalks in a criss-cross pattern on the plate**, then add the meat on top.
- **Make sure the garnishes used complement the food and colours** – for instance, adding a red tomato to every green dish without relating to the taste makes no sense.
- **You can even use fresh herbs like a scallion flower or rosemary sprig on the plate for garnishing.** However, never garnish with anything inedible. Wash any garnish before using it.
- **Paint or drizzle or stripe across the plate using a sauce bottle.** Use chocolate for desserts and sauces for meats.
- **Try slicing meat rather than serving it as a whole piece.** Serve vegetables in shapes that contrast, such as triangles or thin, long strips or oval shapes. Place them around the food or just in a corner, one after the other, for a refined look.
- **Remember not to place too much on the plate** or your guests will be unable to eat it.

Courtesy of EXP. Restaurant

Figure E2.10 Keep your presentation clean and simple.

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- **Do not over-complicate your presentation**, as knowing when to stop is just as important as starting.
- **Colour, texture, shapes and arrangements work together for the art of plate presentation.** However, you also need to make sure that the food tastes good.

ACTIVITY E2.3

1 Design a menu for each the following functions:
   a a six-year-old boy's birthday party in the local park – 20 people
   b a girl's formal 21st birthday party – 12 people
   c a family reunion in a community hall – 100 people
   d a boy's 18th birthday party in the family backyard – 40 people.
2 Select one of the function menus and organise the event. Include standard recipe cards, orders and preparation before the event and on the day of the event. Costing is also important.

Storing and displaying food

environmental conditions the atmosphere, temperature, humidity, light and ventilation of the food-service area

Store and display food in appropriate **environmental conditions**. These relate to the appropriate atmosphere, temperature, humidity, light and ventilation required for the food. They also involve the packaging and use of containers for the food item being stored.

Figure E2.11 Food on display needs to be kept at the right temperature.

Storing and displaying cold food

Cold food must be kept at 5°C or colder. Frozen food must be kept frozen solid at –15°C or colder. Cool rooms, refrigerators and freezers must have proper thermometers, and temperatures should be checked regularly.

Storing and displaying hot food

A bain-marie and other hot food holders are designed to keep hot food hot at 60°C or hotter. They are not intended for heating food. If used for heating food, the food will spend too long in the temperature danger zone. Make sure food is thoroughly cooked, and that the centre of the cooked food has reached 75°C before being stored in a bain-marie. Preheat the bain-marie before use and operate it on the highest temperature setting. Make sure the temperature of the food does not fall below 60°C. Use a clean thermometer to check the temperature of the food. Do not over-fill trays in a bain-marie because the temperature of the food could fall below 60°C.

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Often, food poisoning is caused by bacteria from foods that have been stored, prepared, handled or cooked incorrectly. Food contaminated with food-poisoning bacteria may look, smell and taste normal. However, if food is not stored properly, the bacteria in it can multiply to dangerous levels.

Figure E2.12 Salmonella bacteria is a frequent cause of food poisoning.

Beware of the temperature danger zone

Food-poisoning bacteria grow and multiply fastest in the temperature danger zone between 5°C and 60°C. It is important to keep high-risk food out of this temperature zone.

Take special care with high-risk foods

Food-poisoning bacteria can grow and multiply on some types of food more easily than others. High-risk foods include:

- raw and cooked meat, including poultry such as chicken and turkey, and foods containing these, such as casseroles, curries and lasagne
- dairy products, such as custard, and dairy-based desserts like custard tarts and cheesecake
- eggs and egg products, such as quiches and frittatas
- smallgoods, such as ham and salami
- seafood, such as seafood salad, patties, fish balls, stews containing seafood and fish stock
- cooked rice and pasta
- prepared salads like coleslaw, pasta salad and rice salad
- prepared fruit salads
- ready-to-eat foods, including sandwiches, rolls and pizzas that contain any of the foods listed above
- foods that come in packages, cans and jars, which can become high-risk foods once opened.

Storing food in the fridge

The refrigeration temperature should be at 5°C or below. The freezer temperature should be below –15°C. Use a thermometer to check the temperature in your fridge.

Choose strong, non-toxic food storage containers

Make sure your food storage containers are clean and in good condition, and only use them for storing food. Cover them with tight-fitting lids, foil or plastic film to minimise potential contamination. Transfer the contents of opened cans into suitable containers.

If in doubt, throw it out

Throw out high-risk food left in the temperature danger zone for more than four hours – don't put it in the fridge and don't keep it for later. Check the 'use by' dates on food products and discard out-of-date food. If you are uncertain of the 'use by' date, throw it out.

Things to remember

- Incorrect storage of food can cause spoilage and food poisoning.
- Store raw food separately from cooked food.
- Store raw foods below cooked foods in the refrigerator.
- Store food in suitable, covered containers.
- Avoid refreezing thawed foods.
- Check and observe the 'use by' dates on food products.
- Take special care with high-risk foods.
- Keep high-risk foods at 5°C or below or above 60°C to avoid the temperature danger zone.

Where to get help

- Food Safety Hotline: 1300 364 352
- Your local council health department

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Unit summary

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

- the characteristics of various simple dishes
- a range of basic cooking methods appropriate for simple dishes, including:
  - boiling
  - barbecuing
  - deep and shallow frying
  - grilling
  - microwaving
  - reheating
  - roasting
- the different presentation methods appropriate for different types of food
- the most important features and functions, and safe operational practices for equipment used to produce simple dishes
- the correct way to store ingredients and simple dishes, with respect to both the right environmental conditions to ensure food safety and the best way to optimise shelf life.

Unit activities

1 Describe why the role of a food handler is so important.

2 When purchasing food for service, suggest why it is important to have the best quality available.

3 Identify when you should wash your hands.

4 Explain the three main safety rules when transporting food.

5 Outline the rules for defrosting food.

6 Reflect on potentially hazardous foods.

7 Define and provide an example for the term ‘reconstitute’.

8 Describe what rethermalisation is.

9 Consider why visual presentation is so important when serving or displaying food.

10 Justify why it is essential to correctly store food during and after service.

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Elective units

Elective unit E3

Prepare and present sandwiches

Unit code: SITHCCC003

Prerequisite units:

SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

10 hours

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Unit overview

This unit describes the skills and knowledge required to prepare and present a variety of sandwiches in a hospitality or catering operation. Sandwiches can vary greatly in terms of type and style. They may be classical or modern, hot or cold, and of varying cultural and ethnic backgrounds. They may use a variety of fillings and types of bread. Sandwiches can be pre-prepared or made on demand according to customer requests. The preparation, presentation and storage of different varieties of sandwiches will depend upon the types of bread and fillings used. This unit applies to individuals who usually work under supervision, follow pre-defined organisational procedures and report any discrepancies to a higher level staff member to action.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• read and interpret standard recipes for customer sandwich requests • locate and read date codes and rotation labels on food products.
Oral communication skills to:	• listen to customer requests, asking questions where necessary to clarify • provide simple face-to-face explanations to customers about the sandwich range.
Numeracy skills to:	• count portions • use features of heating equipment.
Problem-solving skills to:	• evaluate quality of sandwich ingredients and finished items, and make adjustments to ensure a quality product • adjust the appearance of food products according to identified deficiencies.
Self-management skills to:	• manage own speed, timing and productivity.

Key terms

cutting
fillings
garnish
layering
moulding
portioning
re-usable by-products
safe food handling practices
spreading

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E3.1 Select ingredients

Sandwiches are a versatile type of food that can be used in almost any catering situation. They are made from a variety of breads and **fillings**, and can be cut into many shapes. Conventional sandwiches consist of two slices of (usually buttered) bread with any filling, and are served either hot or cold.

fillings the contents of sandwiches

Confirm sandwich requirements

There are many classical and contemporary varieties of sandwiches. They include the following:

- **Club sandwiches.** These sandwiches consist of three slices of toasted bread spread with mayonnaise and filled with lettuce, tomato, chicken and bacon. The sandwich is cut diagonally and often held together with toothpicks.

Figure E3.1 A club sandwich

- **Filled rolls.** These feature a bread roll cut in half horizontally and filled with a variety of fillings. The hamburger is a common example of a filled roll. Sliders are another popular example.

Figure E3.2 A hamburger

Figure E3.3 Sliders

- **Focaccia.** These sandwiches are made using focaccia bread cut in half horizontally and filled. Focaccia are generally toasted and served hot. They can also be served as open melts without the top.

Figure E3.4 A focaccia

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- **Open sandwiches.** These sandwiches don't use a top layer of bread. A firm piece of bread is used as the base, on which a spread, fillings and a **garnish** are placed. These sandwiches are very decorative and consideration needs to be given to the choice and preparation of ingredients to enhance presentation.

garnish edible decorations added to a dish

Figure E3.5 Open sandwiches

- **Pinwheel sandwiches.** As their name suggests, these sandwiches are shaped liked a pinwheel. They are made from bread that has been cut lengthways, spread with a soft filling, rolled up and then cut into slices.

Figure E3.6 Pinwheel sandwiches

- **Pullman.** Sometimes referred to as tea or finger sandwiches, pullman sandwiches are light, may have the crusts removed and are cut into small triangles, fingers or squares. They may also be double-decker style with three slices of bread.

Figure E3.7 Pullman sandwiches

- **Wraps.** A wrap is a style of sandwich where a type of flatbread is wrapped around fillings. They are often wrapped in paper or secured with a toothpick, and cut in half for presentation and service. Tortillas, lavash and pita breads are commonly used.

Figure E3.8 A chicken wrap

The requirements for sandwiches will depend upon customer requests and standard recipes. All sandwiches should be prepared following a standard recipe to ensure consistency and assist with managing waste through correct portion control. Standard recipes will detail the ingredients to be used and in what amounts, the method of preparation, equipment to be used and presentation of the sandwich.

Variation to a standard recipe may occur based on customer requests. Some customers may request a change in ingredients due to food allergies, for cultural reasons or because of personal preference.

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Identify and select bread types and fillings

The types of bread and fillings used in a sandwich will greatly affect the taste and appearance of the final product. They can also affect the classification of the sandwich. Some sandwiches use specific types of bread and fillings, as detailed in their standard recipe (for example, club sandwiches), while other sandwiches are more flexible regarding the bread type and fillings used. While establishments will offer sandwich suggestions on their menus, often it is the customer who makes the final decision.

When selecting bread types and fillings, it is essential to take account of quality and freshness. Stock-rotation principles such as first in, first out (FIFO) and last in, last out (LILO) should be used to ensure all breads and fillings used in sandwiches are fresh and of a high quality. Breads and fillings also need to be stored correctly to maintain their freshness.

Bread types

A range of breads can be used when making sandwiches. A sandwich's final taste and appeal are often determined by the bread used, so it is important that a suitable bread base is selected. Some examples of different bread types include the following:

- **White, wholemeal and grain bread.** These breads are used to make pullman, club and pinwheel sandwiches. They are all available sliced (sandwich or toast thickness) or unsliced. White bread is the most common type of bread used. It is made from wheat flour that has had the bran and germ removed and has a characteristic white colour. Wholemeal bread is made from wholemeal flour, which uses all of the wheat grain. This contributes to the brownish colour of this bread. Grain bread is made from a combination of flours and has various seeds (e.g. sesame) and/or grains (e.g. wheat germ, whole grains, kibbled grains) added. The seeds and grains are visible in the bread and account for this bread's texture.

Figure E3.9 Grain bread

- **Rolls.** Essentially single-serve sizes of bread baked in various shapes, such as round, oval, horseshoe or knot. Rolls can be white, brown, wholemeal or seeded/grain. They are generally cut in half and filled.

Figure E3.10 A selection of bread rolls

- **Wraps.** Wraps can be made from white or wholemeal wheat flour, corn flour or rice flour and may also use ingredients such as quinoa, oats, rye, chia and spelt.

Figure E3.11 Tortillas

- **Flatbreads.** Flatbread is made of flour, water and salt, but often without yeast. It is rolled flat before baking. Turkish bread is a Middle Eastern style of flatbread. It can be sliced, filled, toasted, grilled or baked.

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Figure E3.12 Turkish bread

- **Pita.** This is a type of flatbread, also known as 'pocket bread'. It can be split open to create a 'pocket', which can then be stuffed with various fillings. Unlike some flatbreads, pita contains yeast.

Figure E3.13 Pita bread

- **Focaccia.** This is a flat, oven-baked Italian bread, traditionally flavoured with olive oil. It can be topped with herbs or other ingredients. Focaccia can be served hot, toasted, grilled or baked, and may be cut in half and filled.

Figure E3.14 Focaccia

- **Gluten-free.** Gluten is a protein found in wheat, rye, oats and barley, and is used in many common breads. Gluten-free bread recipes substitute these ingredients with alternatives like rice flour. This bread has a denser, more crumbly texture due to the absence of gluten. It is used in the same way as bread that is made from wheat flour.
- **Sourdough.** A type of white bread that has a sour or tangy flavour and a denser texture than white bread. It is made using a starter of fermented flour and water instead of yeast. Commonly used for sandwiches, appetisers and rolls.

Figure E3.15 Sourdough bread

Other examples of bread types are baguettes, bagels, raisin, olive, garlic and herb.

Fillings

Prepared in an appropriate way, a range of foods can be used as sandwich fillings.

- **Fruit and vegetables.** These may be sliced, shredded, grated or mashed before being used on a sandwich. Common examples include tomato, cucumber, avocado, banana, lettuce, sprouts, carrot, beetroot, roasted capsicum, roasted eggplant, onion, asparagus, mushrooms and gherkins.

Figure E3.16 Vegetables

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- **Meat and meat products.** Roast beef, lamb, pork, veal and steak are examples of commonly used meats for sandwiches. Ham, salami, mortadella, devon, prosciutto, pancetta and pastrami are other examples of meat products often used in sandwiches. These are generally sliced, and can be served hot or cold.

Figure E3.17 Sliced meats

- **Fish and other seafood.** Tuna and salmon are common fillings for sandwiches. They are often canned, and are available plain or with a variety of flavourings added. Smoked salmon is also common. Other examples of seafood sandwich fillings include sardines, prawns and crabmeat.

Figure E3.18 Smoked salmon

- **Eggs and poultry.** Eggs may be hard boiled and either mashed or sliced when used on a sandwich. Mashed egg may sometimes have mayonnaise and/or curry added for flavour. Chicken and turkey are the most common examples of poultry used on sandwiches. They may be sliced or cooked as a schnitzel and served hot or cold.

Figure E3.19 Sliced eggs

- **Dairy products.** Cheese is the most commonly used dairy product on sandwiches. Some varieties include tasty, Swiss, brie, Edam, parmesan and camembert. Cheese may be sliced, grated or shaved.

Figure E3.20 Cheeses

Spreads

Spreads add flavour, help the bread and filling stick together and, if the filling is oil based, prevent the bread from absorbing moisture and becoming soggy. A variety of different spreads can be used on sandwiches. Some of the main spreads

Figure E3.21 Spreads

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are butter, margarine, mayonnaise, cream cheese and avocado.

Butter and margarine are both used at room temperature, to enable them to be spread smoothly over the bread. Ingredients such as herbs, mustard, parsley, garlic, tomato and prawns may be mixed with butter to give more flavour, colour or texture to the sandwich. Condiments such as mustard, cranberry sauce, horseradish, chutney, relish and jam can also be used as spreads, and will add flavour to the sandwich.

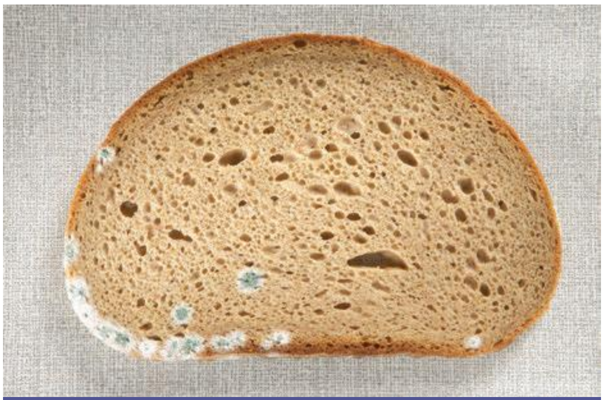

Figure E3.22 Check perishable items are free from contamination (mould) before using.

Check perishable supplies

Perishable supplies should be checked for spoilage or contamination prior to preparation. There should be no visible signs of damage (e.g. broken packaging, squashed items), spoilage (e.g. mould) or contamination (e.g. contact with other stored perishables, poor handling practices).

Breads and fillings for sandwiches need to be stored correctly to maintain their freshness and quality. Bread should be stored in the dry stores area of the kitchen, away from strong-flavoured foods such as onions, as it quickly absorbs their odour. Bread should not be placed in the refrigerator, as this speeds up the process of becoming stale. Soft breads and rolls need to be covered to prevent them from drying out and becoming stale, while hard, crusty rolls should be left uncovered so their crusts stay crisp. Leftover and day-old bread can be used for toasting, as this will restore its freshness. Fillings should also be stored appropriately. The storage conditions for these will depend on the fillings used. Most food types would be stored in the cool room between 1°C and 4°C.

E3.2 *Make sandwiches*

When making sandwiches, it is important to ensure that appropriate methods are used, ingredients and sandwiches are uniformly cut, ingredients are combined appropriately and equipment is used safely. Sandwiches should be made in a logical and sequential manner, and produced to an acceptable enterprise standard, while minimising waste.

Use safe food handling practices to prepare sandwiches

Safe food handling practices should be adhered to at all times to ensure sandwiches are hygienically prepared and safe to eat. Staff preparing sandwiches should follow good personal hygiene procedures and wear gloves that are changed regularly. All food items should be stored correctly, out of the danger zone, to ensure food is not contaminated and is safe to eat. Staff also need to maintain a high standard of environmental hygiene by following cleaning schedules and procedures, using correct coloured chopping boards and other items of equipment that have been cleaned and sanitised appropriately, disposing of waste correctly and controlling pests.

safe food handling practices procedures that reduce the potential for contamination of food during handling

Common methods or techniques used when making sandwiches include:

- **Cutting.** Ingredients for sandwiches are cut precisely using a chef's or paring knife.

cutting slicing with a knife to divide a food into smaller portions

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Completed sandwiches are cut using a serrated knife.

- **Garnishing.** Edible decorations are added to the sandwich to enhance its appeal. Garnishes are an integral part of open sandwiches.
- **Layering.** Ingredients are placed onto sandwiches in layers, one layer at a time.
- **Moulding.** Some sandwiches, or ingredients placed onto sandwiches, are shaped using moulds to create a desired shape and look.
- **Portioning.** Sandwiches should be cut into even and appropriate-sized portions. As part of *mise en place*, ingredients should also be portioned ready to place on sandwiches.
- **Spreading.** Most sandwiches use a spread such as butter, mayonnaise or cream cheese, which is evenly applied onto the bread using a palette knife.

layering placing foods on top of one another

moulding using moulds to create a particular shape

portioning dividing into even-sized parts

spreading applying a spread, often onto bread

Cut ingredients and sandwiches

The ingredients used in sandwiches should be precisely and accurately cut to produce a sandwich of uniform size and shape. Fresh supplies of ingredients should be cut every day and stored in the cool room or refrigerator. Ingredients such as tomatoes, cheese, meats and lettuce should be sliced or cut evenly prior to the service period and stored appropriately. Only a small quantity of each ingredient needs to be kept on display as a working supply, which can be replenished as needed. Sliced foods such as meats and cheese should be cross-stacked to enable them to be picked up for use easily.

Completed sandwiches should also be cut to ensure uniformity of presentation. When cutting sandwiches, a serrated knife should be used, as it cuts through the bread without squashing it. A sandwich guide is also useful for helping to hold the sandwich together while it is being cut.

Figure E3.23 A serrated knife cuts the bread without squashing it.

Combine ingredients appropriately

Ingredients used for sandwich fillings should be combined appropriately, based on flavour combinations, customer preference or standard recipes.

Most sandwiches have a protein-based filling and vegetable or salad items. All fillings used on a sandwich need to cover the entire area of the bread. When deciding on the fillings for a sandwich, choose fillings that complement each other in taste, texture and colour. Standard recipes will identify the ingredients to be used, and often this classifies the sandwich. A club sandwich, for example, uses lettuce, tomato, chicken and bacon on three slices of toasted bread spread with mayonnaise.

Customers will also request ingredient combinations. This may be to accommodate food allergies or cultural or personal preferences. Establishments need to be able to cater to their customers' needs by using a range of filling combinations and adapting standard recipes where appropriate to meet individual customers' requests.

Some common examples of sandwich ingredients include ham and salad; chicken and avocado; chicken, lettuce and mayonnaise; tuna, mayonnaise and cucumber; smoked salmon and creamed cheese; ham and cheese; curried egg and sprouts; turkey, cranberry and baby spinach; roast beef, relish and lettuce leaves; and char-grilled or roasted vegetables and Swiss cheese.

Use toasting and heating equipment safely

All toasting and heating equipment must be used safely. Staff should be trained in the correct and safe operation of equipment before use.

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Equipment that may be used to toast and heat sandwiches includes:

- toaster
- salamander
- griller
- sandwich toaster
- sandwich press
- jaffle maker.

Figure E3.24 A toaster

Figure E3.25 A salamander

Figure E3.26 A sandwich press

The size of an establishment will determine how sandwiches are heated and toasted. Toaster salamanders that can toast up to 15 sandwiches on both sides at the same time are used in large establishments. Commercial and domestic-quality sandwich toasters and presses are available in a range of sizes, and are suitable to toast both sides of sandwiches and focaccia. Conventional grillers may also be used – they toast one side at a time. Jaffle makers are another way to toast sandwiches, sealing the edges of the bread together.

Make sandwiches in a logical and sequential manner

The workflow for making sandwiches should take place in a logical manner. Tasks should be completed in a logical and sequential order to assist in the smooth running of the kitchen. Some tasks need to be completed before others can be started. It is also important to keep the work area and kitchen organised to enable tasks to be completed easily and efficiently.

A simple workflow for making sandwiches involves preparing the work area and equipment, preparing all spreads and filling ingredients (e.g. by cutting or slicing) and then storing them appropriately. To assemble the sandwich, begin by spreading the chosen spread onto the bread, then layer the filling ingredients on one piece of bread and place the other piece of bread on top. Cut as desired and garnish before serving. If multiple sandwiches are being made, the bread should be lined up on a board in pairs, and a production

Figure E3.27 Wear gloves when preparing sandwiches.

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line process set up. Gloves should always be worn while preparing sandwiches.

When making sandwiches, it is important to have portion-control guidelines for the amount of spread, fillings and garnishes to be used on each sandwich. This ensures consistency and minimises wastage. Waste can also be minimised by using correct stock-rotation principles and accurate ordering and storage of ingredients.

E3.3 Present and store sandwiches

Sandwiches should be presented on appropriate service-ware, using suitable garnishes to enhance the visual appeal of the dish. Sandwiches not being served immediately should be stored in appropriate environmental conditions to maintain their quality and freshness. The work area should also be cleaned and **re-usable by-products** stored appropriately.

Re-usable by-products the leftovers or scraps of food from making sandwiches that can be used for another purpose

Figure E3.28 Sandwich platters

Present sandwiches on appropriate service-ware

Sandwiches should be presented to the customer on appropriate service-ware. The following are some important points to consider when selecting service-ware for sandwiches:

- **Size of service item.** Individual sandwiches are served on plates, while multiple sandwiches are served on platters.
- **Shape of service item.** Long bread rolls may require a different-shaped service plate from square sandwiches (e.g. an oval plate rather than a round or square one) to enhance their visual appeal.
- **Checking for chips and cracks.** All service-ware should be free from chips and cracks, as these can harbour bacteria and become a hygiene risk.
- **Cleanliness.** Sandwiches, as with any other food item, should be served on clean plates or platters. Any spills or fingerprints should be wiped off the plate before serving.

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Figure E3.29 Sandwiches should be presented appropriately.

Service-ware for presenting sandwiches may include crockery plates in a range of shapes and sizes, platters, trays and wooden boards. The service-ware used will also depend on the type of sandwich being presented.

Figure E3.30 Pullman sandwiches presented for a high tea

Add suitable garnishes

Garnishes are used when presenting sandwiches to offer some visual contrast and enhance the overall appearance of the sandwich. They commonly are placed to the side of the sandwich rather than on top. Common garnishes include shredded lettuce, sprouts, spring onion curls, watercress, parsley, julienne carrot and capsicum, celery curls, onion rings, cucumber and tomato slices or roses.

Visually evaluate dish and adjust presentation

Before sandwiches are served to the customer, all dishes should be evaluated and the presentation adjusted as needed. Adjusting presentation must involve consideration of:

- accompaniments and garnishes that maximise visual appeal:
  - balance
  - colour
  - contrast
- plating food for practicality of:
  - customer consumption
  - service
- wiping drips or spills.

Figure E3.31 Open sandwiches presented for service

Store sandwiches in appropriate environmental conditions

Sandwiches are best when they are made to order, but this is not always possible – particularly when they are to be used for a function. Sandwiches need to be stored in appropriate environmental conditions. Factors to be considered include:

- atmosphere
- humidity
- light
- packaging
- temperature
- use of containers
- ventilation.

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When storing sandwiches, the bread type and the ingredients used should also be considered. All sandwiches should be stored in the fridge at between 1°C and 4°C as soon as they have been prepared. Individual sandwiches should be wrapped in plastic wrap or placed in custom-made containers and labelled. Sandwiches for functions should be arranged on platters and then covered with plastic wrap. Bulk-storage containers can be used for large quantities, and customised containers can also be used for display, presentation and sale. Sandwiches should be eaten on the day they are prepared and any leftovers should be discarded.

Figure E3.32 Sandwiches stored in individual packages

Clean work area and dispose of or store surplus and re-usable by-products

It is important to ensure that the work area is always clean. Staff should clean as they go, ensuring that the work space is always clean and ready to make the next sandwich. This could involve wiping down boards and benches, and cleaning and sanitising equipment and utensils. At the end of service, a thorough cleaning of the work area should be undertaken.

There may be some surplus or re-usable by-products created in the making of sandwiches. These should be disposed of or stored according to workplace procedures, environmental considerations and cost-reduction initiatives. Surplus ingredients, if they have been kept refrigerated and not in the danger zone, may be able to be used the next day. These should be covered or wrapped, stored in the cool room, labelled appropriately and used first.

Re-usable by-products should also be covered or wrapped, labelled and stored appropriately. Examples of re-usable by-products may include using the crusts trimmed from sandwiches to make breadcrumbs or using vegetable trimmings to make a stock. Re-using by-products not only reduces the amount of waste an establishment produces, but also saves money.

Food by-products to be disposed of should be placed in the food scraps bin, from where they can then be used as compost or animal feed.

Figure E3.33 Cleanly presented sandwiches

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Unit summary

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

- sandwich requirements
- types of sandwiches
- bread types
- types of fillings and spreads
- the checking of perishable supplies for spoilage
- safe food handling practices
- the cutting of ingredients and completed sandwiches
- combinations of ingredients
- safe use of toasting and heating equipment
- making sandwiches in a logical and sequential manner
- presenting sandwiches
- suitable garnishes
- visually evaluating dishes and adjusting presentation
- storing sandwiches in appropriate environmental conditions
- cleaning work area and storing re-usable by-products.

Unit activities

1. Recall and briefly describe five different types of sandwiches.
2. Outline the correct way of storing bread.
3. Explain why spreads are used in sandwiches. Name five examples of spreads.
4. Identify safe food handling practices that should be used to hygienically prepare sandwiches.
5. Briefly outline a logical and time-efficient workflow for the preparation of a chicken, lettuce and mayonnaise sandwich.
6. Recall suitable fillings and combinations for five different pullman sandwiches.
7. Discuss why gloves should be worn when preparing sandwiches.
8. Identify what kind of equipment might be needed when preparing sandwiches. Provide examples.
9. Explain how prepared sandwiches should be stored correctly before service.
10. Discuss how you would visually evaluate and adjust the presentation of sandwiches.

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Elective unit E4

Prepare appetisers and salads

Unit code: SITHCCC006

Prerequisite units:

This unit must be assessed after the following prerequisite unit:
SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

25 hours

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Unit overview

This unit introduces the skills and knowledge required to prepare appetisers and salads following standard recipes. It applies to cooks working in hospitality and catering organisations. Appetisers are foods that normally are served before a meal. They may also be served as an accompaniment to drinks. Appetisers include a range of hot and cold dishes, which can be either classical or modern, and of varying ethnic and cultural origins. Salads can be vegetable or fruit based, and may also include classical or modern styles and be served warm or cold.

This unit applies to individuals who usually work under the supervision of more senior chefs. They follow predefined organisational procedures and report any discrepancies to a higher level staff member to action.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• locate information in food preparation lists and standard recipes to determine food preparation requirements • locate and read date codes and rotation labels on food products.
Numeracy skills to:	• calculate the number of portions • determine cooking times and temperatures.
Problem-solving skills to:	• efficiently sequence stages of food preparation and production.
Self-management skills to:	• manage own speed, timing and productivity.

Key terms

antipasto
appetisers
canapés
condiments
dressing
salads
tapas
vinaigrette

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E4.1 Select ingredients

appetisers foods that normally are served before a meal

salads usually consist of a leafy or vegetable base; pasta, rice or potato bases are also common. Can also be served warm or hot.

When selecting ingredients for **appetisers** and **salads**, food-production requirements need to be confirmed and ingredient amounts calculated. The types of appetisers and salads to be prepared also need to be decided upon, as do the ingredients to be used in each.

Figure E4.1 Appetisers should be consistent and uniform.

Confirm food production requirements

Before selecting which ingredients to use, food-production requirements need to be confirmed from food preparation lists and standard recipes. Food preparation lists will specify all the food prep that needs to occur in the production of appetisers and salads. Standard recipes will specify the ingredients, quantities, preparation methods, and presentation and service requirements.

Food production requirements may include the following:

- **Deadlines.** What are the timeframes within which staff have to work? When are the appetisers and salads needed? What tasks need to be completed and by when?
- **Portion control.** This is essential for ensuring all customers receive appetisers and salads that are consistent and uniform in their quantity, size and appearance. It is also needed to make sure ingredients don't run out and the correct number of portions can be made from the standard recipe.
- **Quantities to be produced.** Are the appetisers and salads being prepared as a single serve or for a large-scale catering event? How many need to be produced?
- **Special customer requests.** Customers may have particular requests that need to be accommodated with regard to the types of appetisers and salads produced, menu choice, theme and ingredients used.
- **Special dietary requirements.** Some customers may have special dietary requirements due to food allergies or intolerances (such as gluten-free, or a nut or seafood allergy), cultural beliefs (for instance, no pork or meat products) or personal preferences (they may be vegetarian). These requirements also need to be considered when deciding which appetisers and salads to prepare.

Figure E4.2 Salad plated as a single serve

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Calculate ingredient amounts

Once food production requirements have been confirmed, ingredient amounts can be calculated according to these. Standard recipes are used and ingredient amounts calculated based on the number of portions or serves needed for each appetiser and/or salad being prepared.

Identify and select appetiser and salad ingredients

Appetiser and salad ingredients are selected from the kitchen stores according to the recipe. When selecting ingredients, they need to be checked for quality and freshness. Stock-rotation principles of FIFO and LILO should be used to ensure ingredients are used when at their best quality and to minimise wastage.

Appetisers

Figure E4.3 Spring rolls are a hot appetiser.

Appetisers are foods that normally are served before a meal or sometimes as an accompaniment to drinks. Appetisers encompass a wide range of traditional and modern dishes. They may be hot or cold, and may include the following:

- **Antipasto.** Translated from Italian, antipasto is 'the food served before the pasta course'. Antipasto items are usually served cold, and consist of a range of Italian fare, including cured meats, char-grilled and pickled vegetables, bruschetta and cheese. Antipasto is traditionally served at the table.

antipasto a range of Italian fare, including cured meats, char-grilled and pickled vegetables, bruschetta and cheese; means 'before the pasta course'

Figure E4.4 Antipasto

- **Canapés.** Canapés are a type of appetiser, usually served as an accompaniment to drinks before dinner or at cocktail parties. Canapés need to be small enough to pick up with the fingers and eaten in one or two bites. They consist of a bread or biscuit base, topped with a 'canopy' of creamed or sliced savoury food and garnished. Canapés are highly decorative. The bread base is often

canapés appetisers that usually are served as an accompaniment to drinks

Figure E4.5 Canapes

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cut into attractive shapes, toasted or shallow fried and then spread with a paste. Toppings may include cheese, caviar, smoked salmon, oysters, prawns and asparagus. There are many different variations. Canapés may be served hot or cold.

- **Hors d'oeuvres.** Also referred to as 'starters', the French name 'hors d'oeuvres' is often given to any prepared food served to stimulate the appetite before a main meal. They should therefore be selected and portioned appropriately. Hors d'oeuvres are different from entrees, as they usually are served before the soup dish (entrees are served after the soup dish). Traditionally, hors d'oeuvres were served while guests waited to go into dinner; they are now sometimes served at functions where there is no main meal. Traditional recipes include 'angels or devils on horseback' and sardines on toast. Hors d'oeuvres can be served hot or cold, and include many small dishes such as chicken wings, savoury tarts and prawns.


Figure E4.6 Devils on horseback

- **Tapas.** Spanish tapas, along with meze (or mezze) from Greece and Turkey, is appetisers originating from the Mediterranean. Tapas is served as small dishes to be shared among a group. Tapas and meze use a variety of ingredients, flavours and cooking methods from the region. Dishes include barbecued octopus, chorizo, garlic prawns, tabouleh, fetta and olives. In Australia, tapas usually is served at the table and sometimes replaces the main meal.

tapas appetisers originating from the Mediterranean; served as small dishes to be shared among a group


Figure E4.7 Tapas

Salads

Salads include a wide range of dishes, usually consisting of a lettuce leaf or vegetable base. Pasta, rice or potato are also common bases. There are many variations of salad and, although they are usually served cold, salads can also be served warm or hot, or contain hot ingredients.

Salads can be served as different courses or as accompaniments, and can also be served as dessert. Salads may be simple, consisting of one ingredient with a **dressing**; mixed, using more than one ingredient; mixed together with a dressing; compound mixed salads combined with mayonnaise; or composed, where the ingredients are arranged rather than mixed together.

dressing commonly made from oils and vinegar; adds flavour to and moistens salad ingredients

They may also be described in the following ways:

- **Classical.** Many classical salads are based on French cuisine and cooking traditions. Examples include:
  - **Salade Niçoise** – composed salad of tuna, tomatoes, hard-boiled eggs, olives and anchovies, with a **vinaigrette**

vinaigrette a dressing that is a mixture of two parts oil to one part vinegar, seasoned with salt and pepper

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dressing, served with or without a bed of lettuce.
  - **Salade Russe** – compound salad of vegetables mixed with mayonnaise.
- More modern examples of classical salads include:
  - **Waldorf salad** – a compound salad of celery, apple and walnuts combined with mayonnaise and cream.
  - **Caesar salad** – combines coddled egg, mustard, anchovy fillets, fried bacon and oil mayonnaise with cos lettuce, shaved parmesan cheese, garlic croutons and chopped parsley. Chicken is often served in a Caesar salad as a variation.

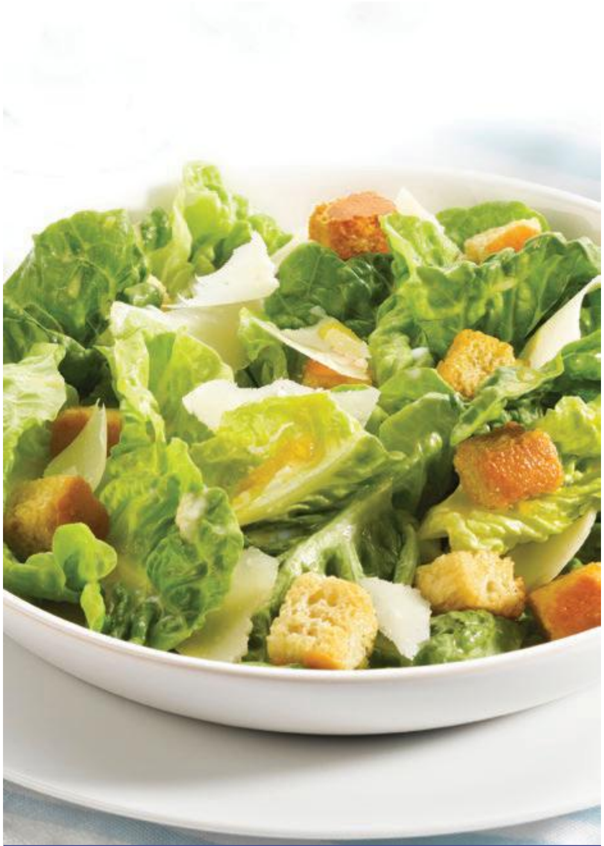
Figure E4.8 Caesar salad

- **Modern.** Modern salads often build on traditional salad recipes using new ingredients, presentation methods and cooking practices. A wide range of dishes can be classified as a modern salad. Some modern salads use entirely new combinations of ingredients, many of them inspired by ethnic cuisines. Current trends in ingredients, foods and presentation are often seen reflected in modern salads.
- **Cold.** Most salads are served cold. Many of the ingredients used in salads are unsuitable to be heated – for example, lettuce, as it will become limp and unappealing. The ingredients for most salads, as well as finished salads, are stored in the cool room at between 1°C and 4°C. Cold salads are popular when the weather is warmer.
- **Warm.** While most salads are served cold, some are served hot or warm, or include hot ingredients or dressings. An example would be a warm chicken salad where the chicken is sautéed or poached and served with a warmed dressing, or a warm noodle salad.


Figure E4.9 Chicken noodle salad

- **Fruit.** Fruit salads usually are served as dessert or as a snack. A combination of quality in-season fruit is diced and served with fresh juice. In some establishments, fruit salad can be served elaborately in a carved melon basket. Fruits such as melons, bananas, apples, pears, peaches, oranges, mandarins, star fruit, kiwi fruit, cherries, grapes, berries, mangoes and pineapples commonly are used.

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Figure E4.10 Fruit salad

Ingredients

A range of ingredients can be used to make appetisers and salads. Ingredients may include the following:

- **Bread and bakery items.** Breads can be an integral part of an appetiser or salad – for example, croutons in a Caesar salad or as the base of a canape. A range of breads can be used, depending on the style of salad or appetiser.
- **Condiments.** These are used to add flavour to appetisers and salads. Preserved ingredients, such as gherkins, pickled onions, pickled ginger, pickled cabbage, anchovies, pickled herrings, pickled artichokes, olives, pesto and sun-dried tomatoes, are available to use as either main ingredients or garnishes.

condiments sauces, dressings and additional food items used to add flavour to dishes

Figure E4.11 Condiments

- **Dairy products.** Products such as yoghurt, sour cream and milk commonly are used as ingredients in salad dressings. Cheeses, including cheddar, feta, brie, camembert, gorgonzola and parmesan, are often used as a feature ingredient in salads or appetisers. They bring a range of flavours and textures to the dish.
- **Dressing ingredients.** Dressings add flavour to bland ingredients and tone down strong ones. Dressings also lubricate or moisten salad ingredients. The nutrition of salads can be improved by the dressing, and the acid in the dressing aids digestion by breaking down the starches, fat and carbohydrates. Dressings commonly are made from oils and vinegar.

Figure E4.12 Olive oil and balsamic vinegar

Good oils to use in dressings include:

– naturally flavoured oils made from peanut, sunflower, safflower, sesame, olive, walnut and corn
– flavoured oils – chilli and garlic oil
– oils infused with herbs, such as basil.

Vinegars used in dressings include:

– balsamic vinegar, which is sweet and can be used as a substitute for lemon juice
– white wine vinegar, used alone or infused with herbs such as tarragon and marjoram
– red wine vinegar, which goes well with nuts, oils and olive oil.

Other ingredients in dressings include dairy products, mustards and eggs. Dairy products such as yoghurt, cream cheese and fresh, soft

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cheese such as fetta can be used to make cold dressings of acidulated cream (cream soured with lemon juice). Mustard acts as an emulsifier and enhances the flavour of the dressing. French, English, German and wholegrain mustards are commonly used in dressings.

- **Dry goods.** Seeds, including sesame, chia, flax, sunflower, quinoa, pumpkin and buckwheat; legumes, including chickpea, beans and lentils; nuts, including almonds, cashews, walnuts, pecans, pistachios, macadamias, peanuts and pine nuts; and dried fruits, including cranberries, apricots, dates, prunes, raisins, sultanas and apples commonly are used in salads.

Figure E4.13 Nuts, seeds and dried fruits

- **Eggs.** These can be hard-boiled and cut or sliced as an ingredient in a salad, or halved and used as a base for an appetiser, or raw in a dressing.
- **Farinaceous products.** Pasta (usually shorter varieties such as spirals or penne), couscous, rice (especially long-grain, wild rice and flavoured rice, e.g. jasmine) and other grains are common ingredients in salads and appetisers.

Figure E4.14 Sushi is a popular appetiser made using rice.

- **Frozen goods.** While fresh ingredients are preferable for use in salads, frozen varieties are suitable to use if seasonal fruits and vegetables are unavailable. Some meats, poultry and seafood may also be used from the freezer.
- **Fruits.** Fresh fruits can form the base for many salads. Frozen or canned fruits may also be used when seasonal fruits are not available. Common fruits used include melons, bananas, apples, pears, peaches, oranges, mandarins, star fruit, kiwi fruit, cherries, grapes, mangoes, pineapples, avocados and tomatoes.
- **Herbs and spices.** Herbs (fresh or dried), including basil (both red and green), chervil, chives, coriander, dill, fennel, marjoram, mint, oregano, parsley, tarragon and thyme, are common ingredients. Spices, including caraway, coriander, cumin, mustard, pepper and salt, are also commonly used to add flavour.
- **Poultry.** Chicken, turkey, duck and quail are often found in appetisers and salads. These can be served either hot or cold.

Figure E4.15 Chicken skewers are a popular appetiser.

- **Meats.** These might include roasted meats, pickled meats, smoked meats (e.g. bacon and prosciutto) and smallgoods (e.g. salami).
- **Seafood.** Fresh and canned fish, calamari, prawns, crab, oysters, scallops, mussels, scampi and lobster are common examples of seafood used in appetisers and salads.

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Figure E4.16 Thai beef salad

Figure E4.17 Tempura prawns

- **Vegetables.** Fresh vegetables form the base of many salads and are commonly used in appetisers as well. Lettuce, tomato, cucumber, onion, capsicum and cabbage are commonly used. Frozen or canned vegetables can be used when seasonal vegetables are not available. Vegetable ingredients are sometimes cooked to provide variety and interest to the salads that are served. Many different varieties of vegetables can be used, including seeds/pods (beans, peas, corn, alfalfa), bulbs (onion, leek, garlic), tubers (potatoes and sweet potatoes), stem vegetables (celery and asparagus), flowers (cauliflower, broccoli and globe artichoke), roots (carrots, turnips, swedes, parsnips and radishes) and salad greens (lettuce, rocket, cabbage, watercress). A wide range of lettuce types is available for salads, including butterhead, cos (romaine), chicory, iceberg, endive, coral, mignonette and mesclun.
- **Fungi.** These include mushrooms and truffles.

Figure E4.18 Lettuce leaf varieties

When purchasing ingredients for salads, it is best to purchase fruit and vegetables that are in season, of a premium size and colour, and free of blemishes, excess dirt and pests. Ingredients must also meet enterprise-quality standards.

Check perishable supplies

Perishable supplies should be checked for spoilage or contamination prior to preparation. There should be no visible signs of damage (e.g. bruising, discolouration, broken packaging, squashed items), spoilage (e.g. mould) or contamination (e.g. incorrect storage temperature). Perishable supplies should be labelled and stored appropriately in the cool room with cooked foods above raw foods, at 1–4°C.

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E4.2 Select, prepare and use equipment

Equipment used in the preparation of appetisers and salads should be correctly selected for the task, clean, assembled safely and used in a safe and hygienic manner.

Select type and size of equipment

Selecting and using the correct equipment assists in the production of appetisers and salads. Equipment should be selected that is of the correct type and size for the job it will perform and suitable for the requirements. Equipment used may include the following:

- **Cutting, chopping and slicing implements.** Knives are the most common implement for cutting, chopping and slicing. The chef's knife is the most versatile and commonly used knife. Other knives may include paring, turning, serrated and boning knives. Food processors, mandolins and slicers can also be used to chop and slice foods, particularly if a large quantity is needed.
- **Spinners.** Salad spinners are most commonly used to remove excess water after washing salad greens. This helps to prevent them from becoming soggy.

Figure E4.19 Salad spinner

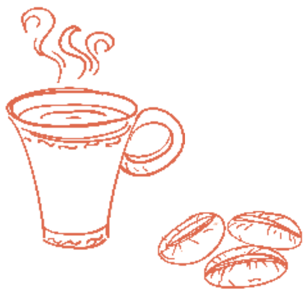
- **Strainers.** These are used to drain water or other liquids from food, and are often used after boiling pasta or vegetables.

Safely assemble and ensure cleanliness of equipment

Before any piece of equipment is used, it must be assembled correctly and safely. Some pieces of equipment can cause serious injury if they are not assembled correctly. If electrical equipment is used, cords need to be checked regularly and the machine assembled before it is connected to the power source. All equipment must be spotlessly clean before use. Dirty equipment may result in cross-contamination of foods, leading to food poisoning. Equipment should be cleaned and sanitised after use, and its cleanliness checked before it is used with food.

Use equipment safely and hygienically

All equipment poses a risk of injury. Staff should be trained to use equipment correctly and safely, according to the manufacturer's instructions. To ensure equipment is maintained in good working order, it should be serviced regularly and repaired as needed. Any equipment that is damaged or broken should not be used. Equipment also needs to be used in a hygienic manner. This includes cleaning and sanitising equipment after use to remove visible dirt and food scraps and to reduce the number of harmful bacteria to a safe level. Safe and hygienic use also involves the personal hygiene of the staff member using the equipment. Unhygienic staff and equipment can result in food poisoning.



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E4.3 *Portion and prepare ingredients*

The ingredients used for appetisers and salads should be prepared as part of *mise en place*. Ingredients need to be washed, cut and assembled according to food production requirements. They can be weighed, measured and portioned to save time during service periods and to minimise waste.

Sort and assemble ingredients

Appetisers and salads should always be prepared and presented in a hygienic, logical and sequential manner. To assist the logical sequencing of food production, ingredients should be sorted and assembled according to the order in which they will be needed. Avoid cross-contamination by preparing one variety at a time. When all ingredients are prepared, food production can begin.

Weigh and measure ingredients and create portions

Ingredients should be weighed and measured to create portion sizes according to the standard recipe. Accuracy with portioning will help to ensure consistency in finished and plated food items and minimise wastage. By weighing and measuring to create portions as part of *mise en place*, time can be saved during service periods and food items can reach customers faster.

Figure E4.20 Weighing ingredients ensures consistency.

Clean and cut salad ingredients using basic culinary cuts

All salad ingredients should be cleaned thoroughly by washing in cold water and draining well (or using a spinner) before use. Bad or discoloured (bruised) pieces should not be used, and any dirt, insects or slugs should be removed. Always use the freshest ingredients possible for salads.

Salad ingredients should be precisely and uniformly cut. The size of ingredients should be suitable for the finished dish. Cutting must be precise and all foods should be identifiable. Salad ingredients are cut using basic culinary cuts and according to quality standards. Some common precision cuts used include julienne, brunoise, maccedoine, jardinière and chiffonnade. Green salad vegetables are often torn rather than cut, to avoid bruising.


Figure E4.21 Precise cutting ensures quality presentation.

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Minimise waste

Waste should be minimised by following correct procedures with regard to food safety, storage and portion control. Minimising waste ensures that the profitability of food items prepared is maximised. Correct ordering and food storage procedures help to ensure that food is not over-ordered and then thrown away because it is old and has deteriorated in quality, or has been stored incorrectly. Staff can also minimise the amount of waste generated by using by-products or offcuts, and disposing of food waste into compost bins.

E4.4 Prepare appetisers and salads

Appetisers and salads should be prepared using appropriate methods of cookery. Any sauces or dressings that are to be served with them should also be prepared according to standard recipes. Food quality adjustments should be made to ensure appetisers and salads are produced to a high standard.

Figure E4.22 Appetisers presented on spoons

Select and use relevant cookery methods

It is important to use cookery methods that are relevant and appropriate when preparing appetisers and salads. Cookery methods that may be relevant include the following:

- **Baking.** Food is cooked by dry heat in an oven.
- **Boiling.** Foods are fully submerged into liquid, usually water, at boiling point. Farinaceous products are commonly boiled to cook them before use.
- **Blanching.** Food is boiled for a very short time and then refreshed in cold water to stop the cooking process. Blanching generally is used before other cookery methods, often to pre-cook foods or remove the skins of foods such as tomatoes.
- **Frying.** Frying is the cooking of food in fat or oil. Deep frying involves the food being completely submerged in oil, while shallow frying only uses a small amount of oil in the pan. Appetisers commonly are deep fried, and meat, poultry and seafood commonly are shallow fried for inclusion in salads.
- **Grilling.** Food is cooked by heat radiated from above or below the food. Seafood, meat, poultry, cheese and vegetables commonly are grilled and used in salads and appetisers.
- **Poaching.** Foods are completely submerged in a poaching liquid just below boiling point, where there is no visible movement of the liquid. Meats and fruits commonly are poached for use in salads.
- **Roasting.** Food is cooked in an oven while being basted with fat. Vegetables, meat and poultry are commonly roasted and then included in salads.
- **Steaming.** Food is suspended above a boiling liquid that creates steam, which cooks the food. Vegetables, fruit, meat, poultry and appetisers such as dim sims, commonly are steamed.

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Figure E4.23 Sauces and dips are often served with appetisers.

Prepare sauces and dressings

Sauces and dressings are often prepared to accompany appetisers and salads. These should be prepared according to standard recipes.

Sauces to be served with appetisers are mostly served in a separate dish and used as a dipping sauce. Depending on the appetiser, sauces may include soy, tartare, tomato, plum, sweet chilli, sweet and sour, barbecue, thousand island and mayonnaise. A range of dips can also be served. Dressings are prepared to accompany salads. They add flavour and moisture to the dish. Dressings can be based on the following;

- **Vinaigrette** (French dressing) is a mixture of two parts oil to one part vinegar, seasoned with salt and pepper. The dressing is a temporary emulsion and will stay blended for only a few minutes. It needs to be remixed before serving.
- **Mayonnaise** (classic) is prepared by mixing vinegar, egg yolks and mustard seasoning in a large bowl and slowly whisking in a specified quantity of olive oil. It is then stabilised with a small amount of hot water and the seasoning adjusted to taste. Mayonnaise will split if the oil is added too quickly, is too cold, the sauce is insufficiently whisked or the egg yolk is stale.

Figure E4.24 Mayonnaise

Follow standard recipes and make food quality adjustments

Standard recipes should always be followed to ensure consistency of food items presented to customers. Even though a standard recipe is used, it is still important for staff preparing appetisers and salads to make food quality adjustments within their scope of responsibility before food is served to customers. This often involves tasting the food. Food quality adjustments involve consideration of factors relating to:

- **taste** – bitter, salty, sour, sweet or umami
- **temperature**
- **texture** – clean, creamy, crispy, crunchy, fibrous, moist, mousse, rich, slippery, smooth or velvety.

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E4.5 Present and store appetisers and salads

Appetisers and salads should be presented using appropriate service-ware, adding dips, sauces and/or garnishes according to standard recipes. Presentation should be adjusted and dishes stored appropriately before and after service in appropriate conditions.

Figure E4.25 Salad presented in a jar, which can then be upturned onto a plate.

Present dishes on appropriate service-ware

A variety of crockery items, including trays, plates, bowls and platters, are required for service of salads and appetisers. The items used should be chilled for cold foods and heated for hot foods. Correct service temperature of the food is essential. It is important that service-ware is clean and free from chips and cracks.

Figure E4.27 A traditional Waldorf salad presented using current trends

Plain service-ware generally looks more appealing, as it does not detract from the food. Silver and stainless steel items that are highly polished can show off appetisers well. Crystal platters and trays are also often used for presenting appetisers, traditionally with the foods placed upon doilies. Innovative presentation, such as the use of fruit baskets, mussel shells and spoons, can be suitable for serving certain appetisers and salads. Mirrors and woodenware can also make attractive and unusual service-ware.

Add dips, sauces and garnishes

Dips, sauces and garnishes should be added according to standard recipes and regional variations.

The dips and sauces chosen to serve with appetisers should complement the food and

Figure E4.26 Sauces are served in a separate dish next to appetisers.

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boost visual appeal. Dips and sauces are served in small, separate dishes on the side of appetisers. If the appetisers are presented on a platter, dips and sauces are also placed on the platter.

Garnishes are edible decorations that also enhance the visual appeal of the food. They should be colourful and delicately presented, and provide a balance with the flavour of the food and a contrast in colour.

Visually evaluate dish and adjust presentation

Appetisers should be presented to ensure symmetry and neatness. Symmetrical patterns of food placement are the most common, where the appetisers form a balanced and even pattern. Appetisers can also be stacked or heaped on the service-ware or placed randomly on a plate. They should be grouped or patterned according to their colour and type for an attractive visual effect.

Before dishes are served to customers, they should be visually evaluated and presentation adjusted if necessary. Adjusting presentation should involve the consideration of:

- accompaniments and garnishes that maximise visual appeal:
  - balance
  - colour
  - contrast
- plating food for practicality of:
  - customer consumption
  - service
- wiping drips or spills.

Figure E4.28 Appetisers presented to form a balanced and even pattern.

Store dishes in appropriate environmental conditions

Appetisers and salads should be stored out of the temperature danger zone, above 60°C (for hot foods) or lower than 5°C (for cold foods), to slow down or prevent the growth of bacteria. When cooking large quantities of food for consumption later, divide the food into smaller containers and refrigerate immediately. When reheating, heat the food until it is steaming hot throughout or has reached 75°C. Warm salads and hot appetisers are best eaten when they are freshly cooked. Cold appetisers and salads and their dressings (kept separate) should be covered and stored in the cool room between 1°C and 4°C until needed (dressings should be added just before serving).

When storing appetisers and salads, it is important to ensure appropriate environmental conditions by considering:

- atmosphere
- humidity
- light
- packaging
- temperature
- use of containers
- ventilation.

Figure E4.29 Store appetisers and salads in the fridge or cool room.

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Clean work area and dispose of or store surplus and re-usable by-products

It is important to ensure your work area is always clean. Staff should clean as they go, ensuring their work space is kept clean. This could involve wiping down boards, benches and cooking areas, and cleaning and sanitising equipment and utensils. At the end of service, a thorough cleaning of the work area should be undertaken.

In the making of salads and appetisers, there may be some surplus or re-usable by-products created. These should be disposed of, or stored, according to workplace procedures, environmental considerations and cost-reduction initiatives. Surplus ingredients, if they have been stored appropriately and not in the danger zone, may be able to be used for another recipe or food item. These should be covered or placed in a container, stored in the cool room, labelled appropriately and used first.

Re-usable by-products should also be stored hygienically and safely to prevent contamination. Examples of re-using by-products may include using the crusts trimmed from croutons to make breadcrumbs, or using vegetable trimmings in a stock or potato trimmings in mashed potato. Re-using by-products not only reduces the amount of waste an establishment produces, but also saves money.

Figure E4.30 A salad presented in an edible basket

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Unit summary

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

- selecting ingredients to confirm food-production requirements
- calculating ingredient amounts
- types of appetisers and salads
- ingredients used in appetisers and salads
- checking perishable items for spoilage
- selecting type and size of equipment
- safe assembly, cleanliness and use of equipment
- sorting, assembling, portioning and preparation of ingredients
- cleaning and cutting of salad ingredients
- minimising waste to maximise profitability
- relevant cookery methods
- preparation of sauces and dressings
- using standard recipes and making food-quality adjustments
- presentation of appetisers and salads
- dips, sauces and garnishes
- visually evaluating dishes and adjusting presentation
- storing appetisers and salads in appropriate environmental conditions
- cleaning work area and storing re-usable by-products.

Unit activities

1 Explain what a salad is and identify five different styles of salads.
2 Describe antipasto.
3 Describe tapas.
4 Discuss the need for the use of fresh seasonal ingredients in the preparation of salads.
5 Recall why appetisers are often referred to as 'finger food'.
6 Recall when salads and appetisers can be served.
7 Explain how salad ingredients should be cleaned prior to use. Why is this important?
8 Identify five precision cuts that commonly are used in the preparation of salads and appetisers.
9 Describe two different types of dressings used on salads.
10 Explain how sauces should be served with appetisers. List five examples of sauces commonly served with appetisers.

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Elective unit E5

Prepare stocks, soups and sauces

Unit code: SITHCCC007

Prerequisite units:

This unit must be assessed after the following prerequisite unit:
SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

25 hours

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Unit overview

This unit introduces the skills and knowledge required to prepare various stocks, sauces and soups in a commercial kitchen or catering operation. Stocks, soups and sauces can vary widely in terms of their style and origin. Some are more traditional, while others are more modern. Stocks, soups and sauces can also originate from a large variety of ethnic and cultural backgrounds – they can be served either hot or cold, depending on their origin. This unit applies to all hospitality and catering enterprises where food is prepared.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• locate information in food preparation lists and standard recipes to determine food preparation requirements • locate and read date codes and rotation labels on food products.
Numeracy skills to:	• calculate the number of portions • determine cooking times and temperatures.
Problem-solving skills to:	• evaluate the quality of ingredients and finished dishes and make adjustments to ensure a quality product • adjust taste, texture and appearance of food products according to identified deficiencies.
Planning and organising skills to:	• efficiently sequence the stages of food preparation and production.
Self-management skills to:	• manage own speed, timing and productivity.

Key terms

accompaniments
convenience foods
emulsion sauces
essences
flavouring agent
garnish
glaze
portion control
reconstitute
sauces
stock
thickening agents

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E5.1 *Select ingredients*

Ingredients used in stocks

stock a thin liquid produced by slowly simmering meat, poultry or fish bones with various vegetables and seasonings to develop maximum flavour

flavouring agent used to provide additional flavour to stocks and soups

The three main ingredients used in the preparation of **stocks** are water, bones and vegetables. For chicken and beef stocks, the ratio used is 10 parts water to 5 parts bones and 1 part vegetables. **Flavouring agents**, such as bouquet garni, are also often used when making stocks.

Figure E5.2 Mirepoix is commonly used in stock production.

Bones

It is the bones in the stock that add most of the flavour. The gelatine in bones gives body to the stock. Bones are trimmed of excess fat, and only washed if necessary to remove excess blood, as this can cause the stock to go cloudy. The most commonly used bones are beef, poultry and fish.

Vegetables

Mirepoix (equal quantities of roughly cut carrots, onions and celery) is commonly used in stock production. These vegetables have a strong aroma and enhance flavour. Leeks are also sometimes used. In fish stock, onions are the only vegetable added. Vegetables that are strong in flavour (e.g. capsicum) or colour (e.g. beetroot), high in starch (e.g. potatoes) or bitter (e.g. spinach) are unsuitable for use in stock production.

Flavouring agents

Figure E5.3 A bouquet garni

Bouquet garni (a tied bundle of celery sticks, parsley stalks, a sprig of thyme and a bay leaf)

Figure E5.1 Examples of fish, chicken and beef stocks made with bones

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is commonly used to enhance the flavour of stocks. The ingredients are tied together so they can easily be removed once the desired flavour is achieved. Lemon juice and white wine may also be used as flavouring agents in the production of fish stocks and stock syrups.

Trimmings

Figure E5.4 Vegetable trimmings can be saved and used to make stocks.

Vegetable trimmings that are clean and in good condition, as well as meat scraps that are not fatty and are appropriate to the stock being made, can also be used.

Water

In terms of quantity, water is the main ingredient used in stock production. Ensure that the water used is clean and free of impurities.

Figure E5.5 Taste water for impurities before making stocks.

Characteristics of stocks, glazes and essences

A good-quality stock should be clear, have a full-bodied flavour, be free from fat and impurities and have the appropriate colour and aroma. Meat and fish stocks should also be gelatinous. White stocks should have a light, clear colour and a dominant flavour of the type of bones used. Brown stock should have a clear, brown colour and a dominant flavour of beef and caramelised vegetables.

A good-quality **glaze** should have a syrupy consistency, a concentrated flavour and a glossy appearance, and be free from impurities and fat.

A good-quality **essence** should have a powerful flavour and aroma.

glaze the thick, concentrated end-product that results when stocks are reduced to about 10 per cent of their original volume. Ten litres of stock will produce 1 litre of glaze.

essences flavourings and seasonings that have a very powerful aroma. They are used purely to impart flavour, and are rarely made in a hospitality enterprise's kitchen. Common essences include anchovy, vanilla, peppermint and almond.

E5.2 *Select, prepare and use equipment*

The types of bones and vegetables used will determine what type of stock is produced.

The four main types of stock are chicken, white beef, brown beef and fish. Vegetable and stock syrup are other common types of stock.

All stocks are started by placing the ingredients in cold water, bringing it to the boil, then simmering it for a set amount of time. The stock is skimmed regularly to remove any impurities and then carefully strained and stored. Brown stocks are made by browning the bones and vegetables before adding them to the stockpot.

Figure E5.6 Vary your cooking time depending on the type of stock being made.

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Cooking times for stocks

- chicken stock – two hours
- white beef stock – eight hours
- brown beef stock – six to eight hours
- fish stock – 20 minutes
- vegetable stock – 30 minutes
- sugar stock – 30 minutes.

Figure E5.7 Skim stocks to remove impurities.

Equipment used for cooking stock

The equipment required for cooking stock includes:

- **a stockpot** – choose a 7.5 litre pot with a heavy bottom, to prevent ingredients at the bottom from scorching during long cooking, and two short handles that afford a good grip. A pot that is higher than it is wide prevents too much liquid from evaporating.

Figure E5.8 A stockpot

- a **long-handled wooden spoon** for ease of use in the large stockpot

Figure E5.9 Long-handled wooden spoon

- a **ladle** for removal of scum on surface of stock/sauces and soups

Figure E5.10 Metal ladle

- a **food processer or blender**, depending on the degree of smoothness required.

Figure E5.11 Food processor and blender

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Note

When using equipment to make stock sauces and soups:

- Select the type and size of equipment most suitable for requirements.
- Safely assemble and ensure cleanliness of equipment before use.
- Use equipment safely and hygienically according to the manufacturer's instructions.

Common problems

A common problem that occurs in stock production is when the stock turns cloudy. This may occur if the stock is boiled too rapidly, a lid is used, the stock is not adequately skimmed or carefully strained, poor-quality ingredients are used or the stock is overcooked. Overcooking can also result in a bitter taste.

E5.3 Portion and prepare ingredients

1 **Sort and assemble ingredients according to food production sequencing.** Organisation is essential in the production of stocks, sauces and soups. Completion of *mise en place* enables a smooth process of production to occur. This is more important with soups and sauces, where there can be a need for a shorter timeframe in the cooking process.

2 **Weigh and measure ingredients according to recipe.** Quality and consistency in the end-results of a recipe are based on the need for correct measuring and weighing of ingredients. This simple but essential *mise en place* task is important to ensure that every time a recipe is produced, the end-product has the same flavour and appearance.

3 **Clean and cut ingredients as required, using basic culinary cuts according to culinary standards.** Completion of *mise en place* is essential to meet high culinary standards. Following correct cuts in preparation for stock, sauces and soups is important for consistency in the end-product for flavour and appearance.

4 **Minimise waste to maximise profitability of food items prepared.** Production of stocks on a regular basis within a commercial cookery establishment is commonplace. This reduces waste of products that can be used in very flavoursome stocks, producing good-quality sauces and soups. Therefore, maximum profit results when minimum waste is produced.

E5.4 Prepare stocks

White stock

White stock is made using beef, chicken or veal bones. Chop the bones to a suitable size and place them in the stockpot. Add the appropriate ratio of cold water and bring to the boil. Skim off fat and impurities and reduce to a simmer. Add mirepoix and a bouquet garni, then simmer for two hours (for chicken stock) or eight hours (for white beef stock), skimming regularly. Strain the stock using a chinois and filter paper. Cool and store. White stock is used for soups, sauces, glazes and poaching liquids.

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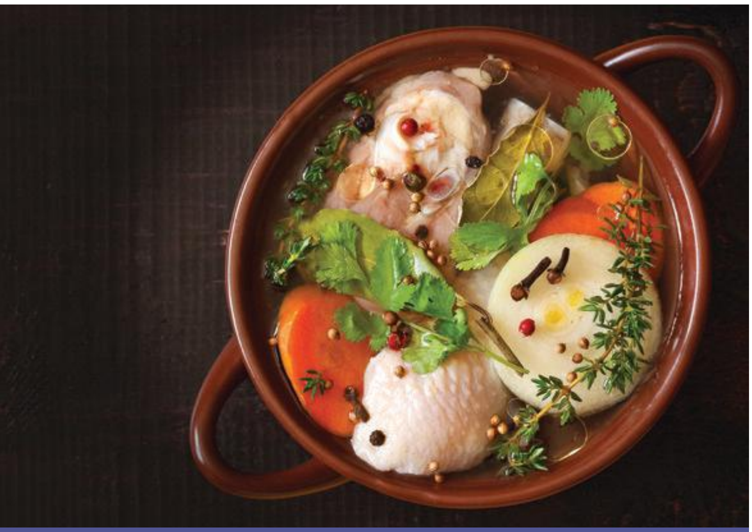

Figure E5.12 The ingredients for a white stock made from chicken

Brown stock

Brown stock is made using beef bones. Cut the bones to a suitable size and roast in single layers until light brown (approximately 30 minutes). Add mirepoix to the bones and continue to roast until dark brown in colour (approximately 30 minutes). Remove bones and mirepoix and place into the stockpot. Drain off any excess fat and deglaze the roasting tray by adding water to it and bringing it to the boil to loosen any brown sediment, then add this to the stockpot. Add the appropriate ratio of cold water to the stockpot and bring to the boil. Reduce temperature to simmer, skim the stock and add a bouquet garni. Simmer the stock for six to eight hours, skimming regularly. Strain the stock using a chinois and filter paper. Cool and store. Brown stock is used for brown sauces, pan gravy, glazes, soups and brown stews.

Figure E5.13 The ingredients for brown beef stock

Fish stock

Fish stock is made from white-flesh fish bones and trimmings. Oily fish, such as tuna and mullet, are too strong in flavour for a stock and will result in a bitter taste. Fish stock is quicker to cook than other stocks, as it doesn't take as long to extract the flavour from the bones. First, melt butter in a stockpot and sweat sliced onions. Add fish bones. Cover with a lid and sweat for five to ten minutes over low to moderate heat. Remove the lid and add cold water and wine. Bring to the boil, skim and reduce to simmer. Add bouquet garni and parsley stalks, and simmer for 20 minutes, skimming regularly. Strain the stock using a chinois and filter paper. Cool and store. Fish stock is used for soups, seafood dishes, glazes and poaching liquids.

Figure E5.14 The ingredients for a salmon fish stock

Vegetable stock

Vegetable stock is made from vegetables only and does not use any bones. Vegetables such as onions, celery, carrots, zucchini, leeks, fennel and garlic are commonly used. Starchy vegetables such as potato should not be used, as they make the stock cloudy. Strong-flavoured or brightly coloured vegetables such as cabbage and beetroot should also not be used. Slice vegetables (onions, zucchini, leeks, fennel and garlic) finely and sweat in butter for five minutes. Add enough water to just cover the vegetables, bring to the boil and simmer for 30 minutes. A bouquet garni can also be added. Alternatively, chopped herbs (tarragon and chervil) can be added for the last five to 10 minutes of cooking. Strain the stock using a fine chinois, then cool and store. Vegetable stock is used for soups, sauces, glazes and poaching liquids.

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Figure E5.15 The ingredients for a versatile vegetable stock

Sugar stock

Also called stock syrup, sugar stock is a sweet stock made from sugar and water, brought to the boil and simmered for 30 minutes. Lemon juice or orange peel and spices can also be added. Sugar stock is used for sauces and glazes.

Figure E5.16 Refined sugar

E5.5 Prepare soups

Classification of soups

Soup is a flavoured liquid eaten with a spoon. There are many varieties made from a range of ingredients. Soups can be thick or thin, hot or cold, clear or stew-like.

- **Thickened or unthickened.** Soups can be classified as thickened or unthickened, depending on whether they have had **thickening agents** added to them. Thickened soups include purée, cream and bisque. Unthickened soups include clear soups and broths.

thickening agents ingredients used to thicken sauces and soups

- **Clear.** These soups are usually delicate in flavour with a natural colour that reflects the ingredients used. The main ingredient is stock, although a variety of **garnishes** can be added. Examples include beef or chicken consommé, fish or chicken bouillon and chicken noodle soup.

garnish edible decorations added to a dish

Figure E5.17 Prawn bisque (thickened soup) and vegetable broth (unthickened soup)

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Figure E5.18 A clear chicken bouillon

- **Broth.** Broths are hearty soups with a high proportion of garnish. The main ingredients are stock, meat, fish or poultry, and vegetables and/or cereal grains. Some broths will thicken slightly during the cooking process, as the garnish swells or breaks down. Examples include minestrone, scotch broth and chicken broth.

Figure E5.19 Minestrone soup

- **Purée.** Puréed soups are thick and hearty textured soups. They are thickened by puréeing the main ingredient. The ingredients are usually only stock and vegetables. Examples include pumpkin, pea and ham, carrot, and potato and leek soups.
- **Cream.** Cream soups usually have a delicate flavour and a smooth, creamy consistency. They are generally based on a béchamel or velouté sauce and are finished with cream. The main ingredients are stock, roux and cream. Examples include cream of mushroom, cream of asparagus and cream of broccoli.

Figure E5.20 Potato and leek soup

Figure E5.21 Cream of mushroom

- **Bisque.** Bisques are thick, full-bodied soups made from seafood and fish stock. They may be thickened with a roux, cereal grains (such as rice) or a liaison. Examples include lobster and prawn bisque.
- **Cold.** Cold soups are well suited to summer menus and hot climates. The main ingredients include fruits (berries, plums and melons), vegetables (potato, leek, cauliflower, carrot or tomato) and stock or fruit/vegetable juice. Examples include vichyssoise and gazpacho.

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Figure E5.22 Lobster bisque

Figure E5.23 Gazpacho soup

- **Chowder.** Chowders are thick, hearty soups based on a thin velouté or béchamel sauce. Chunky ingredients such as corn, bacon, potato and seafood are folded into the sauce, which is then simmered. Examples include clam chowder, corn and bacon chowder, seafood chowder and potato chowder.

Figure E5.24 Corn and bacon chowder

Garnishes, decorations and accompaniments

Garnishes are an integral part of soups. They enhance the visual appeal and provide variety in texture and flavour. All garnishes used should be appropriate to the soup and cut small enough to fit on to a spoon. Suitable garnishes include herbs, cream, sour cream and julienned vegetables and croutons.

Decorations include chopped parsley, grated parmesan and sour cream. Unlike garnishes, they are not an integral part of the soup and are only used to enhance presentation and visual appeal.

Accompaniments are often served with soup to make the meal more substantial. A traditional accompaniment for soup is bread. Variations include crusty bread, bread rolls, toast, melba toast, damper, herb bread and croutons.

accompaniments items served with a meal to make it more substantial – such as bread served with soup

Figure E5.25 Soups are commonly served with croutons, creams and bread.

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Common problems

If a clear soup is cloudy, it needs to be clarified. Puréed soups that are too thick can have more stock added. If they are too thin, they can be simmered to reduce them further or more vegetable purée can be added. A poor flavour and aroma of soups may result from poor-quality ingredients. A soup will curdle if it is allowed to boil after cream has been added.

Figure E5.26 A good clear soup with no problems

Present and serve soups

- **Portion control.** If soup is to be served as an entree, the serving size is approximately 200 ml. For a main course, allow approximately 500 ml per serve. This is a guide only: servings will vary in different establishments, and often depend on the type of soup and accompaniments – if any – with which it is served.

portion control the serving of meals of standard sizes

- **Service temperatures.** Hot soups must be served piping hot, at a temperature above 85°C. To help them retain their heat, the service vessel should also be heated where possible. Cold soups are served chilled and may even be placed on a bed of ice.
- **Service vessels.** All service-ware used for soups, as with any other food, must be spotlessly clean and free from any cracks or chips. Service vessels for soup include:
  - soup tureen
  - soup mug, bowl or plate
  - hollowed-out vegetables; pumpkin soup, for example, looks impressive when it is served in a pumpkin shell
  - crockpot.

Figure E5.27 Service vessels for soups

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E5.6 Prepare sauces

Produce hot and cold sauces

Sauces are thickened liquid seasonings used to accompany or enhance other foods. They may be sweet or savoury. The main functions of a sauce are to provide moisture, flavour, richness, colour, shine, interest and visual appeal. Some sauces are also used to bind ingredients together or to help digest fatty foods. There are three main categories of basic sauces: hot sauces, warm **emulsion sauces** and cold emulsion sauces. Derivative sauces are made by adding other ingredients to a basic sauce.

sauces thickened liquid seasonings used to accompany or enhance other foods

emulsion sauces sauces made by emulsifying a reduction and butter with egg yolks (warm) or by emulsifying oil and vinegar with egg yolks (cold)

Hot sauces

Hot sauces are made from stock or milk, and are thickened with roux. They include demi-glace, béchamel and velouté.

- **Demi-glace** is made by adding brown roux to brown beef stock, producing a well-flavoured basic brown sauce. Derivatives of demi-glace include bordelaise, diable and madére.
- **Béchamel** is a basic white sauce made from milk and white roux. It is commonly referred to as white sauce. Derivatives of béchamel include mornay, onion and parsley sauces.
- **Velouté** (velvet) sauce is also a basic white sauce made from stock, blond roux and seasoning. The type of stock used will determine the type of velouté produced. Chicken and fish are the two main variations of velouté. Derivatives of chicken velouté include aurore, supreme and poullete. Derivatives of fish velouté include vin blanc (white wine), cardinal and bercy.

Warm emulsion sauces

Warm emulsion sauces are warm sauces made by emulsifying a reduction and butter with egg yolks. They include hollandaise and béarnaise. To make a warm emulsion sauce, egg yolks are

Figure E5.29 Hollandaise on sausage and eggs

Figure E5.28 Demi-glace, béchamel and velouté sauces

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beaten into the clarified butter and reduced over a low heat. The sauce gradually thickens by a process of emulsification as the egg yolk forms a layer around each tiny butter droplet and holds it in suspension. Derivatives of hollandaise include maltaise, mousseline and mustard. Derivatives of béarnaise include choron, foyot and rachel.

Cold emulsion sauces

Cold emulsion sauces are made by emulsifying oil and vinegar with egg yolks. Mayonnaise is a cold emulsion sauce. Its derivatives include tartare, rémoulade and Thousand Island dressing.

Figure E5.30 Mayonnaise

Other sauces

There are a number of other sauces that differ in their preparation and texture. These include:

Figure E5.31 A gravy boat

- miscellaneous hot sauces (e.g. jus lié, jus rôti, gravy, sabayon and coulis)
- miscellaneous cold sauces (e.g. Worcestershire, horseradish, soy, tomato ketchup, barbecue and coulis)
- dessert sauces (e.g. coulis, chocolate, custard, sabayon and Melba)
- dressings (e.g. vinaigrette, lemon and mustard dressings)
- purée-based sauces, butters and sauces based on cream reduction.

Store sauces

Basic hot sauces can be stored at between 1°C and 4°C for up to 10 days. Derivatives will not store for as long because their additional ingredients will cause the sauce to deteriorate sooner.

If a sauce is to be stored, it needs to be strained to remove garnishes (these tend to break up when the sauce is **reconstituted**), cooled as quickly as possible, covered with a cartouche and refrigerated. Some sauces may also be frozen.

reconstitute restore a dried food to its original state by adding water

Hot and warm emulsion sauces can be held in a bain-marie at 30–37°C prior to service. The temperature for holding warm emulsion sauces is critical: if the sauce is too cold it will solidify and if it is too hot it will separate. Warm emulsion sauces should not be held for more than two hours as their holding temperature is in the temperature danger zone.

Cold emulsion sauces should be stored at 1–4°C. Mayonnaise has a shelf life of approximately three weeks.

Characteristics of quality sauces

Characteristics of a quality sauce include flavour, colour, consistency and gloss. These all need to be appropriate to the sauce that is being made. Basic sauces should have a complexity of flavours – if one flavour dominates, it will affect the derivative sauces produced from it. The colour of sauces can range from white (béchamel) to pale yellow (mayonnaise), deep red (raspberry coulis) and rich brown (demi-glace). Basic hot sauces produced by reduction should have a gloss.

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Consistency of sauces

There are three different consistencies to which sauces can be produced: pouring, coating and binding. The consistency will depend on the purpose for which the sauce is being used.

- **Pouring consistency.** This is similar to that of single cream. The sauce will coat the back of a spoon and run off freely. Examples include jus lié, jus rôti and demi-glace.
- **Coating consistency.** This is similar to thickened cream. Thicker than a pouring consistency, it should coat the back of a spoon. Examples include velouté, béchamel and hollandaise.
- **Binding consistency.** This is the thickest consistency. This sauce is used to bind ingredients together. The consistency is such that the sauce should stay on the back of a spoon when it is lifted out of the pan. Examples include panada and pie fillings.

Common problems and their remedies

- **Lack of flavour.** This may be due to insufficient cooking, a poor base stock or not enough ingredients in proportion to the liquid used. Remedies include reducing the sauce further or adding a meat glaze.
- **Starchy flavour.** Generally, this is due to insufficient cooking. The sauce should be simmered longer until the starchy flavour disappears.
- **Too thin.** This may be due to insufficient thickening agent or the reduction process not being completed. Remedies include re-thickening the sauce by whisking in a small amount of beurre manié (an uncooked paste of two parts flour to one part butter), bringing it to the boil and cooking for 5–15 minutes, or continuing to reduce the sauce.
- **Cloudy.** This may be the result of poor stock, insufficient cooking or puréed vegetable matter being in the sauce. Remedies include adding half as much good-quality stock and reducing, continuing to cook or passing the sauce through a fine-mesh sieve.
- **Lack of colour.** This may be due to a poor stock colour or the base ingredients being incorrectly browned. Remedies include adding a meat glaze or adding well-browned mirepoix and/or bones and cooking for another two hours. Parisienne essence can also be used to improve the colour of a sauce.
- **Bitter flavour.** This may be due to the mirepoix, bones or sauce being burned during preparation. Remedies include adding a little sugar or, if the flavour is not too strong, blending with a good quality sauce. If the flavour is very bitter, discard the sauce.
- **Lumps.** These may be due to the liquid and thickening agent being mixed at too high a temperature. The remedy is to strain the sauce to remove lumps and continue cooking.
- **Split/separated.** This will occur if the temperature is incorrect – that is, too hot or cold. This can be fixed by whisking a small quantity of the too-hot or too-cold sauce with a little cold or hot water. If the sauce was too cold, do this over a hot water bath.

Prepare basic sauces

Demi-glace

Figure E5.32 A demi-glace

Roast or fry beef bones to a medium-brown colour. Add mirepoix and cook until dark brown, then add tomato paste and allow to brown slightly. Deglaze the pan with a small amount of beef stock. Add flour and cook until brown, stirring often. Add beef stock and seasoning (peppercorns, bay leaf, thyme and salt). Bring to the boil and simmer for eight hours. Strain through a chinois.

Béchamel

Prepare a white roux (melt butter in a saucepan, mix in an equal quantity of flour and cook over low heat for a few minutes). Gradually add cold milk to the roux, mixing continuously with a whisk or wooden spoon. Continue to stir and

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Figure E5.33 Bechamel stirred with a whisk

heat the sauce until it simmers and thickens. Alternatively, hot milk (which may be infused with onion, cloves and bay leaves) can be added to a cold roux.

Chicken or fish velouté


Figure E5.34 Fish with velouté sauce

Chicken velouté is made using chicken stock, while fish velouté is made with fish stock. Both are made by adding stock (chicken or fish) to a blond roux and stirring continuously as the sauce comes to the boil and thickens.

Hollandaise or béarnaise

Bring vinegar and peppercorns to the boil and simmer until they have reduced, then strain. Clarify butter and set aside. In a stainless steel bowl over a hot water bath, mix the reduction with egg yolks using a whisk. Gradually add the butter, whisking continuously. Temperature control is important with these sauces: too hot or cold and they will separate and curdle.


Figure E5.35 Filet mignon made with a béarnaise sauce

Mayonnaise


Figure E5.36 Mayonnaise

Mix egg yolks, vinegar, Dijon mustard, salt and pepper thoroughly with a whisk. Add oil gradually, about a teaspoon at a time, whisking continuously. To help stabilise the mayonnaise, a little hot water may be added after the oil has been incorporated.

Jus

Jus rôti is made by deglazing pan sediments with a stock appropriate to the meat being served. For example, a roast chicken pan would be deglazed with chicken stock, while roast beef would use beef stock. A jus lié is a jus rôti that has been thickened with cornflour.

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Figure E5.37 Steak in jus

Dessert sauces

Figure E5.38 Raspberry coulis

Coulis is a sweet or savoury sauce in which the ingredients are puréed. Raspberry coulis is made by placing raspberries and stock syrup in a blender and puréeing. The sauce is strained through a fine strainer to create a smooth texture.

Thickening agents

Through the process of reduction, liquids thicken naturally as water evaporates. However, it is generally necessary to add other ingredients to thicken sauces and soups. A range of thickening agents can be used to thicken sauces and soups.

White, blond and brown roux

Figure E5.39 Brown roux

A roux is made by mixing and cooking equal quantities of fat and flour. White roux is cooked just long enough to remove the raw, starchy taste. It should not colour and is only used for béchamel. Blond roux is cooked longer and takes on a blond tinge. It is used for sauces based on white stocks – for example, velouté. Brown roux is cooked until it has a light-brown colour and nutty aroma, and is used to thicken brown sauces. The browner a roux, the less thickening capacity it has. When a roux is mixed with a liquid and brought to the boil, it will thicken.

Each roux tastes different due to the length of time it is cooked.

Beurre manié

Figure E5.40 Beurre manié

Beurre manié is an uncooked mixture of two parts butter to one part flour. It is used to thicken sauces and soups at the last minute. A smooth consistency reduces lumps in the sauce.

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Cornflour, arrowroot and potato flour

Cornflour or cornstarch is white flour made from maize. It is dissolved in cold liquid and then added to a hot sauce, where it thickens at 85–96°C and creates an opaque finish.

Arrowroot is a fine white flour made from a tuber (a native plant of the West Indies).

Potato flour is extracted from dried, ground potatoes. Arrowroot and potato flour need to be dissolved in cold water and then thickened at 65–71°C.

These thickening agents are used depending on the origin of the recipe being followed.

Liaison or sabayon

A liaison is a well-whisked mixture of egg yolks and cream that is used to slightly thicken sauces and soups. The egg yolks thicken by coagulation, which generally occurs at 80–88°C.

Sabayon consists of egg yolk and a liquid that is thickened by emulsification. It is used in warm emulsion sauces and some desserts.

Other thickening agents include modified starch and bread.

E5.7 Convenience foods

convenience foods foods that have been partially or completely processed by a manufacturer

Convenience foods are foods that have been partially or completely processed by a manufacturer. Common types of convenience foods that may aid the making of stocks, soups and sauces include:

- **dehydrated** – such as vegetables, herbs, spices, boosters, instant soups and sauces
- **canned** – such as soups, sauces, vegetables, fruits and fish
- **liquid** – such as essences, stock, soup and soup bases, prepared sauces and dressings
- **frozen** – such as seafood, meat, poultry, vegetables, pastry and fruit
- **pastes** – such as garlic, ginger, horseradish, chillies and tomatoes.

Convenience foods are used for many reasons, including:

- cost – it is often cheaper to purchase convenience foods than to prepare them yourself
- saving time in production
- ready availability for use all year round
- lack of expertise to produce a fresh product
- limited storage space
- to boost flavour.

Figure E5.41 Tomato soup in a can

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E5.8 Present and store stocks, soups and sauces

Presentation of any meal is important, and it is equally important for soups and sauces. The type and size of the cup, bowl or jug is usually determined by the type of soup or sauce, the menu style being served and when the meal is being eaten. The soup proportion served as an appetiser should be between 200 and 250 ml, and for a main course between 300 and 400 ml. Sauce proportion depends on the vessel being used or whether it is placed on the meal. However, approximately 50 ml is used on a regular basis – although individuals may request more or less, depending on the type of meal being served.

The temperature of the serving dish should represent the type of soup being served. Hot soup should be served in warm service-ware and cold soup/sauce in cold service-ware. Cold soup/sauces should be served at 5ºC or below, and hot soup should be served at 85ºC or above.

Garnishes enhance the presentation of soups. Garnishes such as parsley or sour cream often add to the final appearance. Adding a topping should provide a contrast to the soup or sauce. This is a general rule when the soup or sauce is a single colour. All garnishes must be applied before service.

Garnishes need to be arranged attractively and, if different vegetables are used, they should be cut to the same shape and size. Garnishes should also complement the meal and not be opposed to the style or flavour of the soup or sauce. One golden rule: if a garnish is being cooked, do not over-cook. This can result in the final appearance of the soup being ruined. Add garnishes just prior to service to ensure quality and freshness are maintained.

Sauces can be used as the feature on the plate and also used as a garnish. Hot and warm emulsion sauces are best made just prior to service. In some cases, sauces will be served at the time of service so customers are able to view the meal prior to the sauce being added. Hot sauces should be served above 85°C and warm emulsion sauces at 30–37°C.

A good sauce should complement a dish, but may detract if care is not taken with presentation. When serving a meal, the same attention should be given to the addition of the sauce as to all other elements on the plate. There is a fine line between too little and too much sauce on a plate, and its over-use can ruin a carefully prepared meal.

A sauce should enhance the presentation of a dish. The following guidelines will help you to achieve this:

- During silver service, food is presented for maximum impact and appreciation. If a dish includes a sauce, it is always served separately in a sauce boat.
- When a sauce is served on the plate, you can apply it delicately around the food to enhance it, or position it partially over it or under the food, depending on the dish.

Figure E5.42 Soups with different toppings

Figure E5.43 Sauces should improve the presentation of a dish.

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- Crumbed and battered food has a crisp texture, and it is advisable not to sauce these items as they will moisten and lose their crunch.

Stocks

All stocks can be stored successfully in the refrigerator at 1–4°C for one week. They may also be frozen at –18°C for up to three months. When storing stocks, a cartouche can be used to stop foreign objects falling into the stock. It is important to cool the stock completely before storing. This is best achieved by placing the stock into small containers and stirring to reduce the heat evenly. The small containers can then be placed in ice or on a rack to allow air to circulate around them.

Figure E5.44 Store stock appropriately.

Soups

Soups also need to be cooled before storage, and should have any garnishes and decorations strained. Stored in the refrigerator at 1–4°C and covered with a cartouche, soups will last for up to three days. In the freezer at –18°C, they will last for up to three months.

When reconstituting frozen soups, they need to be thawed first to prevent the soup from scorching. It is advisable to add an appropriate liquid such as stock, water or milk when reheating the soup to prevent it from catching on the pan and burning. All soups need to be brought back to boiling point when being reconstituted to kill any bacteria that may be present. Once the soup is reconstituted, the consistency and flavour can be adjusted. Soups that contain a liaison are not suitable to be reconstituted, as they cannot be boiled.

Sauces

To store hot sauces, they should also be cooled as quickly as possible, covered and refrigerated. The same principles should be followed as for stock. A cartouche should be used to prevent the sauce from forming a skin as well as foreign objects from falling into the sauce.

Basic hot sauces will keep for up to 10 days at 1–4°C. Due to their additional ingredients, derivative sauces will not keep as long. Before sauces are stored, they need to be strained to remove any garnishes, as these will break up when the sauce is reconstituted. Hot sauces may also be frozen at –18°C; however, flour-based sauces separate on thawing so a modified starch is a better thickening agent to use if a sauce needs to be frozen. When reconstituting hot sauces, an appropriate liquid should be added and the sauce stirred frequently when put on the heat. This prevents the sauce from catching on the pan and burning.

Warm emulsion sauces need to be held at 30–37°C. As this temperature falls in the danger zone, warm emulsion sauces should not be kept for longer than two hours. They are unsuitable for reconstitution.

Cold emulsion sauces need to be stored in the refrigerator at 1–4°C, also with a cartouche covering the top. They will last for approximately three weeks.

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Important points

- Reconstitute or rethermalise stocks, sauces and soups to required consistencies.
- Present soups and sauces attractively on appropriate service-ware.
- Add garnishes according to standard recipes.
- Visually evaluate dish and adjust presentation.
- Store dishes in appropriate environmental conditions.
- Clean work area and dispose of or store surplus and reusable by-products according to organisational procedures, environmental considerations and cost-reduction initiatives.

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Unit summary

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

- definition of stocks, glazes and essences
- ingredients used in stocks
- characteristics of stocks, glazes and essences
- stock-making principles
- common problems when preparing stock
- preparation of stocks – white, brown, vegetable, fish and sugar
- definition of soup
- classification of soups
- garnishes, decorations and accompaniments for soups
- presenting and serving soups, including portion control, service temperatures and service vessels
- definition of sauces
- basic sauces – hot, warm emulsion and cold emulsion
- service of sauces
- storage of sauces
- characteristics of quality sauces
- consistency of sauces – pouring, coating and binding
- common problems when preparing sauces and their remedies
- preparation of basic sauces
- thickening agents
- convenience foods
- storing and reconstituting stocks, sauces and soups.

Unit activities

1. Define the following terms:
   a. bouquet garni
   b. demi-glaze essence
   c. sugar stock.
2. List the main ingredients used in a béchamel sauce.
3. Explain why garnishes are an integral part of soups.
4. Define the following stock terms:
   a. chicken
   b. brown beef
   c. vegetable
   d. fish
   e. sugar.
5. List and describe four main classifications of soups.
6. Describe the difference between a cold and hot emulsion sauce.
7. Summarise the correct storage method for sauces.
8. Describe in detail the following soups and give an example of each:
   a. clear soup
   b. cold soup.
9. Define the following sauces:
   a. jus
   b. chicken velouté
   c. mayonnaise
   d. hollandaise.
10. Explain how stocks, sauces and soups are reconstituted.

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Elective units

Elective unit E6

Prepare vegetable, fruit, egg and farinaceous dishes

Unit code: SITHCCC008

Prerequisite units:

This unit must be assessed after the following prerequisite unit:
SITXFSA101 – Use hygienic practices for food safety

HSC indicative hours:

35 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to prepare and cook various vegetables, fruit, eggs and farinaceous dishes following standard recipes. It requires the ability to select and prepare ingredients, and to use relevant equipment and cookery methods.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• locate information in food preparation lists and standard recipes to determine food preparation requirements • locate and read date codes and rotation labels on food products.
Numeracy skills to:	• calculate the number of portions • determine cooking times and temperatures.
Problem-solving skills to:	• evaluate quality of ingredients and finished dishes and make adjustments to ensure a quality product • adjust the taste, texture and appearance of food products according to identified deficiencies.
Planning and organising skills to:	• efficiently sequence the stages of food preparation and production.
Self-management skills to:	• manage own speed, timing and productivity.

Key terms

aerate
emulsify
farinaceous
legume
polenta
pulse
semolina

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E6.1 *Prepare vegetables and fruit dishes*

Vegetables and fruit may be fresh, preserved or frozen, and are selected according to seasonal availability, menu and enterprise requirements. A variety of vegetables and fruits, and vegetable and fruit dishes, must be prepared and cooked. These may be classical or contemporary, from various ethnic or cultural origins, and may be offered as main dishes, appetisers, salads or accompaniments.

An almost endless variety of vegetables and fruit is available for use in the kitchen. Apart from their nutritional value, these items also add a range of colours, flavours and textures to the menu.

A well-designed and developed menu should:

- use a range of fresh, preserved and frozen vegetables and fruits
- utilise and experiment with fruits and vegetables in classical and contemporary dishes
- use fruits and vegetables in main dishes, appetisers, salads, sauces and accompaniments.

Selection, preparation and storage methods must be appropriate for each type of vegetable and fruit. Treated correctly, these items enhance and improve the nutritional balance and presentation of many dishes.

Types of vegetables

Vegetables can be classified into the following types:

- **root** – includes all vegetables derived from the roots, bulbs and tubers of plants (e.g. carrots, radishes, parsnips)
- **bulbs** – root vegetables where the bulb is used (e.g. garlic, leeks, onions)
- **tubers** – root vegetables where the body of the vegetable is used in cookery (e.g. potatoes, artichokes)
- **leaves** – the leaves are mainly used in cookery (e.g. spinach, lettuce, Brussels sprouts)
- **stems** – the stem of the plant is used in cookery (e.g. celery, asparagus, rhubarb)
- **flowers** – the flower of the plant is used in cookery (e.g. cauliflower, chokos, broccoli)
- **legumes** and **pulses** – a family of beans, chickpeas, corn and peas; the word 'legumes' comes from the French word *legume*, meaning vegetable
- fungi – all the fungus variety of vegetables, including mushrooms.

legume a member of the pea family

pulse an edible seed that grows in a pod; pulses include all beans, peas and lentils

Types of fruit

Figure E6.1 Fresh fruit

Fruits can be classified into the following types:

- **core** – fruits that have seeds and a hard centre (e.g. apples, pears, quinces)
- **berries** – fruits that consist of small clumps of edible skin (e.g. mulberries, raspberries, strawberries)
- **tropical** – fruits that typically are grown in tropical areas and have a rich, lush taste (e.g. pineapples, bananas, mangoes)
- **citrus** – distinctive fruits that are often high in acid (e.g. lemons, oranges, grapefruits, limes)
- **vine/seed** – fruits that are grown on a vine (e.g. grapes, passionfruits, kiwi fruits)
- **stone** – fruits that contain a stone in the middle (e.g. peaches, cherries, apricots, plums)
- **dried** – fruits that have had most of their moisture removed (e.g. sultanas, currants, prunes, dried apricots).

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Select vegetables and fruit

When selecting vegetables and fruit, taste and appearance should be prioritised. There are a number of techniques used to assess the quality and taste of a range of fruit and vegetables that focus on characteristics such as colour, smell and softness. For example, the firmness of an avocado can indicate whether or not it is ripe, whereas the smell of melons (such as cantaloupe or rockmelon) is a better indicator of their ripeness.

Figure E6.2 Different fruits and vegetables have different indications of ripeness.

When selecting fruits and vegetables for a menu, the following are considerations:

- the seasonal availability of the ingredient
- the quantity available of the ingredient
- the quality of the ingredient
- the price of the ingredient.

Figure E6.3 A selection of fruit and vegetables

When selecting vegetable and fruit accompaniments, they should enhance the menu and add colour and taste to the established meal. Chefs working in the hospitality industry need to prepare and cook a variety of vegetable and fruit dishes using suitable cookery methods. Cookery methods must preserve the optimum quality and nutrition of the food item.

Methods of cooking vegetables

Most standard principles of cookery may be used for vegetables. Different cooking methods can be combined to create an even greater variety of interesting flavours and textures.

Steaming

Figure E6.4 Steamed vegetables

Steaming is an ideal method for cooking most vegetables, as it retains their maximum nutritional value. Exact timing is vital, especially when cooking green vegetables.

Roasting

Figure E6.5 Roasted mini-carrots

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Roasting is not as commonly used in vegetable cookery because the high, dry heat required is too harsh for most vegetables and they become soft and shrivelled. This method of cooking is mainly suitable for starchy vegetables like potatoes, sweet potatoes, pumpkins and parsnips.

Baking

Figure E6.6 Baked vegetables

Baking is suitable for vegetables that contain sufficient water to form steam and remain moist when exposed to dry heat. Whole vegetables are usually baked with their skins on. The skins hold the steam in while the vegetables cook. Potatoes are the most commonly baked whole vegetable.

Boiling

Figure E6.7 Boiling broccoli

Also known as l'Anglaise, or English style, this method involves the plain boiling of vegetables in salted or unsalted water. It is a very common method of cooking vegetables. It is also the most frequently abused. Too often, boiling vegetables means over-cooking them. This results in limp vegetables lacking in flavour, colour and nutrients. This method of cooking vegetables therefore requires careful attention in order to retain freshness, palatability and nutrient value.

Frying

Figure E6.8 Fried vegetables

This method of cooking includes shallow-frying, sautéing, stir-frying and deep-frying. All frying methods are conducted at a high heat, so the vegetables need careful preparation ahead of time and constant attention once the cooking starts. Vegetables should be cut into uniformly sized pieces small enough to be penetrated easily by heat. In some cases, vegetables that require long cooking times, like potatoes and carrots, need to be lightly blanched before frying. Blanching facilitates the penetration of heat and allows for even cooking.

Grilling/barbecuing

Figure E6.9 Barbecued vegetables

Grilling and barbecuing are most commonly used for cooking tomatoes and mushrooms, though eggplants, whole ears of corn, zucchinis, onions and capsicums can also successfully be grilled or barbecued. When preparing vegetables for grilling or barbecuing, cut them thin enough to allow even cooking and thick enough to retain their moisture.

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Microwaving

Figure E6.10 Microwaved vegetables

Microwaving is commonly restricted to use in small-scale cookery, as it is difficult to cater for large amounts of food using this method. Vegetables are covered and placed in a microwave for a period of time that depends on the vegetable type. Care needs to be taken to ensure vegetables are not over-cooked, and do not lose nutritional value and texture.

Poaching

Figure E6.11 Vegetables in poaching liquid

Poaching involves cooking vegetables in simmering poaching liquid. Poaching allows the absorption of flavour from the liquid into the item being poached.

Stir-frying

Stir-frying is a popular Chinese method of preparing vegetable dishes. It is a quick and healthy method of preparing vegetables, as it does not use much oil. When stir-frying, it is important to add vegetables according to the amount of time they need to cook. For example,

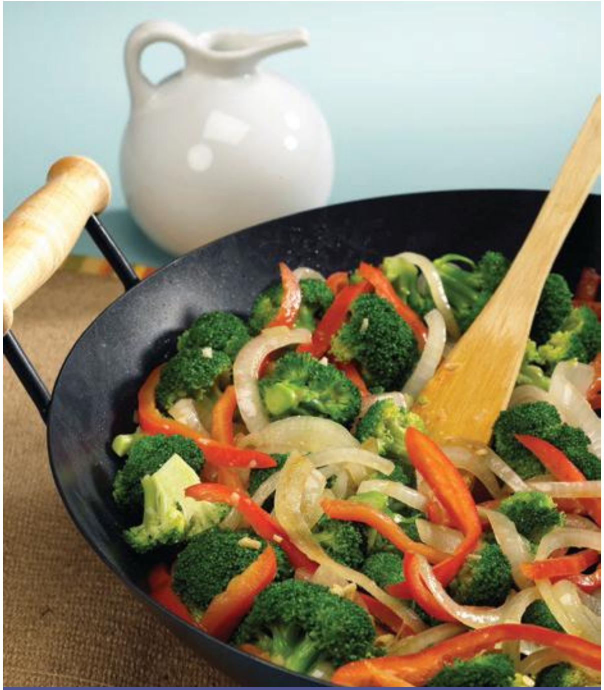

Figure E6.12 Stir-fried vegetables

vegetables such as onions and carrots should always be added first as they require longer to cook, whereas lighter vegetables such as bean sprouts and mushrooms should always be added last to ensure they are not over-cooked.

Methods of cooking fruit

We often think of fruit as a raw material that is eaten as is, but adding fruit to your menu and incorporating a variety of cookery techniques can help to develop flavour, add interest and variety to a meal, improve the keeping qualities of some foods and increase digestibility.

Stewing

Figure E6.13 Stewed fruit

Stewing is achieved by cooking the fruit in a minimum amount of water for a minimum

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period of time, usually in a covered pan. The fruit should be prepared according to its type and requirements.

Poaching

Figure E6.14 Poached pears

Poaching is achieved by placing the fruit in a pan and half-covering it with syrup (sugar and water). The fruit should be prepared according to its type. It is usually left whole or cut into large pieces. The cooking is gentle and at a low temperature. The finished product should be tender, yet retain its original shape.

Baking

Figure E6.15 Baked stuffed apples

Fruit requires a minimal amount of preparation: usually only the core or stone is removed. The skin should be left on because it holds in the steam necessary to soften the cellulose and helps to retain the flavour and shape during cooking.

Microwaving

Fruit can be cooked successfully in a microwave. This method is suited to small-scale cookery only. The duration of microwaving depends on the item.

Figure E6.16 Microwaved stewed fruit

Dried fruit

Figure E6.17 Dried fruit

Dried fruits add variety, texture and flavour (due to a loss of volatile oils) to the diet. Most fruits can be dried, including apricots, pears, apples, prunes, dates, figs, raisins and pineapple. Prior to cooking, dried fruits should be rehydrated or plumped by soaking them in water. Alternatively, they can be macerated in liqueur, fruit juice or cold tea, which adds and develops flavour. Dried fruits, although more expensive, have a longer shelf life and provide a good alternative to fresh fruit.

Vegetables and fruit as garnishes

A well-designed menu should experiment with using fruits and vegetables for garnishing items. Suitable garnishes include shallot curls, van dyke tomatoes, melon balls and deep-fried potato strips.

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Select appropriate sauces for vegetables and fruit

Sauces are often used to add the final touch to menu items, and to complement the food with which they are served. A sauce is a liquid seasoning used to enhance the flavour, appearance and quality of vegetable and fruit dishes. Sauces add moisture, shine, richness, colour and visual appeal. The types of sauces chosen to accompany different vegetable and fruit dishes will often depend on the style of the dish and the other menu items being served. However, there are a number of traditional sauces that often accompany certain types of vegetables – for example, béchamel sauce traditionally is served with cauliflower and sugar syrup traditionally is served with a range of sweet fruits such as strawberries and melons.

Figure E6.18 Broccoli with cheese sauce

Figure E6.19 Experiment and get creative with garnishes.

E6.2 Prepare and cook egg-based dishes

emulsify mix two liquids that cannot be completely blended together

aerate whip egg whites to make the texture of a dish light and fluffy

Eggs are used in many entree, main and dessert dishes. Eggs are a popular ingredient, as they can be used to bind, **emulsify**, glaze, thicken, **aerate**, enrich and clarify foods. Sometimes only the white or yolk is used. Unless otherwise required, egg dishes should use hen eggs that may be fresh, dried, frozen or preserved.

A well-designed and developed menu should:

- use a range of egg-based dishes that are different in colour, texture and consistency
- utilise and experiment with eggs in classical and contemporary dishes
- use eggs in main dishes, appetisers, salads and accompaniments
- use a variety of sauces and accompaniments that are appropriate to eggs.

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Types of eggs

Eggs can be purchased in several forms:

- **Fresh.** Usually sold with a recommended 'use by' date. However, storage conditions affect their quality and freshness. Egg sizes increase with the age of the hen that lays them. Fresh eggs are sold in five grades, according to weight.
- **Frozen.** This is available in the form of egg pulp, egg white and egg yolk. Egg pulp is a blend of whole eggs (minus the shell) that has been homogenised and pasteurised before freezing. It is the most commonly used of the three forms of frozen eggs. It is a convenience product used in the large-scale production of pastries and cakes, as it saves the labour time needed to separate the eggs from the shells.

Frozen egg white does not whip well, but is useful in cookery for its binding properties. Frozen egg yolks have limited use in cookery; they are mainly used for their emulsifying properties in the large-scale manufacture of mayonnaise, salad dressings and colourings.

Figure E6.20 Egg powder

- **Dehydrated.** This is available in the following forms:
  - **dried whole egg** – used in the same ways as egg pulp or in dry mixes such as soups, custards and cake mixes
  - **dried albumen** – excellent for its whipping properties in the making of meringues
  - **dried yolk** – used for its emulsifying properties in dry mixes.

Select eggs

There are certain characteristics that indicate the freshness of an egg:

- The shell should be well-shaped, clean, smooth and free from blemishes, stains and cracks.
- The air cell at the blunt end of the egg should not be more than 5 mm in depth.
- The egg should be free from any internal defects, such as blood spots or meat spots in the white, black rot or crusted yolk.
- The yolk should be translucent and firm.
- The white should be thick and gelatinous. When the egg is cracked on to a plate, the white should sit high and give the egg a rounded shape.
- Fresh eggs have no odour. Hydrogen sulphide (rotten-egg gas) develops with deterioration.

When working with this ingredient, all regular hygiene and safety aspects need to be followed. However, with eggs some health risks are associated with raw egg products and alternative egg products. The mishandling of eggs and egg-based products is a significant contributor to food-borne illness in Australia. The pathogen Salmonella is the main risk. This can be present on the surfaces of eggs if they are not cleaned correctly or may be due to improper handling of the raw egg, causing it to become contaminated. A number of factors contribute to the strong association between food-borne illness outbreaks caused by Salmonella and food that is sold that contains raw egg. These include:

- contamination of egg contents by Salmonella from the shell
- failure to process (through acidification or heat) raw egg foods sufficiently to remove any Salmonella risk
- failure to clean and sanitise equipment and food contact surfaces
- temperature abuse (i.e. storage above 5°C)
- keeping beyond recommended storage life (maximum 24 hours) at refrigerated temperature.

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Methods of cooking egg-based dishes

Eggs can be cooked in a variety of ways: they can be boiled, poached, fried, baked or scrambled. They can also be made into omelettes and frittatas.

Boiled eggs

Figure E6.21 Boiled eggs

Boiled eggs can be soft boiled, hard boiled or coddled, and served with or without the shells. Boiled eggs served in the shells are cooked to order and served hot in an eggcup. Shelled eggs may be cooked in advance and stored for later use. Soft-boiled eggs range from having a soft-set white and runny yolk to a firm-set white and soft-set yolk. Hard-boiled eggs have a firm-set white and yolk. If an egg is boiled correctly, it will shell easily. Hard-boiled eggs should be plunged immediately into cold water when they are cooked. Rapid cooling makes the white shrink away from the shell, making shelling easier. To shell a boiled egg, start at the blunt end of the egg and crack the shell all over. This can be done by rolling the egg on a hard surface with your hand. The shell should peel off easily. After boiled eggs are shelled, keep them in cold water to prevent discolouration.

Coddled eggs

Coddled eggs have runny whites and yolks. They are cooked by immersing them in hot water without further heating for seven to eight minutes. They are cracked and served in a glass or on a plate.

Poached eggs

Figure E6.22 Poached eggs

There are two ways in which eggs can be poached. One method is to use hot liquid in a shallow pan. The other method involves the use of poaching containers – special pans with small cups that

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hold the eggs. Eggs cooked in poaching containers are actually steamed, rather than poached. Before poached eggs are served, the whites should be trimmed. This is because even the freshest egg has an outer ring of thin white that does not cling around the yolk and gives the poached egg a straggly appearance. If poached eggs are not served immediately, they should be placed in cold water to stop the cooking process, then trimmed and placed back in cold water to keep them moist. When required, they are reheated in hot water and drained before serving. There are a wide variety of poached egg dishes. Allow one to two eggs per portion for a poached egg dish.

Fried eggs

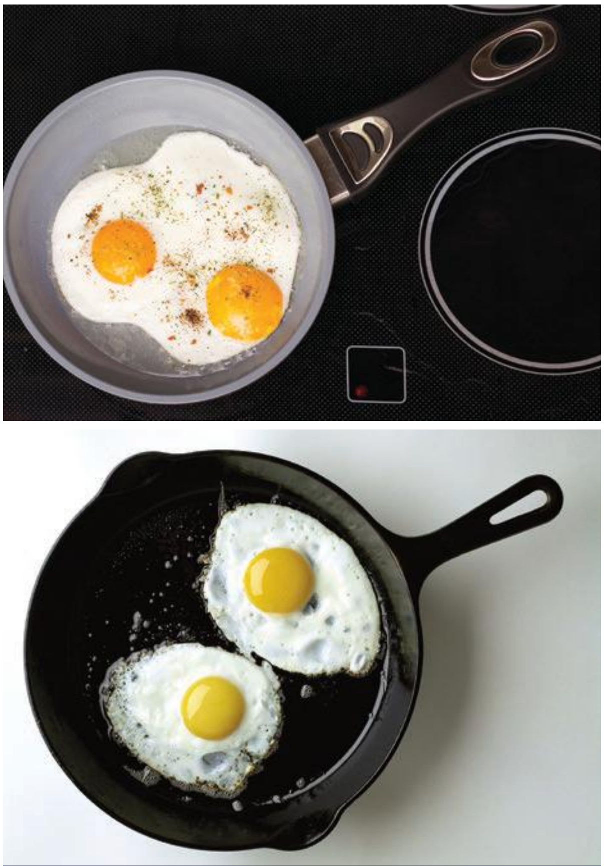

Figure E6.23 Fried eggs

Fried eggs can be shallow-fried or deep-fried. Fried eggs must be cooked to order because, unlike poached or boiled eggs, they do not keep or reheat well. Shallow-fried eggs are fried in a thin layer of fat. The aim is to cook the tops and undersides simultaneously without crisping or burning the whites around the edges and on the underside. Shallow-fried eggs range from having soft-set to firm-set whites, and runny to soft-set yolks. The terms 'sunny-side up' and 'easy-over' are sometimes used to describe shallow-fried eggs. 'Sunny-side up' means that the eggs are fried on one side only. 'Easy-over' means that they are fried on both sides – turned over with a spatula or egg lifter halfway through frying. Unless specially requested by the customer, eggs are usually fried 'sunny-side up'. Shallow-fried eggs are usually served as a breakfast dish. They can be served with a grilled breakfast including sausages, tomatoes and/or rashers of bacon, or used to garnish certain other dishes. Allow one to two eggs per serve for an egg dish, and one egg as a garnish. Deep-fried eggs can be served plain, on toast, or with croutons or grilled tomato halves. Any accompanying sauces should be served on the side or separately. Deep-fried eggs can be used as a garnish for a main dish. Allow one egg per serve.

Shirred (baked) eggs

Figure E6.24 Shirred (baked) eggs

Shirred (baked) eggs are served in the dish in which they were cooked, plain or with a wide range of garnishes, which can transform them into elaborate dishes. Allow two eggs per serve.

Scrambled eggs

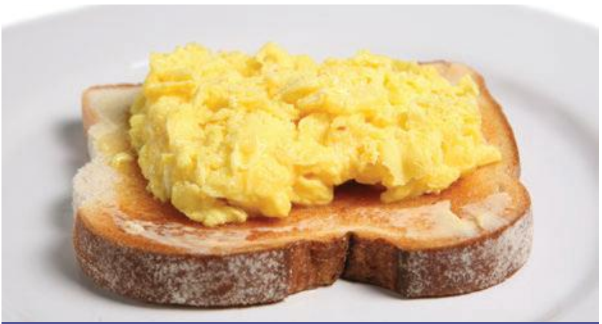

Figure E6.25 Scrambled eggs with toast

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Combining the whites and yolks of eggs with a whisk or fork makes scrambled eggs. They are cooked in a frying pan on medium heat until there is no runny liquid left. Water, milk and occasionally cheese are added for taste and consistency. Scrambled eggs are most often served with toast as a breakfast meal and garnished with parsley.

Omelettes and frittatas

Omelettes and frittatas need slightly higher heat than scrambled eggs to create a firm outer casing with a soft, moist centre. They can be made sweet or savoury, and can be presented in various shapes, including oval, flat and soufflé.

Figure E6.26 An omelette

Table E6.1 Culinary uses of eggs

Culinary use	Method	Examples of uses
Aerating	Whipped egg whites contain tiny air bubbles. When this mix is added to other ingredients, it makes the dishes light and fluffy. There are three stages of whisking egg whites to a foam. These are: • soft peaks – peaks are formed but do not hold up • firm peaks – peaks hold up but are slightly bent at the peaks • stiff peaks – the peaks stand straight up. The foam should look moist and shiny.	Sponge cakes Soufflés Pavlovas
Binding	Eggs can be used to bind ingredients together as they are coagulated when cooked.	Hamburgers Omelettes
Clarifying	Beaten egg whites are added to remove impurities and produce a clear finish.	Stocks Consommé soups
Coating	Coating batters use whole eggs and breadcrumbs to provide a coating or protection for the food item prior to cooking.	Battered fish Crumbed calamari Chicken schnitzel
Enriching	Whole eggs add flavour and nutritional value.	Cakes Pasta
Emulsion	Whipped egg yolks can hold other ingredients together that do not normally mix, such as oil and vinegar.	Hollandaise Mayonnaise
Garnishing	Sliced, sieved or chopped hard-boiled egg can be used as a garnish.	Nasi Goreng Pad Thai
Glazing	Beaten whole egg or yolk brushed onto food items before baking will give it a gloss or glazed finish	Apple pie Bacon and egg pie
Thickener	Beaten egg yolks will coagulate and hold a liquid in suspension when heated.	Soups Custard
Setting	Eggs are cooked with other ingredients then allowed to cool so they set.	Crème brulee Crème caramel

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Other egg-based dishes

Eggs can also be used in many other menu items and served in many parts of a menu, including appetisers, entrees, mains, desserts and canapés. They are often selected not only for their taste but also for their texture, consistency and colour.

Other popular egg-based dishes include soufflés, eggs Benedict, egg salads and egg dips.

All egg dishes must be prepared and cooked to ensure optimum and desired quality, consistency and appearance.

Select appropriate sauces for eggs

For information on selecting sauces for eggs see Unit E5: Prepare stocks, soups and sauces.

Figure E6.27 Pavlovas are a popular desert in Australia.

Culinary uses of eggs

Eggs are used for a variety of cookery and culinary purposes, as shown in Table E6.1.

E6.3 Prepare farinaceous foods

farinaceous a product that contains flour or has a high starch content

The term **farinaceous** means a product that contains flour or has a high starch content, such as cereals, pasta, pulses and potatoes. Many different varieties of farinaceous products are used in the hospitality industry. Each of these farinaceous foods provides variety, colour, texture and flavour to a meal and menu.

A well-designed and developed menu should:

- use a range of farinaceous foods that are different in colour, texture and consistency
- utilise and experiment with farinaceous foods in classical and contemporary dishes
- use farinaceous foods in main dishes, appetisers, salads and accompaniments
- use a variety of sauces and accompaniments that are appropriate to farinaceous foods.

Types of farinaceous foods

Rice

Rice is the staple diet of about half the world's population. It is a cereal that originates from the Indian subcontinent. There are about 2500 different varieties of rice, most of which are grown in Asia. Rice needs more water to grow than any other cereal crop.

Figure E6.28 A bowl of plain rice

As rice cooks, it absorbs a lot of water and its volume increases by about four times. Of all the many different types of rice available, there are two main types commonly used in the catering industry: long grain and short grain.

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Long-grain rice is characterised by its narrow, pointed grains. It is best suited to savoury and plain boiled dishes because its firm structure helps to keep the grains separate. Long-grain rice can be cooked by boiling, steaming or the pilaf method. It can be served plain as an accompaniment to a dish, or it can be cooked as a dish on its own (such as Nasi Goreng – fried rice – and paella). Long-grain rice is less absorbent than short-grain rice; it absorbs about one and a half times its bulk in liquid.

Short-grain rice is characterised by its short, rounded grains. It is best suited to use in milk puddings and sweet dishes because of its soft texture. It is usually cooked by boiling. Short-grain rice absorbs over four times its bulk in liquid.

Both long- and short-grain rice can be purchased in the polished form, commonly referred to as white rice. Brown, parboiled or converted rices are also available.

Pasta and noodles

Figure E6.29 Asian garlic noodles

There are many different varieties of pasta. They are derived from variations in their ingredients, their proportions and the shaping of the dough.

Most pasta is made from wheat flour, but some is made from rice flour, potatoes and starches from beans. Wholemeal flour is also suitable, although extra water may be required to produce soft dough. Pasta dough is very stiff. It is about 25 per cent water by weight, compared with about 40 per cent water for bread dough.

The colour and flavour of the basic pasta dough can be altered with the addition of various additives, such as finely chopped spinach, tomato paste, carrot juice and mixed herbs. Each style of pasta has a descriptive name.

Polenta and semolina

Figure E6.30 Creamy polenta

Polenta is a traditional northern Italian dish made by boiling ground yellow cornmeal until it resembles a stiff, golden porridge. It can be eaten as porridge with freshly grated cheese, or the mixture can be poured into shallow trays and allowed to set. Once set, it is cut into shapes and steamed, grilled or fried. It can be served as an accompaniment to a main course or on its own.

polenta made by boiling ground yellow cornmeal until it resembles a stiff, golden porridge

semolina the hard grains left after the milling of flour; used in puddings and pasta

Semolina is the hard grains left after the milling of flour; it is used in puddings and also in pasta.

Couscous

Figure E6.31 Couscous

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Couscous is a species of pasta originating in North Africa. Rather than being in the form of noodles or extruded shapes, couscous is granular. The raw pieces are roughly the size of coarse sugar grains. Couscous contains a lot of carbohydrates, and is often used as an accompaniment to a main meal.

Pulses

Pulses are a family of plants that produce seeds in pods that are of high nutritional value. Pulses include peas, beans, mung beans and lentils.

Figure E6.32 Pulses

Cracked wheat

Cracked wheat is whole-wheat kernels cracked or cut into pieces. This coarse grain adds fibre and substance to breads, cereals and casseroles. Cracked wheat is raw and needs at least 15 minutes of cooking before it can be used. Bulgur, which is cracked wheat that has been steamed, just needs a soaking in hot water before it is used.

Figure E6.33 Bulgur wheat

Quinoa

While quinoa is usually considered to be a whole grain (similar to regular white rice, brown rice and other grains such as wheat and barley), it is actually a seed; however, it can be prepared like whole grains such as rice or barley.

Figure E6.34 Quinoa

Methods of cooking farinaceous foods

Each farinaceous food requires certain principles of cookery to ensure the product's texture, flavour and aesthetic appearance remain. The more common cookery methods used for farinaceous foods are:

- boiling (e.g. rice and pasta)
- steaming (e.g. couscous)
- baking (e.g. polenta).

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How to cook perfect pasta

- **Step 1:** Bring a large saucepan of salted water to the boil. Salt is added to the water as it enhances the flavour of the pasta and also increases the boiling point of the water.
- **Step 2:** Add the pasta to the boiling water. To stop the pasta from sticking to the bottom of the pan, stir it occasionally. Do not add oil to the water because this will prevent the sauce from sticking to the pasta when it is cooked.
- **Step 3:** Follow the packet directions regarding cooking times, or cook until al dente (Italian for 'to the tooth'). Take a piece of pasta to test this, and take a bite – it should be slightly firm in the centre, but cooked and not crunchy. Drain the pasta, but do not rinse it, as the starch allows the pasta to absorb the flavours of the sauce.

Cooking dry pulses (beans, chickpeas, lentils and peas)

Pulses can be cooked on the stove top, in a slow cooker or pressure cooker and, for certain recipes such as baked beans, in the oven. Regardless of the method used, acidic ingredients (such as tomatoes and vinegar) should be added only when the pulses are already tender, as acids and salt slow down the cooking process. However, seasonings such as garlic, onion and herbs may be added to the cooking water right from the beginning. Some recipes suggest adding baking soda to help soften pulses. This is not recommended, as baking soda destroys thiamin, and may make the pulses too soft.

Figure E6.35 Pulses being cooked on a stovetop

Stove-top cooking

- Combine pre-soaked pulses with water (5 ml or one teaspoon of oil to prevent foaming) and seasonings in a heavy saucepan.
- Use a large enough saucepan, as pulses double or triple in volume during cooking.
- Bring to the boil, cover tightly, reduce heat and simmer until pulses are just tender and not mushy.
- Simmer pulses slowly, as cooking too fast can break the seed coats.
- Cooking times will vary with the type and age of the pulses, as well as with altitude and the hardness of the water.
- Tasting is the best way to check whether pulses are done. Cooked pulses are tender, have no 'raw' taste and crush easily in your mouth.
- 250 ml (one cup) of dry pulses will yield approximately 500 to 750 ml (two to three cups) or two to three times the original amount when cooked.

Other cooking methods

Pressure cookers shorten cooking time considerably. Slow cookers allow cooking without any attention. Follow the manufacturer's instructions for cooking pulses.

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Portion control

Portion sizes need to be considered when working with farinaceous foods, as it is easy to over-plate a meal with rice or pasta and leave little room for the rest of the dish. In general, you should allow 30 g of rice per person. For all other farinaceous foods, such as pasta, allow 50 g per person.

E6.4 Store vegetables, fruit, eggs and farinaceous dishes

Storing vegetables

Some general guidelines exist when storing fresh vegetables to maximise their shelf life. Lengthy storage of vegetables results in a loss of nutrients and texture, so it is recommended that vegetables are bought as they are needed. Vegetables are best stored in a cool, controlled environment such as a cool room. To prevent vegetables from sweating, always remove from plastic bags, which can speed up deterioration. Maintain a constant refrigerator temperature, as this will maintain freshness. Refresh green vegetables by placing them in iced water.

Never defrost frozen vegetables before cooking, as this will ensure that they retain their colour and nutritional value.

Store dried vegetables in a cool, dark environment away from moisture, and maintain the temperature.

Figure E6.36 Try to consume fresh vegetables as soon as you can.

Storing fruit

Fresh fruits are perishable and require careful handling, but the widespread use of moulded separators and fibreboard containers has reduced the rate of bruising and made handling easier. In order to minimise the deterioration of fresh fruit:

- Fruit should not be tumbled out of boxes.
- Fruit should be stored in its original container.
- Ripe fruit should not be left in hot conditions.
- Soft fruit (berries and stone fruits) should be purchased only as required.
- Bananas should not be kept in the refrigerator – they will ripen at room temperature.

Most fruits require low storage temperatures of 6–8°C and high relative humidity. Some fruits, however, are sensitive to chilling and will not tolerate cold temperatures for long periods. These include soft fruits, berries, some stone fruits, some citrus fruits and some tropical fruits. Melons, bananas, citrus and hard fruit may be stored in a cool, well-ventilated storeroom. To ensure adequate circulation, do not overcrowd the fruits or the storage area. Always rotate stock so that the oldest is used first – that is, use the first in, first out (FIFO) principle. Fruits should be stored unwashed until they are ready for use. If they are washed before going into storage, the excessive moisture will hasten decay. Peeled and cut fruits should be covered and wrapped tightly for extra protection against drying during storage. Those that brown when cut, such as apples, avocadoes and pears, should be treated with an edible acid (such as lemon juice) before being stored.

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Figure E6.37 Different products have different storage considerations.

Storing farinaceous foods

Raw farinaceous foods need to be stored in a dry environment before they are used; they must be kept away from moisture. Farinaceous foods have a short shelf life once they have been cooked. This is due to the fact that they have high water content and will attract bacteria and moulds. Once cooked, farinaceous foods should be kept out of the temperature danger zone – that is, left in the fridge, covered – for a maximum of two days or for several months in the freezer. To freeze, let cooked pulses cool and store in plastic bags or containers in 250 ml to 500 ml (one- to two-cup) portion sizes so they are ready to add to your favourite recipes.

Figure E6.38 Dried pasta stored in jars

Storing eggs

Eggs are highly perishable and start to lose quality from the moment they are laid. They are also very fragile, so they break easily. Correct storage is therefore very important for minimising deterioration and wastage. The way in which eggs are stored can affect their quality more than the length of time for which they are stored. Storing in high temperatures with low humidity will lead to rapid deterioration. An egg loses as much freshness in a day at room temperature as it does over four or five days in a refrigerator. Warm temperatures increase the risk of bacterial growth because bacteria can enter the egg through the porous shell. A humid environment is necessary because moisture is readily lost through the porous shell. Nevertheless, eggs will keep well for quite a long time if they are stored at a constant temperature in a cool, humid place such as a refrigerator or a cool room. The ideal conditions are between 2°C and 5°C, with 85 per cent relative humidity.

Eggs should be stored in their cartons away from strong-smelling foods. They should sit with the round (or blunt) end up – that is, with the air cell at the top to prevent the yolk from sticking to the shell. Keeping them in their cartons helps to slow moisture loss and lessens the chance of odour absorption.

Stock rotation is also an important process for egg storage to ensure the contents of the stock are not out of date, with date codes and labels visible for rotation processes such as FIFO.

Damaged cartons may result in breakages, and mould growth may occur if the cartons become wet. Cracked or damaged eggs should be removed from their shells and stored in covered containers in the refrigerator. It is best to use these eggs immediately or within one or two days at the most. The same applies to leftover raw eggs. Eggs, either beaten or separated, can be frozen. Freezing does not affect the properties of the white, except that it does not whip quite as well as fresh egg white.

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Unit summary

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

- a variety of dishes that use vegetables and fruit
- various types of farinaceous foods
- varieties and characteristics of vegetables, fruit, eggs and farinaceous foods
- criteria for selecting vegetables, fruit, eggs and farinaceous foods
- how vegetables, fruit, eggs and farinaceous foods can enhance a menu
- suitable garnishes to use to present vegetables and fruit attractively
- how to prepare, select and serve farinaceous foods according to standard and enterprise recipes
- how to store vegetables, fruit, eggs and farinaceous foods
- the various uses for eggs
- suitable sauces for eggs
- suitable sauces and accompaniments for farinaceous foods
- methods of cooking vegetables
- methods of cooking fruit
- methods of cooking eggs
- methods of cooking farinaceous foods.

Unit activities

1. List the seven types of vegetables and describe each.
2. Describe the quality control you would apply when selecting fruit and vegetables. Provide an example.
3. Fruit can be classified into several categories. List the categories, providing an example from each.
4. When designing a menu, explain the main things you should consider when selecting fruit and vegetables.
5. You have been asked to show a colleague how to test for the freshness of an egg. Describe how you would do this.
6. Describe the difference between scrambled egg and an omelette.
7. Three types of peaks are formed when whipping egg whites. Name and describe them, with examples used for each.
8. Define what couscous is and describe how best to cook it.
9. Outline the various methods that can be used to cook rice.
10. Outline the correct procedures for storing fruit.

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Elective units

Elective unit E7

Communicate in the workplace

Unit code: BSBCMM201

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

15 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to communicate in the workplace. It includes gathering, conveying and receiving information, together with completing routine written correspondence. This unit applies to individuals who perform a range of routine workplace communication tasks using a limited range of practical skills and fundamental knowledge of effective listening, questioning and non-verbal communication in a defined context under direct supervision with limited individual responsibility.

Foundation skills

This section describes language, literacy, numeracy and employment skills incorporated in the performance criteria that are required for competent performance.

Skill	Description
Learning skills to:	• seek advice from others to implement strategies to improve knowledge or skills.
Reading skills to:	• review textual information to identify and interpret communication requirements and organisational standards.
Writing skills to:	• develop simple written texts using appropriate grammar, spelling and punctuation in accordance with organisational formats • complete workplace forms and texts in accordance with organisational conventions and legislative requirements.
Oral communication skills to:	• explain ideas and requirements clearly and listens carefully to verbal instructions and discussions • ask questions to confirm understanding.
Skills to navigate the world of work:	• to understand the responsibilities of role and comply with legislative, regulatory and organisational requirements.
Skills to interact with others:	• to recognise common cultural and other differences of people in the work context and make adjustments to accommodate the differences • to follow accepted communication practices and protocols to assist in building and maintaining positive working relationships.
Skills to get the work done:	• to plan and implement routine tasks and workload, making limited decisions on sequencing, timing and collaboration, and seeking assistance in setting priorities • to use digital technology to find, record and communicate basic information.

Key terms

communication

feedback

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E7.1 *Gather, convey and receive information and ideas*

Collect information to achieve work responsibilities from appropriate sources

Current and emerging information can be gathered from many sources, including the following:

- **Colleagues, managers, supervisors and team leaders** are excellent sources of current industry practice. They are currently working in the industry, and often have progressed and are able to share experiences and information with you. Check that the information is accurate by using a number of sources.
- **Experienced industry personnel** from a number of other establishments represent an invaluable resource. As you develop your level of experience, you will be in a position to meet a number of colleagues from many establishments and industries. They are able to provide advice on career pathways and perhaps mentor you as your skills are developed.
- **Networks** of co-workers in the hospitality industry, who are willing to share ideas and experiences, need to be established. Once you show interest in the work you are doing, people may be willing to share their knowledge.
- **Industry bodies and professional associations** compile current hospitality data and make their findings available to the industry and workers. Industry bodies such as Restaurant and Catering NSW, the Australian Hotels Associations and Clubs NSW provide networking opportunities and training to members. They are a constant source of up-to-date information on the industry.
- **Unions** are a good source of current industry information on industrial and workplace issues. They provide information on WHS issues in the industry, and their journals keep people abreast of other issues that are relevant to working conditions in the industry.
- **Workplace manuals** are provided to inform employees of the work practices that they are expected to follow when working in the establishment.
- **Journals** contain industry-specific articles, written by reputable writers who provide information about current issues in the industry as well as profiling leaders in the industry and what they are doing in their establishments.
- **Libraries** provide a variety of books, journals, media clippings and internet access for members to use. They can be found in most towns, and are also located in the offices of industry associations and unions.
- **The internet** is a readily available source of current research on the industry. Most companies have a web presence and many journals are available online. When using the internet, be very clear about the terms of your search to avoid large amounts of irrelevant information that will need to be sorted through later.
- **Training courses** exist on all aspects of work in the hospitality industry, and should be available for an employee's participation.

Often courses are run by registered training organisations (RTOs) and offer credentials at the successful completion of the course. Training can also be offered by suppliers of equipment to upgrade skills on the use of the new equipment. Always collect and keep the certificates that may be given out at the end of training to add to your résumé.

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Use method/s and/or equipment to communicate appropriate ideas and information to the audience

Maintaining office procedures starts with ensuring that equipment and supplies are regularly monitored, recorded and reordered and/or replaced according to store policy.

- Information technology components, including hardware, software and communication packages, are essential to remain in contact with the business world and the many and rapid changes that are happening.
- Computers and tablets are vital pieces of equipment in today's communications and business environment. They need to be maintained regularly to perform correctly. It is really annoying for customers when technology goes wrong and they are delayed because they are waiting for equipment to be fixed.
- Network systems are used in large hospitality establishments to keep all the sections of the establishment up to date. Accounts from accommodation and the restaurant can be tallied and available as soon as the data are uploaded. They can be used to contact people within the establishment and to follow trends in the workplace.
- Pens and pencils are essential to any workplace, and there needs to be a plentiful supply so they are always at hand.
- Telephones are essential for the establishment to be able to provide quality service to customers. The telephones need to be reliable and convenient to use, no matter what system is chosen.
- Fax machines are becoming less important in the modern workplace as most businesses are connected to the internet – especially broadband internet, where document exchange takes seconds.

Telephone equipment

All employees need to be confident about working the telephone system. Employees should be competent in accepting and connecting internal and external calls, transferring calls to extensions, placing callers on hold and using paging systems. An outside caller expects staff to answer the phone and to be able to use the telephone system professionally.

The range of telephone equipment used in the hospitality industry includes:

- single- and multiple-line telephones
- switchboards (and extensions)
- mobile phones
- landlines
- answering machines.

Figure E7.1 Mobile phones are a common method of communication.

Systems vary, depending on the size of the business and customer demands. Keeping equipment updated and ensuring employees are trained adequately promote efficiency and assist businesses to maintain high standards of service for their customers.

Use effective listening and speaking skills in verbal communication

communication involves both verbal and non-verbal communication and interpersonal skills

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

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The communication process/cycle

Communication is a process that involves trying to establish 'commonality' with one or more people – sharing understandings, meanings, ideas and feelings. Communication is of vital importance in the hospitality industry. Communication exists in several different forms, and takes place between different types of people.

The communication process/cycle is made up of four main parts:

- **sender** – the person giving the message
- **receiver** – the person receiving the message
- **message** – the information that needs to be conveyed, which can be written or spoken
- **channel** – the method by which the message is given such as conversation, email or letter.

feedback information from customers in response to a product or delivery of a service, or from employees in response to the way a business is operating

Feedback confirms that the message was received in the form intended.

Good communication involves more than just the exchange of information. It consists of:

- active listening
- questioning techniques, such as asking the right question to elicit the other party's needs
- asking questions to gain information, clarify ambiguities and to adequately understand requirements
- rephrasing and repeating questions, requests and statements to confirm that they have been correctly understood
- empathising with the colleague's or customer's situation while upholding organisational policy
- assertiveness
- non-verbal communication and recognition of non-verbal signs
- ability to speak clearly to be understood and use appropriate language, style and tone.

These skills can be used to encourage all points of view, which should be acknowledged and treated with respect. Issues between parties should be raised in order to discuss them in a constructive way. Tolerance, respecting differences in opinion and adopting a sensitive approach when dealing with other points of view are all proactive measures.

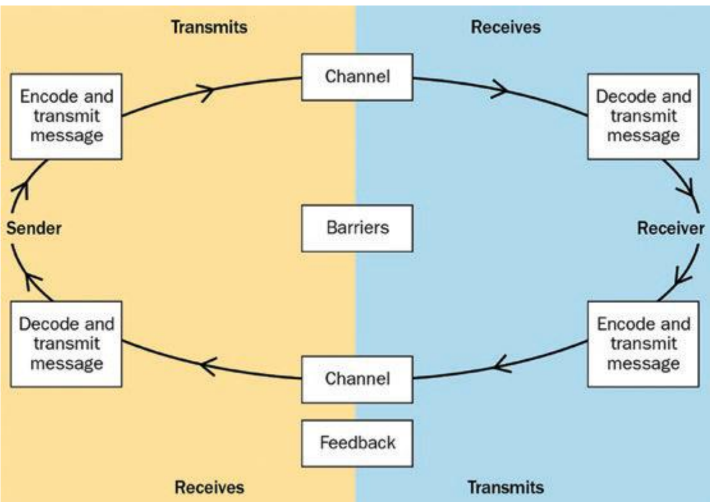

Figure E7.2 Two-way communication model

Figure E7.3 Office telephones – then and now

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Telephone calls

There are standard telephone techniques that you should follow when using the telephone. Following these rules will ensure that you are polite and courteous at all times.

- Make sure you have established the purpose of the call.
- Develop an even-toned, clear voice.
- Clearly communicate your name, company and reason for calling.
- Use friendly, professional language.
- Never eat, drink, chew gum or smoke while on the telephone.
- Handle wrong numbers politely.
- Don't abandon a call if you are placed on hold.
- Leave an appropriate message when necessary.
- Be clear about the outcomes of the conversation before finishing the call.

You may need to make accurate notes during the phone conversation so that you or another staff member can then follow up on any information you have received. Depending on the reason for the call, some companies may require you to document the outcome of the call. Organisation standards may apply.

Answering inquiries from clients

When there is an incoming call, it is important to respond promptly. Some organisations set standards for appropriate response times. You must speak clearly and politely when you answer the telephone. Standards may also apply to your initial greeting. You are often required to state your name and the name of the company.

Responding to phone calls in an appropriate way can create a good first impression for your business.

The following is an example of etiquette when answering the telephone:

- Be prepared.
- Answer the telephone promptly (within three rings).
- Use a polite greeting.
- Identify the enterprise being called and yourself, using 'this is' and your name.
- Speak directly into the telephone and give the caller your total attention.
- Use friendly and professional language and tone of voice.

ACTIVITY E7.1

Practise answering the telephone for an incoming call.

- The caller is a customer who wants to know the times for a special event being held at the restaurant where you work.
- Your place of work is the Taj Mahal restaurant.
- The event is the Festival of India in Australia.
- Starting time is 6.00 pm on 4 July.

Outline and summarise key elements of the conversation.

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Language, tone and volume

Some organisations require their staff to smile when answering the phone because of its effect on the voice. You should always adopt a friendly, polite, professional and attentive manner when using the telephone. Try to speak evenly and clearly, with an audible volume. An even tone will also lead callers to feel confident about the business's approach and its willingness to meet their needs.

Figure E7.4 Smile when you are speaking on the phone – customers can hear the difference.

Actively listening to the caller will also help you to judge the appropriate language, tone and volume to use.

Allow the caller enough time to speak and never interrupt. To reassure the caller and confirm understanding, it is often appropriate for you to repeat the details of the call.

Make sure you answer the caller's inquiries promptly. You should be prepared for questions that you will regularly need to answer. Information you should know about your business includes the address of and directions to the premises, opening hours and details of the services provided.

You may need to transfer the call to another location or person. Let the caller know if you are placing them on hold or transferring the call. Make sure you let the caller know the person to whom the call is being transferred, by giving the relevant name, position or department.

Telephone etiquette when making calls

The main difference between making and receiving calls is that when making calls you need to prepare your message before picking up the telephone. In the hospitality industry, the most common calls are to colleagues and customers.

When making telephone calls, it is essential to be organised prior to making the call. Internal and external sources can be used to obtain the required telephone number. Internal sources come from within the business, and include telephone lists, emails, address books, corporate directories and the receptionist. External sources are obtained from outside of the business, and include receptionists from other companies, corporate websites, telephone directories and the directory assistance lines.

Be clear about the nature and purpose of your call before you pick up the phone. Determine the most appropriate person to call and make sure you know what you want to ask or do.

Figure E7.5 Make sure you are familiar with telephone etiquette before answering or making a call.

Follow-up calls

Sometimes it is necessary to follow up with an inquiry after a call has been made. Where necessary, make sure you record the details of the caller, the caller's request and any other relevant information. Follow up on calls within the appropriate timeline. If the information is to be passed on, make sure it is relayed to the

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appropriate department or person. Any written messages should be legible and dated with the time of the call.

If someone is unable to be contacted, a message should be passed on. Systems should be implemented for the recording of messages – whether via computer or paper – which will include a designated time period for the delivery of messages. A message is only as reliable as the efficiency of the person taking and recording the message.

Use of voicemail

Voicemail is the greeting played to customers when an answering machine answers their telephone call. It is important to remember that this greeting will be played for both internal and external calls. A voicemail greeting should contain:

- your name – clearly stated; if your name is long or uncommon, slow down so the caller can hear it
- the name of the company and/or department name for external calls
- a statement that you are unable to take their call
- an invitation to the caller to leave a detailed message

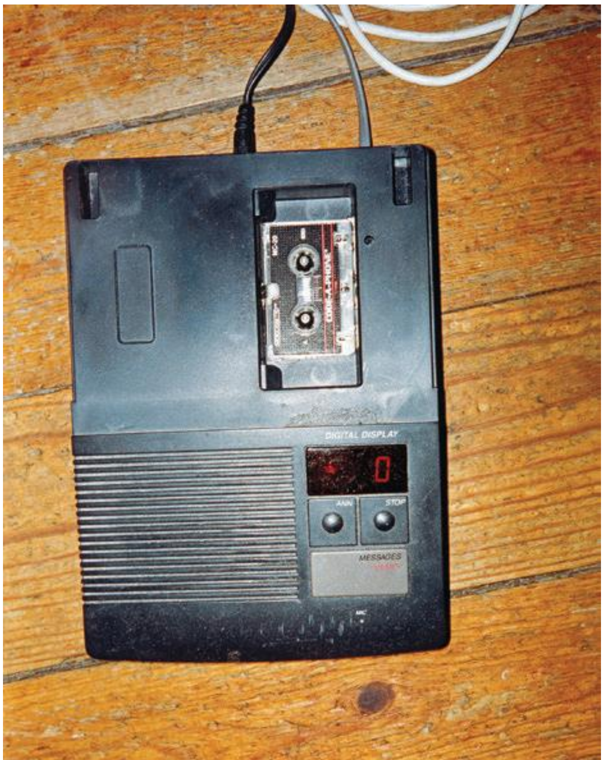

Figure E7.6 Answering machines have come a long way.

- information about when a return call can be expected; if policy is by the end of the day, then tell the caller
- a contact number if immediate help is needed.

Keep the message short – no longer than 20 to 25 seconds.

ACTIVITY E7.2

Record a voicemail message for a restaurant to use on its answering machine. Replay the message to the class.

Internal and external sources to develop and refine new ideas and approaches

In the hospitality industry, customers must be seen as the main focus. In order to satisfy customer needs, you will first have to determine and understand what those needs are. Remember that each customer is an individual, and as a result their needs may be quite diverse. In the hospitality industry, communication occurs with several customer groups:

- internal customers, such as workmates and colleagues from other departments within the same organisation – for example, IT and human resources (HR) serve internal needs, so any other department within the organisation would be considered an internal customer
- external customers, such as clients (including paying customers, members of other hospitality and tourism industry sectors), individuals or groups (such as consultants and committees), government organisations, local residents, visitors and media personnel
- new or repeat customers
- customers with routine or special requests
- people from a range of social, cultural and ethnic backgrounds
- people with disabilities.

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

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

Figure E7.7 Technology has enabled new ways of managing communication.

Respond to instructions or inquiries promptly and in accordance with organisational requirements

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

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

Access and equity principles and practice

Equal employment opportunity (EEO) means equal access to jobs, services and benefits for all employees in the workplace. It is about:

- fair practices in the workplace
- decisions made by management without bias
- recognition of and respect for social and cultural backgrounds of staff and customers
- employment practices that lead to staff satisfaction, commitment to the job and the delivery of quality customer service
- the best person for the job being recruited and/or promoted
- skilled staff being retained by the business
- training and development being linked to the needs of staff and customers
- the workplace being efficient and free of harassment and discrimination.

Business and performance plans

Business and performance plans enable businesses to develop a set of processes and analysis for the business to achieve pre-set goals. Business and performance plans involve large amounts of data being produced, so sophisticated software is needed to be able to analyse all the information received. Managers are able to intervene in the process and practices in the light of this information, with a view to improving future performance against the goals set.

Figure E7.8 Discussing ideas is the best way to improve them.

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Ethical standards

Ethical standards are principles that, when followed, promote values such as trust, good behaviour, fairness and/or kindness.

There is no one consistent set of standards that all companies can follow, but each company has the right to develop the standards that are meaningful for its organisation. Ethical standards are not always easily enforceable, as they are often vaguely defined and open to interpretation. One such ethical standard could be to treat all customers with respect and kindness; however, the meaning of respect and kindness varies markedly between individuals. Other ethical standards are more specific, such as not sharing customers' private details with anyone outside the company.

Goals, objectives, plans, systems and processes

When specific goals are set, people know exactly what is expected of them with no room for misinterpretation. The goals should set out who is responsible, when the task must be done, what needs to be completed, the requirements and restraints that must be considered, where the task is to be completed and why it is important or beneficial for the business.

Goals should be measurable against specific criteria. This gives employees a way to stay on track, to aim for targets and to reach milestones. The goals set must be able to be met and should not set so high that they are unattainable by employees. Employees need to be able to see the goals as relevant to them and the work they perform daily. Goals that have specific dates attached to them are sometimes more motivational for individuals.

Legal and organisational policies, guidelines and requirements

Many businesses today have a mission or vision statement outlining their goals and objectives. These statements can be found on an organisation's website, by looking at promotional brochures and workplace manuals, or by asking fellow employees.

An organisation could be two people – yourself and your employer – or it could be a large business with many departments employing many people. A business requires goals – specific undertakings that must be accomplished in part or full to achieve a larger overall result for the organisation. Objectives and requirements are necessary to achieve these goals.

Work health and safety policies, procedures and programs

To run a successful business, you need to manage the health and safety of the people who work for you. How you do these things is determined by your management system. This may be an informal system of registers, diaries, instructions, workbooks and your memory, or it may be a formal, completely documented system following the Australian-New Zealand Standard AS/NZS 4801: Occupational Health and Safety Management Systems. The more complete and orderly your system is, the easier it will be for you and your employees to follow. It will also lead to better results for your business.

Work health and safety (WHS) is part of your business, just like production and quality. Health and safety affects production, quality and your financial results, so it should be managed in the same way as other aspects of your business.

The long-term success of WHS plans depends on the commitment of everyone in the workplace.

Quality and continuous improvement processes and standards

Quality and continuous improvement systems require a commitment by all employees and management to the concept of continuous improvement of all processes, products and services.

The input and involvement of all personnel in identifying and implementing quality improvements is necessary for the success of the program.

The use of qualitative and quantitative feedback from both customers and employees is used as the basis for identifying and prioritising improvement opportunities.

Quality assurance and/or procedures manual

Quality assurance audits and reviews are undertaken to determine whether or not policies,

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procedures and processes are being implemented. Opportunities for improvement may also be found.

Quality assurance means you can expect the same standard of quality in the hospitality establishment every time you use it. Customers are looking for a standard of quality and consistency in both product and service that is demonstrated in successful establishments.

If an establishment is not providing a product or service that meets the quality expectations of the main clients, then patronage will fall and revenue will be lost. People will complain and the product may need to be re-made or the service re-evaluated and improved. This could also possibly lead to damage in terms of the reputation of the business.

E7.2 Complete workplace documentation and correspondence

Present written information and ideas in clear and concise language to ensure the intended meaning of correspondence is understood by the recipient

Written information and ideas should be presented in clear and concise language to make certain the intended meaning of correspondence is understood by the recipient.

Business correspondence that is effective yields results because it conveys a clear and definite message to the reader, and also produces goodwill in that reader.

To achieve these two objectives, the writer must write:

- clearly
- coherently
- concisely
- correctly
- with courtesy
- with confidence.

Figure E7.9 Aim for clarity in all business communication.

Notes for writing emails

Emails are the most common form of communication in the modern business environment.

Tips for writing emails include:

- Always include relevant information in the subject line in the heading.
- Use the first sentence to convey the major point of the email.
- Be very specific in what you write – for example, 'This needs to be completed by 3.00 pm on Tuesday, 4 November.'

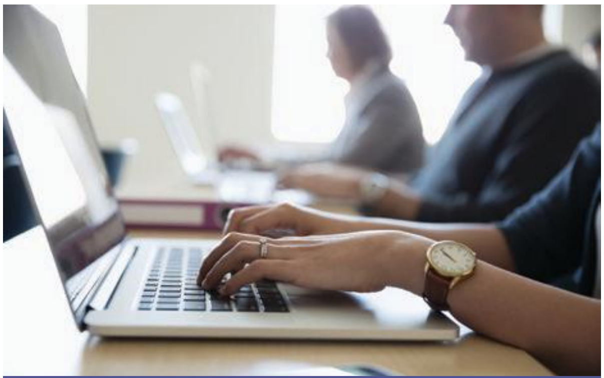

Figure E7.10 Be polite and concise in email correspondence.

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- Avoid using CAPITAL LETTERS as this is like shouting at the reader.
- Avoid text speak (such as PLZ for please), as well as abbreviations and acronyms wherever possible.
- Keep your message brief and polite.
- It is important to say please and thank you.
- Insert a signature box at the end of your email, giving all contact information, your full name and phone number.

Notes for writing facsimiles

Facsimiles are now used far less frequently than emails. When writing a fax, always include the following information:

- the name of the person/company to whom the fax is to be sent
- the reason for writing the fax
- any details that are necessary for the reader to have clarified
- your full name, address and phone number.

Figure E7.11 While use of the fax is becoming less common, it is still worth understanding the etiquette in case you need to use this form of correspondence.

Notes for writing general correspondence

Business letters are formal letters, and are used to apply for a job, to pose a question to a local member of parliament or to send an inquiry to a company or organisation.

- Your name and address should appear in the top right-hand corner.
- The date appears below this, and on the top left-hand side of the letter.
- Underneath the date, you need to write the name of the person who is to receive the letter, with the business or company name on the next line, followed on a separate line by their address.
- The next line is the greeting. For business letters, it should be the formal 'Dear …' followed by their name. If you do not know their name, then you should use 'Dear Sir' or 'Dear Madam'.
- The first paragraph of your letter should contain the reason why you are writing; the second paragraph contains the detailed information you wish the recipient to receive; and the final, concluding paragraph should summarise the main points of your letter.
- Your letter should end with 'Yours sincerely' or 'Kind regards'. However, if you have started the letter with 'Dear Sir/Madam', you should use 'Yours faithfully' instead.
- Your letter will need to finish with your signature. Remember to print or type your full name underneath. Post scripts (PS) should not be used in business letters.

Figure E7.12 Business letters are formal and normally follow a standard format.

Notes for writing internal memos

A memo is intended to inform a group of people about a specific issue, such as an event, policy or resource, and encourages them to take action.

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Notes for writing telephone messages

When you receive telephone messages, you should write the details down as soon as possible. When you write a message, read it back to the person on the phone for clarification that the details are correct.

You should record:

- who the message is for
- who the message is from
- a contact number
- the date and time
- the priority of the message
- who took the message.

The message should be written in logical steps.

Figure E7.13 Telephone messages need to be easy to follow up.

Acknowledging correspondence

- Emails from clients and co-workers need to be acknowledged as soon as possible. Remember to check the CC and revise the subject of the email before you send.
- Memorandums should also be acknowledged by a short reply to the writer.
- Messages should be replied to with a 'Your letter has been received'.
- Standard/form letters are more formal and require a more formal reply such as 'I hereby acknowledge receipt of your letter'.
- Draft and present correspondence within designated timelines.

Make certain that your presentation of written information meets all organisational standards of style, format and accuracy. When preparing written information for an establishment, be

ACTIVITY E7.3

Write three types of business correspondence in the next 30 minutes: a fax, a letter and an email. The subject of all three is the same but the layouts and the styles of the documents will be very different.

Use the following information for all three documents:

The company you work for is celebrating its 20th year in business with a party. You have been given the task of organising this party. It will be held in the auditorium of the local Diggers' Club on 21 September 2019. You need to book the Diggers' Club. You also need to invite a special guest, Mr Anthony Brown, recently retired CEO of the company, and you will need to organise a colleague, Melissa Young, to register the 250 guests.

Task 1: Write a letter (15 minutes, approximately 100 words). Invite Mr Anthony Brown to be the guest speaker. Mention why you think he would be suitable, and ask whether he is available.

Task 2: Write a fax (10 minutes, 70 words). You are considering the local Diggers' Club as the venue for the party. Write a fax to the club requesting a quotation for the event. In your quotation, you want the club to include the cost of hiring the venue and providing lunch for 1500 people. Ask for a variety of menu styles and costings. Ensure you inquire about what facilities are available.

Task 3: Write an email (five minutes, 40 words). You need to advise Melissa Young that she will be required to register all guests attending the celebration. Daily updates will be required. You also want Melissa to organise souvenirs for the event. Include a requirement for an organisational meeting for the event in your email.

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aware of the Australian standards for letter writing, the applicable legislation and any organisational policies and procedures that have been included in the operating procedures manual. Specified work standards for the company should be followed, as should any standards set by work groups involved in the process.

Workplace forms and documentation should be completed in a clear, concise manner, and in an easy-to-read format.

E7.3 Communicate in a way that responds positively to individual differences

Value all individuals and treat them with respect, courtesy and sensitivity

Every individual has a unique view of every situation with which they come into contact. This is based on our personal set of values and experiences. We all see things a little differently.

It is the management team's task to encourage, listen to and use the differences of individual employees to arrive at solutions and processes that ultimately will benefit the entire establishment. This process needs to be led by experience, as destructive conflict can occur easily.

Before the process begins, there should be clear goals, sufficient resources allocated and an effective team composition that will recognise the potential contribution all members have to make. Communication skills within the team need to be developed, as an understanding and acceptance of different behaviours, values and skills are essential for the success of the team.

Individual members of the team need the confidence and willingness to value differences and an ability to share their unique perspectives. Individuals need to have the belief that they have had ample opportunity to contribute. This will empower the individual to trust their perspective and believe that their view is as valuable as anyone else's. It will also require individuals to have the maturity to persist, even if their individual view is not accepted as part of the solution.

Take into consideration cultural differences in all verbal and non-verbal communications

Verbal communications

- People from other cultures may have a very different value system from your own, but that does not make it wrong.
- Different cultures may have different personal space requirements for public and private places. For example, visitors from the United Kingdom value their personal space, so do not invade it when communicating with them.
- It is important that the religion of the customer is not belittled, as most people believe passionately in their religion. This is a topic that is often best avoided.
- Avoid the use of irony, as many people from other cultures do not understand irony.

Figure E7.14 Don't assume that everyone communicates in the same way that you do.

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Also, remember that a laugh from a guest may be an indication of awkwardness about what they might have thought was said.

- Learn something about the culture of visitors to your establishment. Knowing about the greetings, the farewells, the food and the clothing of the culture will help you to understand the people.
- Often there may be long pauses where there is no conversation. This is often acceptable, but if you are concerned that you have offended the person, always ask so that the problem can be remedied.

Non-verbal communication or body language

- **Gestures.** A number of gestures are used in Australia that can be offensive to people from other cultures. In some cultures, the use of a finger or hand to beckon people to you can be very offensive, as in some cultures the finger is used to beckon dogs. Pointing with one finger is rude to many people from Asian cultures, who use their whole hand instead.
- **Touch.** While patting children on the head may be considered friendly or affectionate by Americans, to people from many Asian cultures it is considered inappropriate as they believe the head is a sacred part of the body. In the Middle East, the left hand is reserved for body hygiene and should not be used to touch another person or transfer objects. In Muslim cultures, it is considered totally inappropriate to touch a person of the opposite gender.
- **Eye contact/gaze.** This is regarded as attentiveness and honesty in mainstream Western cultures, but in many cultures, such as Hispanic, Australian Aboriginal, some but not all Torres Straight Islander and American Indian, it is considered disrespectful and rude. Women especially avoid eye contact with men in these cultures, as it can be taken as a sign of sexual interest.

Use communication to develop and maintain positive relationships, mutual trust and confidence

Effective communication is very important in building a positive relationship with anyone, whether they are a child, young person or adult. The ways in which we communicate with these different groups can vary, but the basic fundamental principles remain the same.

Relationship problems can develop when individuals have a lack of communication skills or do not have the skills to communicate effectively. These skills include clear expression, good listening skills and being able to adapt to different situations and scenarios.

To develop a positive relationship using effective communication, it is important to

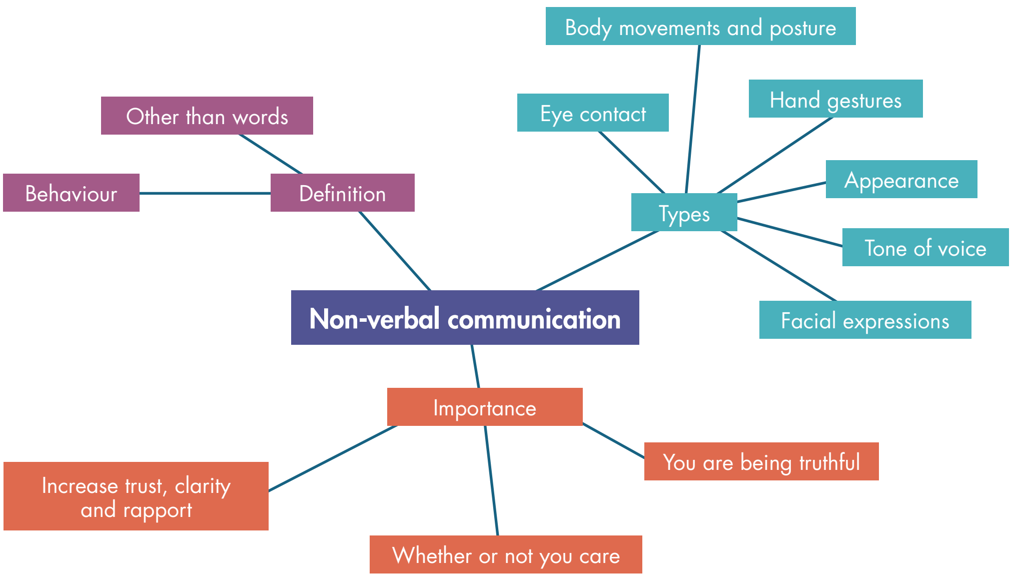

Figure E7.15 Non-verbal communication often says more than verbal communication.

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establish trust. The person with whom we are communicating needs to feel at ease and to be given the opportunity to communicate back with comfort and confidence. It is important to listen and to use positive body language (this may be shown by nodding or a similar gesture) and appropriate facial expressions, and to maintain eye contact where appropriate (respecting possible cultural differences).

Adults need to show positive relationships with each other in front of children and young people so that the children can copy this behaviour; it helps to demonstrate what is expected and acceptable in relationship-building.

ACTIVITY E7.4

Role-play strategies to overcome language barriers. You are in a foreign country where no one speaks English, and you:

- urgently need to go to the toilet
- need to find a police station as you have lost your passport
- are seeking assistance to get to your hotel.

Make efforts to use basic strategies to overcome language barriers

Language barriers present a common challenge when operating in an international market. The following are some basic strategies that can be used to overcome barriers:

- Speak slowly and clearly – don't rush.
- Clarify what has been said if you are not completely certain you understood.
- Check frequently that you have understood what has been said to you, and that the other person has understood you.
- Avoid using idioms, as they may make your communication more difficult – for example, using Australian slang like 'Good onya mate' and technical abbreviations such as 'VET' for Vocational Education and Training.
- Be careful about using jargon.
- Be specific.
- Be patient.

Ensure behaviour is consistent with legislative requirements, enterprise guidelines and/or social protocols

Both employees and employers have a responsibility to enforce all legislative requirements. Legislation exists to ensure everyone receives access to equal employment opportunity (EEO) and that discrimination does not occur.

This important legislation includes the following Acts:

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

Figure E7.16 How we listen is just as important as what we say.

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- The *Sex Discrimination Act 1984* (Cth) aims to promote equality among the sexes. It is designed to eliminate harassment in relation to sex (e.g. marital status, pregnancy).
- The *Equal Employment Opportunity (Commonwealth Authorities) Act 1987* (Cth) exists to ensure that the hiring of new employees and promotion of existing employees are based on merit and occur without bias.
- The *Equal Employment Opportunity for Women in the Workplace Act 1999* (Cth) exists to ensure equal employment opportunities and eliminate discrimination against women.
- The *Racial Discrimination Act 1975* (Cth) makes it illegal to discriminate against colleagues and customers because of their racial background.
- The *Disability Discrimination Act 1992* (Cth) is designed to eliminate unfair treatment or harassment due to a disability or perceived disability.
- The *Age Discrimination Act 2004* (Cth) makes it unlawful to discriminate on the basis of age. It applies to a number of areas, including employment, access to goods and premises, services and facilities, education, accommodation and requests for information.

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Unit summary

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

- how to gather, convey and receive information, including how to:
  - collect information from a variety of sources
  - use equipment and methods to communicate to an audience
  - use effective listening and speaking skills
  - develop and refine new ideas and approaches using internal and external sources
  - respond to instructions promptly
- how to complete workplace documentation and correspondence, including how to:
  - present written information in clear concise language
  - draft and present correspondence
  - present written information that meets organisational standards
  - complete forms and documentation in a clear, concise way
  - communicate in a way that responds positively to individual differences
- how to treat all individuals with respect and courtesy and sensitivity, including how to:
  - consider cultural differences in all verbal and non-verbal communication
  - use communication to develop positive relationships
  - use basic strategies to overcome language barriers
  - ensure that behaviour is consistent with legislative requirements and enterprise guidelines.

Unit activities

1 Current and emerging information can be gathered from many sources. List and explain three sources.

2 Maintaining office procedures starts with ensuring that equipment and supplies are regularly monitored, recorded and reordered and/or replaced according to store policy. Supply a list of the technology and equipment used regularly within a business.

3 The communication process/cycle is made up of four main parts. Name them and explain their function.

4 Define the signs of good communication.

5 Outline the signs of good telephone etiquette.

6 Explain what the term 'EEO' means.

7 Define the term ‘ethical standards’.

8 Evaluate how the language barrier can be overcome in business.

9 Evaluate what effective communication is.

10 Discuss what forms of non-verbal communication or body language exist.

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Elective unit E8

Source and present information

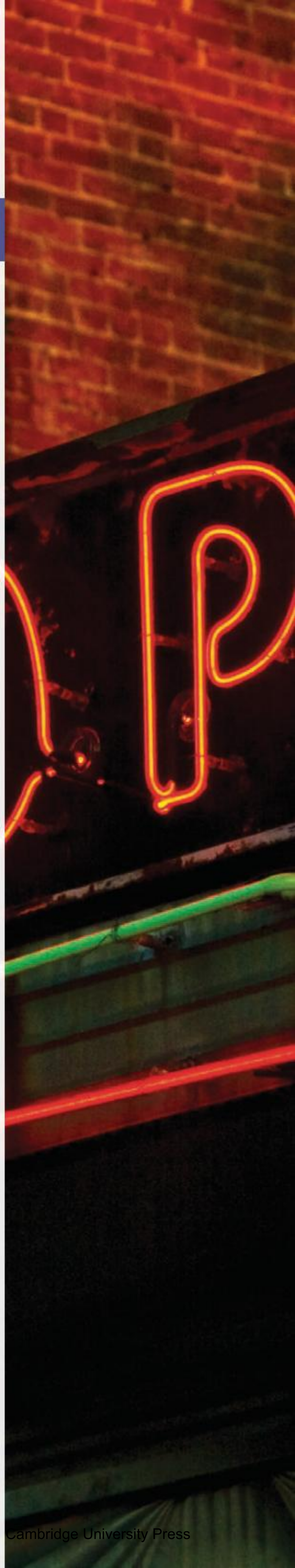
Unit code: SITXCOM001

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

10 hours



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Unit overview

This unit describes the performance outcomes, skills and knowledge required to conduct basic research and use simple presentation skills in the workplace. This unit applies to all industry sectors and to any individual who needs to use very basic research and presentation skills. People working under supervision would undertake this role.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• source and interpret information on familiar topics.
Writing skills to:	• record simple information using an established format.
Oral communication skills to:	• present simple information clearly and logically.
Learning skills to:	• identify and approach a more experienced worker for help.
Self-management skills to:	• meet organisational requirements when sourcing and presenting required information.
Technology skills to:	• use the internet as a research tool.

Key term

feedback

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E8.1 Source information

The hospitality industry is constantly changing, so it is beneficial for management and employees to continually update their knowledge of the industry. This is necessary to maintain a high level of professionalism. Updating your knowledge of the industry is one way to show a willingness to participate in activities that will ensure quality in service, and may also assist with future career advancement and promotions.

It is important to identify current information sources appropriate to the information to be researched. The hospitality industry is rapidly evolving, so information more than a year old may often be out of date and incorrect.

Information that may need to be sourced could relate to the following:

- **availability of products or services for specific activities that may be planned by the establishment** – for example, a marquee may need to be sourced for a proposed outdoor wedding or a specialised kitchen cleaning company may need to be sourced to clean a very busy kitchen that is closed only after 11.00 pm
- **customer service research**, where **feedback** from customers about a particular product or service is sourced. This can be used to provide valuable information to management when planning future activities for the establishment.

feedback information from customers in response to a product or delivery of a service, or from employees in response to the way a business is operating

- **information from other departments in the organisation** – for example, about available products such as the celebration of Christmas in the establishment, which may influence the foods available on the menu
- **product supplier information**, which is constantly being received by establishments. This information is an excellent source of what is available when an establishment is looking at sourcing a new supplier or equipment.
- **new workplace systems**, which can often improve the efficiency or safety of the workplace. Establishments are always interested in what is available from new suppliers in the industry. New equipment that can be used by the industry is often distributed to establishments to make them aware of its availability.
- **product and service styles that would meet certain customer requirements** – for example, the Slow Food trend that has a large following in Europe may be of interest to customers in the Australian market.

ACTIVITY E8.1

Source as much information as you can on the Slow Food movement in Europe, or another trend in food that you think may catch on in Australia. Present your findings to the class.

In your research, outline and discuss:

- the trend you have researched
- why this trend has become popular
- the main principles of the food movement
- whether there has been a main person or people driving this food movement and, if so, who it has been
- whether this food trend is something that will be a long-term change or more of a 'fad'. Justify your answer.

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Access to sources of information

- **Customer feedback** is possibly the most important source of information for most establishments to evaluate. Customer feedback supplies information to the establishment on what its customers enjoyed about their visit and any issues or complaints they had while they were guests. It is first hand and current, and provided by customers as an indication of their opinion of the establishment based on their other experiences in the industry. Customer feedback should be taken very seriously and acted upon, especially when negative feedback is given.
- **General and trade media** release current information through radio segments, on current affairs programs, on the internet and through articles in newspapers and magazines. They provide advice and member services on a wide range of industry issues.
- **Industry associations** compile current hospitality data and make their findings available to the industry and its workers. The journals produced by industry associations provide up-to-date information on the latest trends and research being undertaken by the industry.
- **Industry marketing or research bodies** provide up-to-date information on trends and projections for the future of the industry. Government organisations such as Tourism Australia provide a lot of these data to the industry. They also provide statistics on trends in the market.
- **Lectures and presentations** are a proactive way in which workers and management in the hospitality industry are able to source current information. Attending such events is also a way of mixing with like-minded colleagues, and of swapping ideas and information.
- **Other colleagues and personnel** who are directly involved in working in the industry can be an invaluable source of expertise and experience. Most people are willing to share information with you if you show an interest in furthering your career in the industry. Mentors and advisers can help you in many ways, such as telling you about career opportunities and helping to develop skills in and knowledge of the industry.
- **Product suppliers** are keen to have their products introduced into establishments, and are very willing to provide demonstrations and up-skilling of staff to maximise the use of their product. They also work across many establishments.
- **Trade shows and exhibitions** are useful for keeping information up to date, as companies have expert consultants available at these events to answer questions and talk with establishment managers and workers. Often, the very latest pieces of equipment available from overseas are on display.

Figure E8.1 Colleagues are a great source of information.

ACTIVITY E8.2

Access the Tourism Australia website. Using the information on this site, write a report for your class summarising one of the following topics:

- the countries that are spending the most tourism dollars in Australia
- the role of Tourism Australia
- the International Visitor Surveys
- one of the campaigns currently being conducted by Tourism Australia.

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Obtain information to meet designated timelines

A successful presentation begins with careful background research. This can be time-consuming, so allocate sufficient time to explore as many sources as possible.

Keep your main objective in mind while researching your material. At the beginning of your research, allow sufficient time to consider all the advantages and disadvantages of each piece of material you intend to use. Often, it can be helpful to ask colleagues where they would source information on the topic.

Use different sources to see which of them you find most helpful. Modern sources of information may appear innovative, while some books may seem like a re-hash of old information.

It is important to decide quickly whether or not a source of research is worth pursuing. Once you begin to find relevant information, note its source and its main points. Keep in mind at all times that the information collected needs to be up to date and accurate. Continue only if the material fulfils your research criteria.

Figure E8.2 Research will enhance a presentation.

E8.2 *Prepare and present information*

It is important that you have a clear understanding of what you want to achieve with the presentation. Focus on the purpose of your presentation at every stage to ensure it is relevant and well organised.

Structure research material into the order in which you wish to use the main points in the presentation. The order, along with the emphasis given to each point, will affect the message your audience will receive.

Use the structure of a narrative to construct the information for a presentation. A narrative has a clear introduction, middle and end. The introduction of the presentation is the beginning, where the point of the presentation is made clear to the audience. The middle section is made up of the central themes and ideas, while the end is formed by a conclusion or summary, referring back to the main themes.

A written outline of the material you wish to include in your presentation will help you to clarify its structure when you are writing. It can also be used to jog your memory while you are making the presentation. Information is usually written in point form and the presenter will speak about each point.

Review information and select content to suit the specified need

Summarise the main ideas from the research you have collected. These ideas will form the basis of the argument for your presentation. Decide early on how many points you want to make from your research. You should focus on three or four main points; more will become overwhelming.

The way in which you present the main points and the emphasis you give to each point will affect the message your audience takes away. Use the most appropriate structure in your speech to make sure your audience is getting the right message.

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Draft the text, including appropriate information

- There are two secrets to a good presentation: preparation and practice. Your audience will be impressed by your depth and breadth of knowledge, rather than by a show of false intent and wit.
- Spend some quiet time before you begin writing, thinking about what you will write, then compose the first draft by writing down, without stopping, everything you think you would like to include.
- Read through your draft to make sure that you have put the points in the correct order, and that you have included all the important information. Keep the audience interested by including a few relevant anecdotes. Prepare an outline of the material.
- Streamline the material every time you read through the draft. Perhaps use cartoons to make serious points lighter.
- Rehearsing is a vital part of preparing for a successful presentation. Rehearse a number of situations in which you could find yourself, such as losing your place and finding it again. It is important that you practise aloud, as this is the way others will hear you. Practise speaking clearly both in a normal tone and at volume.
- If possible, practise with an audience, as this will build your confidence and clarify the flow of the presentation in your mind. Have them sit at the back of the venue to make sure you are speaking clearly and loudly. Ask for feedback from the listeners and make changes if necessary, then run through the presentation again. Keep repeating until you are happy that you have put together the best presentation you can.
- Express information clearly, concisely and accurately. A positive attitude, energy and enthusiasm for the subject will speak volumes; they will be remembered by your audience long after the details of your speech have been forgotten. Use techniques with which you are comfortable in your presentation. Make sure the audience leaves the venue feeling informed. Use PowerPoint or something similar for quick and easy reference.
- Present information according to organisational guidelines and in a format appropriate to the circumstance and to your audience. Where possible, involve the audience in the presentation.
- The size of the audience will impact on the way you structure your presentation. Make sure you remember to talk *to* your audience rather than at them. Clearly define the end of one point and the beginning of the next in the structure of your speech.
- Print your speech on one side of the page only, and use a large typeface. Always number the pages of a full written speech.
- Make copies of the audio-visual materials that you know you cannot do without in your speech, just in case the originals go astray.

Figure E8.3 Practise your presentation in front of friends before presenting it to an audience.

Delivering information

- Always rehearse your presentation using any chosen audio-visual aids. You need to do this out loud using the presentation to accompany it, just as you will on the day.
- Pause when you first ask your audience to look at a slide, and remember to number each slide in order to avoid any confusion if you are asked to show a slide again.
- Audiences will often ask to see a slide again. Practise moving forwards and backwards through the presentation slides.
- Dress to impress – the way you walk, dress and stand will have an effect on the audience.

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Try not to wear anything that will distract the audience. Remember to keep your hands out of your pockets during your presentation.

- Make sure your body language reflects what you are saying. Always wear comfortable shoes when presenting a long speech to an audience. Make sure your hair does not fall across your face. Suck a mint or honey-flavoured sweet before beginning to speak to moisten the vocal cords. Try to relax – some stretching and exercising may help before you start.
- Take a deep breath, relax, smile and start your speech slowly. Scan your notes in small sections, then concentrate on fluent delivery. Pause briefly each time you make an important point.
- Make your initial eye contact with someone who you consider looks approachable. Make eye contact with someone in the audience at every opportunity, spreading your contacts around the people in the venue, taking in all the different areas over the duration of your presentation.
- Many presenters watch their presentations rather than looking at the audience. If you turn to the audience and make eye contact, it will be easier for them to hear what you have to say, and your presentation will be more interesting.
- Don't be afraid to use big gestures and long pauses, as these will add drama and interest to your presentation.
- Try to avoid using laser pointers, as often the dot produced is too small to be seen effectively, and it may not stay still if you are nervous and your hands are shaking, which can be very distracting.
- Vital information in the form of a chart or graph should be given to the audience as a handout and referred to, rather than having to point out specifics to the audience on a screen.
- Always close with a good strong summary, pausing at the end of your summary for a question-and-answer session.
- Have a back-up plan: carry a back-up of your presentation on a flash drive or email yourself a copy of your speech – or do both just in case the technology fails. Always have a printed version of the presentation with you in case all equipment fails.

Figure E8.4 Take care when using humour in a presentation.

ACTIVITY E8.3

1. Research the various types of espresso machines that would be suitable to have installed in the senior study of your school. Put together a presentation for your teacher about the machine you would recommend for installation into this area.
2. Outline:
   - the cost of the machine
   - how often the machine should be serviced
   - why you have chosen this particular machine.
3. Provide pictures and present your research using a presentation.

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Unit summary

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

- how to identify sources of information, which may relate to:
  - availability of products and services
  - feedback from customers
  - information from other departments in the organisation
  - product supplier information
  - new workplace systems or equipment
  - product and service styles
- how to prepare and present information, including how to:
  - review and select content
  - draft text
  - express information clearly, concisely and accurately
  - present information according to guidelines given and in an appropriate format
  - deliver information to the appropriate person.

Unit activities

1 Explain why it is necessary to continually update your knowledge.

2 Discuss why it is important to use customer feedback in the hospitality industry.

3 List some sources of information that you could use to update your knowledge.

4 Analyse how you decide on whether a piece of researched material is relevant.

5 It is recommended that you write a draft document before your presentation. Explain why.

6 Recall why it is important to rehearse your presentation. To whom could you rehearse your presentations?

7 A back-up plan is always important when using technology. Discuss why.

8 Define the Slow Food movement.

9 Write a report on the topic you studied earlier from the Tourism Australia website.

10 Recall the two secrets to a good presentation.

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Elective units

Elective unit E9

Show social and cultural sensitivity

Unit code: SITXCOM002

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

10 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to be socially aware when serving customers and working with colleagues. It requires the ability to communicate with people from a range of social and cultural groups with respect and sensitivity, and address cross-cultural misunderstandings should they arise.

This unit applies to all tourism, travel, hospitality and event sectors. All personnel at all levels use these skills in the workplace during the course of their daily activities.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• understand workplace anti-discrimination policies and plain English documents produced by government information agencies.
Oral communication skills to:	• discuss cross-cultural misunderstandings and difficulties with supervisors, managers and other team members, and identify possible strategies to resolve them.

Key terms

barriers to communication
colleagues
cross-cultural misunderstanding
cultural diversity
culture
customs
empathy
stereotype
support services
tolerance

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E9.1 Communicate with customers and colleagues from diverse backgrounds

Respect customers and colleagues from different social and cultural groups, and treat them with respect and sensitivity

A general awareness of different **cultures** can contribute to your enjoyment of work. An individual's culture and upbringing define what is acceptable and appropriate within our society, but they rarely teach us what is acceptable or appropriate in other cultures. This has changed with the growth of Australia's multicultural society, in which numerous cultures coexist and contribute to the community as a whole.

culture the attitudes, skills, customs and beliefs of a group of people

Culture is a collection of beliefs, rituals, morals, values and attitudes among a group of people. Culture can also be defined as a way of life. Australia's Aboriginal and Torres Strait Islander population and the many nationalities that live in or visit Australia possess distinctive cultural characteristics that can impact on the workplace. There will be some commonalities, but mostly it is the diversity of each group that makes contact with its members so rich and rewarding.

There are many types of customers in the hospitality industry, and all customers should be treated with respect, valued and given quality service. Customers come from a range of social, cultural and ethnic backgrounds.

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

colleagues associates or workmates in a profession or workplace

Australia is a diverse and multicultural nation, so the likelihood of both your colleagues and customers coming from a range of different backgrounds is high. As a result, everyone needs to be culturally aware, to recognise cultural differences and to accept **cultural diversity**. Cultural awareness can be defined as being open to the idea of changing cultural attitudes by informing yourself about the issues so that you can be more accepting and tolerant.

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

In order to be culturally aware, you need to recognise cultural differences. This means developing an understanding of differences in race, ethnicity, language, nationality, religion, moral and ethical behaviour. If you celebrate the range of cultural diversity in Australia, you are showing **tolerance** and respect, and are more likely to have harmonious relations with customers and colleagues. To accept diversity, it is necessary to appreciate, recognise and be aware of differences between yourself and others. If you are not culturally aware, and are unwilling to accept cultural differences and diversity, conflict is likely to occur.

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

The importance of respecting individual difference

All individuals, regardless of cultural background, have the right to be treated equally. Unfortunately, this has not always been the case, and some individuals have been treated differently because of their culture, race, language, special needs, disabilities, gender, age, sexual preference, religious beliefs, and **customs**. Everyone needs to be aware that treating people differently is an offence, and that you may be prosecuted under the law. To overcome such issues, anyone working in the hospitality industry should respect and accept cultural differences, and adopt a sensitive approach when dealing and communicating with people in the workplace.

customs traditions or patterns of behaviour that have been established over a period of time

It is all too easy to **stereotype** people by assuming that all people

stereotype fixed ideas about what someone or something is like

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within a particular group are the same – for example, all Australians love beaches, beef and barbecues, and always start conversations with 'G'day'.

Consider social and cultural differences in all verbal and non-verbal communication

It is important for employees in the hospitality industry to have the information and confidence to deal with customers from different cultural groups – especially if English is not their first language.

People from different cultures may have very strong accents, so all your listening skills will be needed to communicate with them. You should employ active listening skills and questioning techniques, use appropriate body language and adopt appropriate speech to build a rapport with customers or colleagues.

barriers to communication obstacles that prevent people from understanding each other

Take the following steps to minimise verbal **barriers to communication**:

- Avoid slang and colloquialisms, as they may be misunderstood.
- Use visual cues wherever possible, so the customer has points of reference with the conversation other than the spoken word.
- Speak clearly and at a normal volume.
- Check that the information has been understood, and be prepared to repeat it if the understanding was not complete.
- Avoid humour and sarcasm, as they are hard to translate and often make the customer feel that they are being made fun of.
- Remain friendly, relaxed and calm.

Minimising non-verbal barriers to communication

- With regard to personal distance, be aware of the reaction of the person with whom you are dealing – if you are too close, they will move away from you; if you are too far away, they will move towards you.
- Finger pointing is rude in some Asian countries, so adopt an open hand when indicating direction.
- Employees should take care that they do not make judgements about people from different cultures because of the behaviours they observe. Sometimes food may be eaten differently in different cultures.

Social and cultural differences may relate to the following:

- **Age.** Young and old and everyone in between should have the same opportunities and be treated equally. This applies to education, employment, accommodation and getting or using services such as those provided by government departments, transport and telecommunications, and professionals like doctors and tradespeople.
- **Skin colour.** This varies from culture to culture. It should make no difference to the way someone is treated.
- **Criminal convictions.** These can result in stereotyping – 'all people who have been in prison will offend again'. It needs to be pointed out that while a minority of people may reoffend, people need to be treated as individuals and not stereotyped.
- **Customs, beliefs and values.** These differ from one cultural group to another, and will influence how an individual acts. Culture has such a profound effect on an individual and the values of the culture are so ingrained that they often become automatic. Some cultures have specific items of clothing, such as headscarves or turbans, that are worn at all times. Some religions require time during work each day for prayer, or time off for special religious days. Some cultures cannot consume specific foods and drinks, or may have rules about how food is prepared. Ideas about appropriate social and sexual behaviour, work ethics, wealth and personal growth vary between cultures. Some cultures have high family priorities that may sometimes conflict with work. Non-verbal behaviour such as eye contact, facial expressions, hand gestures and how people interpret them can vary between cultures.
- **English-language ability.** Often the native tongue is spoken at home, with English only being spoken in the workplace. The most disadvantaged group probably comprises women in the home, who may not be exposed

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to the language of the country in which they now live.

- **Family and social obligations and status.** These often dictate how some cultures do things and what they do. This may occasionally cause conflict between groups. Social values are an acceptable way of behaving and acting within a particular social setting. They are passed on from one generation to the next.
- **Family structure.** In some cultures, this influences the way people behave. Sometimes one gender is seen as more important than the other. In some cultures, elders are considered the most important people in the family, and therefore make all the important decisions.
- **Forms of address.** These are very important in some cultures, and are a sign of respect for the person you are addressing. For example, it is inappropriate to shake hands with a Japanese customer at the first introduction. The level of formality in the use of titles and the way a customer is addressed vary from culture to culture. For example, it is a common occurrence for Middle Eastern men to hug and kiss one another.
- **Gender role differentiation.** In some cultures, the differences between genders are very pronounced. There are designated roles in the culture for males, females, the elderly and young children. Gender issues are treated differently in some cultural groups, which may not view gender and sexuality in the same way as the majority of Australians. Remain neutral and give everyone the same level of service, regardless of whether you share the customer's attitudes.
- **Industrial activity or inactivity.** This can be viewed differently in many cultures. In Bangladesh, offices generally operate from Sunday to Thursday, weekends being held on Friday and Saturday.
- **Language spoken at home.** This is often the native language of the family. Language is one of the last changes people make when they immigrate, especially if there are members who do not have to use English in their everyday lives.
- **Levels of formality or informality.** These vary markedly from one cultural group to another. Some cultural groups have very strict rules about the ways in which elders should be addressed. These levels of formality are often passed down from one generation to the next.
- **Marital status.** Some cultures can be very restrictive about the roles of married couples because of cultural values.
- **National origin or ethnicity.** This can cause cultural differences in the workplace, particularly where communication, language barriers or the manner in which business is conducted can highlight obvious differences.
- **Personal grooming, including dress and hygiene habits.** Some cultures require the head to be covered at all times when in public areas. High standards of personal grooming and uniform are required by the hospitality industry, and as a conservative uniform is recommended when dealing with customers from other cultures so as not to cause offence.
- **Physical features.** These are often associated with the culture to which you belong. For example, the Maori from New Zealand sometimes have facial tattoos as they consider the head to be the most sacred part of the body. These tattoos are used as a symbol of rank, social status, power and prestige.
- **Physical or mental disability or impairment.** People with a disability may require special resources such as ramps, or speech or sign language interpretation. Hearing impairment is also a disability that is often poorly accommodated in the hospitality industry. Common issues include restaurant background music being too loud and interfering with hearing aids, cash registers that do not provide a visual display and the absence of a printed menu or menu board.
- Persons with a **visual impairment** often find their needs are not accommodated. Some of the obstacles to accessibility for the visually impaired are poorly lit signage, printing in menus or brochures that is difficult to read, and the absence of Braille or raised lettering on toilet doors and elevators.
- People with a **physical or mental illness** may sometimes be refused service in restaurants. Some of the discriminatory treatments that can occur include refusing to seat customers with mental or physical disabilities during busy periods of the day, asking customers with mental or physical disabilities to leave the restaurant after spending a set period of time in the restaurant, while not making

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the same demands of other customers, and seating a customer with mental or physical disabilities at the back of the restaurant, next to the toilets or kitchen, when there is more desirable seating available.

- **Political beliefs or activities.** These are viewed very differently in some cultural groups. They may not see political discussions the same way as some other Australians do. Remain neutral at all times, and give everyone the same level of service, regardless of whether or not you share someone's political persuasions or beliefs.
- **Gender issues.** The genders are treated differently in some cultural groups. Gender and sexuality may not be viewed in the same way as they are by a majority of Australians. Remain neutral, and give everyone the same level of service regardless of whether or not you share the customer's attitude.
- **Sexual preference or orientation.** Service has been denied in the past to gay or lesbian couples, or trans-gender people. It is an offence under Australian law to deny service or give sub-standard service to customers because of their sexual orientation.
- **Status as a parent or carer.** This should make no difference to the level of service you give to the customer. If possible, provide items such as colouring pencils and a book to entertain the children; high chairs should be available if needed.
- **Varied cultural interpretation of non-verbal behaviour**, or a lack of **empathy** that gives the wrong signals. It is important to show empathy and understanding in order to communicate clearly. Try to put yourself in other people's shoes and imagine what it would be like to be in a very different country where you can't speak the language.

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

- **Work ethic.** This can vary among cultural groups. Some cultures have a more laid-back approach to work hours, whereas others have a very strict approach.

Religion

Religion plays an important role in many cultural groups. Having a basic understanding of a variety of religions will assist your understanding of cultural diversity, and will also help to ensure that people from these religions feel valued and respected.

Some of the religions with which you need to be familiar include the following:

- **Islam.** In Islamic society, averting the eyes conveys modesty and respect. The gesture of sharing food or refreshments may not always be appropriate. The major religious event for Muslims is the month of Ramadan, during which strict Muslims fast from sunrise to sunset – they do not even drink water during this time. Eating pork and drinking alcohol are forbidden at all times. Shaking hands may be a gesture of respect and welcome in some cultures, but for some Muslim women it is seen as inappropriate to shake hands with a man. Even being alone in a room with a man could be seen as a breach of cultural rules for some Muslim women. Muslims – particularly women – are required to maintain a level of modesty in their dress. For some Muslim women, this means covering the whole body except for the face and the hands, while others may just cover their hair when in public. The Muslim day of public prayer in mosques is Friday.
- **Hinduism.** Hinduism is practised mainly by Indians. Hindus believe in many gods, and in karma and reincarnation. Most Hindus are practising vegetarians, as they see all life as sacred. Hindus often pray before eating. It is customary for Hindus and Muslims to only eat and pass items with the right hand.
- **Sikhism.** Sikhism developed from Hinduism, and is based on the teachings of Guru Nanak. Sikhs believe in a single god. Believers pray before starting work, will not remove hair from any part of their body (hence many Sikh men wear turbans) and are forbidden to drink alcohol or smoke. Like Hindus, they will not eat meat from a slaughtered animal.
- **Buddhism.** Buddhism is practised mainly in India, Sri Lanka and South-East Asia. It is based on the teachings of Buddha. Buddhists seek peace, enlightenment and an end to suffering. Many choose to be vegetarians.
- **Judaism.** There are Jews living in every country in the world, although many come from Israel, Europe and North America. Observant Jews pray three times a day. Their holy text is called the Torah. Jewish people

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will not eat shellfish or pork, and contact between meat and milk is forbidden. Food processed and prepared according to Jewish law is described as Kosher. The special day of worship for Jews is Saturday.

- **Christianity.** Christianity includes several denominations, but all Christians believe that Jesus Christ was the son of God, and that he died and rose again. The teachings of Jesus are written about in the Holy Bible. Most Christian denominations worship on a Sunday.
- **Shinto.** This religion is practised mainly in Japan. Shinto is more a way of life than an actual religion. It is quite similar to Hinduism and is based on the teachings of Confucius. Shinto has no real founder, no written scriptures, no body of religious law and only a loosely organised priesthood. All human life and nature are viewed as sacred, and ancestors are deeply revered and worshipped. Followers believe strongly in tradition and the family, nature, physical cleanliness and ancestral spirits.

Observance of special religious feasts or other observatory days

Every cultural group may have different religions, and even within one cultural group there may be a number of different religions. Respect the various special days of each group.

Cultural groups

There are some cultural groups that are more at risk of receiving unequal access to resources, and more likely to experience discrimination. These groups include:

- **Aboriginal and Torres Strait Islander peoples.** Aboriginal and Torres Strait Islander peoples were the original inhabitants of Australia, and their civilisation is one of the oldest in the world. History has shown that, generally, these groups have not had the same access to resources, employment and health care as other Australians. As a result, government benefits are specifically available to assist them in a variety of areas.
- **Migrant cultures.** This group includes anyone whose parents or ancestors moved to Australia from another country some time within the last 250 years. The cultural diversity of Australia is very mixed, and we have a population that is rich in cultural traditions and ethnicity. Again, these groups of people may not always have the same access to resources, and inequities may occur if awareness of these specific groups is not promoted.

ACTIVITY E9.1

Choose a cultural group of interest to you. Go online and investigate your chosen group, focusing on the following areas:

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

Present your findings to your class using a presentation program like PowerPoint or Prezi.

Respond to others in a non-discriminatory way

To understand cultural diversity, it is necessary to appreciate and be aware of the differences between yourself and others. Holding preconceived ideas about a cultural group or race can lead to stereotypes and prejudice. To promote workplace diversity and accommodate individual differences, organisations need to:

- ensure staff have adequate training to cope with diversity and differences
- recognise and use individual differences and skills
- use a range of communication media and techniques so messages are understood
- promote cultural celebrations and celebrate difference
- actively seek to break down barriers
- develop a workplace culture of empathy and tolerance.

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Make attempts to overcome language barriers

Language barriers are the most important hurdle to overcome when dealing with customers, who should receive quality service no matter what their native language or cultural background is.

When you are speaking with customers from another country with little English, use simple English for instructions and directions. Use as few words as possible, make them simple words and use as few adjectives as you can. For example, instead of, 'Would you please use the pen to sign into the motel', you could say, 'Please sign here'. Sometimes clients or colleagues can speak a little, or understand a great deal, of our language, but lack the confidence to demonstrate this ability. Care should be taken so as not to offend when providing information through such strategies.

Gestures can be used by both the sender and receiver of the message, and should complement the message being sent and received. Using simple gestures is another way of communicating in the hospitality industry when there is a language barrier. Some common gestures used and observed are pointing to indicate direction, head nodding to indicate listening and an arm raised to indicate attention needed. Most people understand the raised hand for stop, or pretend writing with a pen. You need to be aware that certain hand gestures have different meanings in different cultures, and can be offensive to some people – for example, the action of pointing a finger is considered rude in most Asian countries.

It may also be helpful to draw diagrams to help overcome the language barriers. In many European countries, English is taught in schools, and while people from these countries may not follow the spoken word completely, they can easily understand the written word.

Where there are large numbers of International guests, it may be appropriate for the establishment to have multi-language information sheets. Many restaurants in Europe have an English description on the menu under the native language.

There are also universal signs to help all travellers traverse the world. These are used in most countries to show the location of toilets – male and female – where there is wheelchair access and where the telephone is located. You could use these to help direct customers to toilets and first aid, and to make them aware of issues such as dangerous or no-smoking areas.

ACTIVITY E9.2

Investigate the sign language for 'yes', 'please', 'thanks', 'goodbye' and other words that you think may be universal signs. Create a scenario where you are introducing yourself to a person using universal signs. Present this to your class.

ACTIVITY E9.3

Determine the meaning of the universal signs shown in Figure E9.1. List signs you can find in your local community for additional internationally recognised symbols – such as a restaurant, first aid facilities, telephone and stop sign.

Figure E9.1 International signs found in many countries around the world

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

- clear
- concise and to the point
- courteous
- appropriate.

Like all languages, our language also has its own words, terminology or phrases for specific things, which may not be understood by overseas visitors. An example is, 'A jumper may be required at this time of night'. This statement raises questions of, 'What is a jumper?' or 'What happens at this time of night?' The question, 'Would you like the ports (bags) placed in your boot?' may completely confuse an overseas visitor. Some Australian words shown in Table E9.1 are used differently in overseas countries.

Table E9.1 Some Australian words and their overseas equivalents

Australian	Other country
Sandshoes	Trainers – UK
Chips	French fries – USA
Lollies	Candy – USA Confectionery or sweets – UK
Bread roll	Bun – UK
Thongs	Jandles – NZ Flip-flops – USA
Torch	Flashlight – USA
Biscuit	Cookie – USA
Footpath	Pavement – USA
Esky	Chilly bin – NZ Cooler – USA

Alternatively, customers or colleagues may speak a little of a foreign language but find it difficult to understand a particular accent. Slow, clear speech may avoid possible misunderstandings. However, avoid shouting or over-simplifying to make a point.

Giving simple instructions

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

ACTIVITY E9.4

Synthesise simple directions for how to access the following locations from your school office:

- library
- tuckshop
- gym.

Present this to your class to check for accuracy. Use clear and concise language.

Seek help with communication when necessary

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

cross-cultural misunderstanding can arise due to differences in the ways cultural groups communicate and interpret information

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

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- **External services** include interpreters, local government agencies, cultural organisations, education institutions and disability advocacy groups. These services can be of particular use to smaller establishments, which may not have specialist staff or facilities.
- **Diplomatic services, interpreter services, local cultural organisations and reference books** are also available for consultation in certain circumstances.
- Most modern **mobile phones** have applications that allow translations of conversations. These programs are also available on computers for customers to access.

E9.2 *Address cross-cultural misunderstandings*

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

When working with colleagues and customers who have a different cultural background, it is important to adopt a sensitive approach to dealing with any misunderstandings. Each individual needs to be aware and conscious of their language and communication skills, and to ensure that they don't talk too quickly, or use jargon or slang that may not be understood. Respecting personal space is also important, as is ensuring you don't have preconceived ideas or stereotypes about people because they are from another cultural group.

Some examples of strategies that the organisation can use to promote good cultural relations are:

- training staff in cultural awareness
- utilising staff cultural skills – for example, language and greetings
- signs and pamphlets in different languages
- supporting staff in language training
- awareness and promotion of cultural festivities/celebrations
- flexibility in rostering for cultural events
- focusing on the similarities between cultures, rather than differences
- variety in communication mediums – for example, written, non-verbal, verbal, diagrams
- knowing the location of cultural buildings, such as temples, mosques and churches
- a familiarity procedure so that all guests can be shown how to locate and contact any in-house facility or service
- providing maps and personnel to give accurate directions to assist with sightseeing and movement around an unfamiliar city
- flexibility in food and beverage preparation and menus to meet different cultural needs.

Figure E9.2 A cross-cultural workforce requires mutual respect and understanding.

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Some examples of actions that an individual can take to promote cultural relations include:

- learning another language suitable to their own and the organisation's needs
- developing an understanding and tolerance of cultural issues
- avoiding prejudices and cultural assumptions
- developing and practising appropriate verbal and non-verbal communication skills
- showing interest in cultural events
- following organisational procedures to ensure visitors are informed and that they feel relaxed.

Identify social and cultural issues that may cause conflict or misunderstanding in the workplace

Conflict or misunderstandings can arise if the cultural differences of customers and work colleagues are not anticipated. Often, these difficulties occur because of poor communication, lack of patience or lack of empathy, or because people make judgements based on their own cultural values.

Examples of cultural differences that may give rise to conflict include:

- language and mode of speech, including the use of jargon
- non-verbal behaviour – for example, in most Asian countries it is considered polite and respectful not to look a person in the eye during a conversation, but in Australia such a mannerism is considered to mean that the person has something to hide or has a guilty conscience.

The most common form of discrimination in the hospitality industry is lack of physical access for persons with physical disabilities that restrict their mobility – for example, people who use wheelchairs. Many older businesses remain less accessible to persons with physical disabilities than they are to other customers. Some common obstacles for persons with restricted mobility are the absence of a ramp to the building entrance, entrances and layouts that are too narrow, doors that are hard to open, counters that are too high, seating that does not include room for a wheelchair and toilets that are located at the end of poorly lit, narrow hallways at the back of the premises.

CASE STUDY **E9.1**

Racist attitudes still prevalent in Australian businesses, Diversity Council finds

Racism is still prevalent in Australian workplaces, with over 90% of respondents from a Diversity Council of Australia study reporting racist attitudes in businesses.

But despite the high percentage, gender diversity, work/life initiatives and indigenous employment were still seen to be of greater importance to Australian businesses.

The study of 75 Australian businesses (released yesterday and completed in conjunction with the Scanlon Foundation) found 30% of Australian businesses ranked gender diversity as the most important issue to address, while only 13% identified cultural diversity as a key priority.

DCA cultural diversity director Katriina Tahka told SmartCompany the high percentage of Australians who identified that racism was still present in the workplace means it's still a front-of-mind issue for employers and employees.

'They're not saying that 90% of workplaces are full of racism, they're recognising that it's too simplistic to say the issue is totally dead and gone,' she says.

'The number sounds high, but it's like a consciousness number. It would be too risky for us to say racism no longer exists, as this would mean we accept things the way they are right now.'

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Despite placing a higher importance on gender diversity, 70% of respondents said they also had cultural diversity initiatives in the workplace.

A further 60% said they were also going to be implementing new cultural diversity initiatives in 2014.

'There needs to be an understanding that organisations can simultaneously work on all of these issues. There shouldn't be one focus,' Tahka says.

'They should be working towards the inclusion of all people.'

Tahka says Australians need to understand that everybody can contribute.

'If an individual in the workplace sees or hears something which doesn't sound or look right, do something about it. This can simply be speaking to the individual or your manager, but don't just let it go because then it will become part of the culture,' she says.

'The organisation can also run awareness sessions and make sure the organisation understands their obligations and rights.'

For leaders and managers, it's about understanding what type of workplace you want to create.

'Individual managers and leaders need to walk the talk and have an extra responsibility to role model the right behaviours,' Tahka says.

The study also found one in three Australian businesses didn't feel that cultural diversity was valued in their workforce.

Tahka says gender equality has been a prominent issue in the media in comparison to cultural diversity, partially because of the reporting requirements around it.

'It will stay the number one issue in the next five years thanks to the statutory reporting requirements which give it some extra oomph. This reporting tends to drive good behaviour,' she says.

'This type of reporting doesn't exist in the cultural diversity space and it won't be tackled from a compliance perspective, but the biggest chance for change comes through the increased discussions about the Asian century,' she says.

Tahka says these discussions can frame cultural diversity as something which provides benefits and opportunities to businesses.

'When businesses see it as an imperative and an opportunity, this can be a more powerful driver of change than compliance reporting,' she says.

'Businesses need to understand if they want to grow and expand they can do so by harnessing the opportunities which come with cultural diversity.'

Source: SmartCompany

CASE STUDY QUESTION

After carefully reading the information in the case study, propose and explain what you think the article means by saying, 'Businesses need to understand if they want to grow and expand they can do so by harnessing the opportunities which come with cultural diversity'.

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

- using active listening skills
- observing body language
- reading sub-text.

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

- poor customer service
- variation in colleagues' work practices or methods
- cultural misunderstanding
- poor communication
- barriers to communication

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- aggressive behaviour
- prejudice and intolerance
- misunderstandings regarding roles and responsibilities.

Address difficulties and seek assistance from others when necessary

When conflict does occur, it is important that it is resolved quickly and professionally. Conflict-management involves finding a resolution that satisfies all parties. The following steps should be taken:

- **Identify the problem**, which means identifying what caused the problem, who is involved and/or affected, and when and where it took place. In order for appropriate action to be taken, the situation that has occurred needs to be understood. This includes identifying:
  - how the other party has reacted to the situation
  - what caused the misunderstanding to occur
  - whether the situation could have been avoided
  - what action should have been taken to avoid the misunderstanding.
- **Make sure that a similar misunderstanding will not occur again** by identifying what has been learned from the situation. This also includes developing skills of recognising when such a situation could occur again. Identify how to overcome the misunderstanding, including not only what actions should be taken to rectify the misunderstanding, but importantly how to renew the relationship with the client or colleague.
- **Take action** – implement the solution.
- **Follow up** – ensure that the problem has been resolved and customers and/or colleagues are satisfied with the outcome.

Consider social and cultural differences when difficulties or misunderstandings occur

Australia has a very healthy tourism industry, with large numbers of international tourists coming from Japan, China, Korea, New Zealand, Europe and the United States. In recent years, the numbers of tourists from South-East and East Asia have increased dramatically.

Understanding visitors' needs and wants is important to make sure their service expectations are met and to guarantee that their travel experiences are positive.

Make efforts to resolve misunderstandings, taking account of social and cultural considerations

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

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

A workplace or organisation can:

- ensure staff are well trained
- ensure staff use their cultural skills

Figure E9.3 Conflict in the workplace should be resolved in a professional manner.

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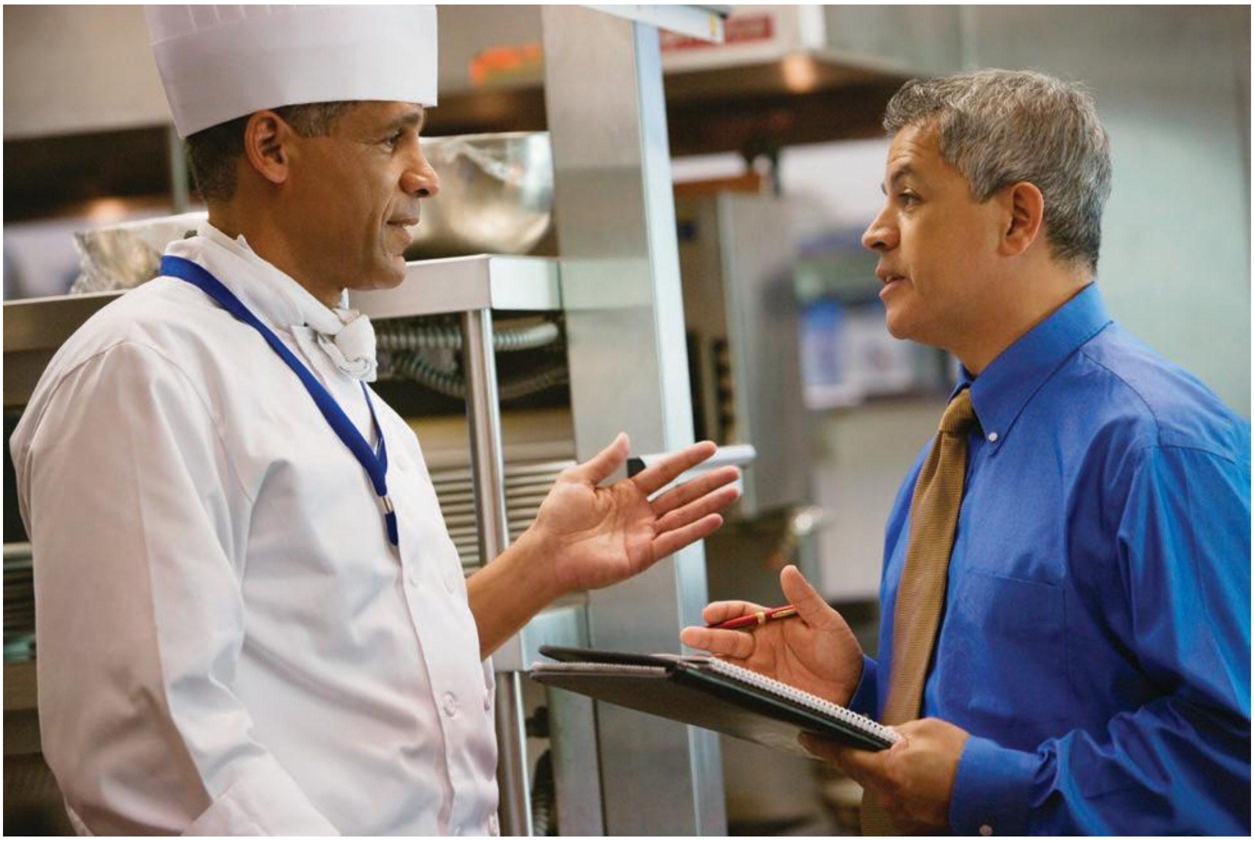
- ensure written communication and signs are available in various languages
- promote cultural celebrations
- ensure everyone is flexible
- use a variety of communication methods
- make sure staff have a knowledge of **support services**.

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

Escalate problems and unresolved issues to the appropriate supervisor or manager for follow-up

Do not hesitate to ask for assistance from your manager or supervisor if you feel that the customer's complaint is beyond your capacity to resolve. Managers and supervisors have more experience in resolving situations of conflict, and often have more authority to offer compensation to the customer's satisfaction.

It is important to know the establishment's standard operating procedures for dispute-handling so you know the procedures to follow when there is a dispute or conflict.



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Unit summary

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

- cultural awareness and its importance in the workplace
- elements of cultural diversity
- cultural expectations of major international tourist markets into Australia
- knowledge of a range of religions
- proactive strategies for promoting workplace diversity and accommodating individual differences
- awareness of specific social and cultural groups
- effective cross-cultural communication skills
- universally understood signs and gestures
- the range of sources of information and support services available within the community
- issues that may cause conflict or misunderstanding in the workplace
- the importance of respecting cultural difference and adopting a sensitive approach when dealing with misunderstandings in the workplace
- common causes of misunderstanding between different cultural groups
- conflict-resolution techniques
- establishing good customer service practices.

Unit activities

1. Outline some areas within the hospitality industry that have a lot of contact with overseas visitors.
2. Write a paragraph discussing one or two positive effects of our large migrant population on our hospitality industry.
3. Recall and list five strategies that could be employed in the workplace to overcome cultural differences.
4. Clarify why gestures should be clear, concise, direct, courteous and culturally sensitive.
5. Examine how an external service, such as an interpreter, could increase your level of understanding in some situations. How would you find and contact an interpreter if you needed one?
6. 'When working in the hospitality and tourism industry you are a representative not only of your workplace but also of Australia in general.' Evaluate this statement and give reasons why this may be so.
7. Analyse why cultural diversity is an integral and important aspect of Australia's hospitality industry.
8. Describe some of the religious celebrations of three different religions.
9. Discuss why you should not point your finger to indicate direction.
10. Explain what you should do when a customer's views about gender differ from your own.

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Elective units

Elective unit E10

Participate in environmentally sustainable work practices

Unit code: BSBSUS201

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

15 hours

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Unit overview

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

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

Foundation skills

This section describes language, literacy, numeracy and employment skills incorporated in the performance criteria that are required for competent performance.

Skill	Description
Reading skills to:	• recognise and interpret textual information to establish job requirements from relevant information.
Writing skills to:	• complete documents using required formats.
Oral communication skills to:	• articulate ideas clearly and use simple and relevant language to identify and report issues to designated person.
Numeracy skills to:	• calculate basic metric measurements to determine resource usage.
Skills to navigate the world of work:	• to understand and adhere to legal and regulatory responsibilities related to own work.
Skills to interact with others:	• to select and use appropriate conventions and protocols when communicating with co-workers in range of work contexts • to collaborate and cooperate with others to achieve joint outcomes.
Skills to get the work done:	• to implement actions according to plan, taking some responsibility for sequencing and timing of tasks • to use main features and functions of digital tools to complete work tasks and access information • to analyse current practices to identify opportunities for improvement.

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Key terms

- environmental hazards/risks
- environmental issues
- environmentally sustainable
- greenhouse effect
- greenhouse gases
- recycling
- resource consumption
- resource efficiency
- sustainability
- waste management
- water resource management

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E10.1 *Identify current resources used within the workplace*

Current environmental issues in the hospitality industry

In recent years, **environmental issues** have become increasingly important for society, governments and businesses across the world. The hospitality industry is no exception. Protecting the environment and minimising the environmental impact of work practices is now an issue of major importance. A number of significant environmental issues face the hospitality industry today.

environmental issues important topics related to the environment, such as waste management, recycling, water and air pollution, global warming and deforestation

Sustainability

Sustainability is a term that is used in many different contexts. Put simply, sustainability means using resources to satisfy the needs and wants of society without damaging or depleting any resources required by future generations. The word 'sustainability' can be used to describe society, the economy and, of course, the environment.

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

In an economic context, an organisation is said to be sustainable if it has adapted the ways in which it does business to reduce its impact on the environment. This usually includes practices like using renewable resources and reducing waste and water use. An environmentally sustainable business is accountable for the environmental impacts of its activities.
In an environmental context, sustainability describes the ability of an ecosystem to maintain its normal processes (e.g. seasons), functions (e.g. weather patterns including rainfall), biodiversity (e.g. the range of different animals and plants) and productivity (e.g. fertile soil) into the future. To be sustainable, regardless of context, the earth's resources must be used at a rate at which they can be replenished.

Waste management

Waste management is a big issue for the hospitality industry, due to the nature of the business of dealing with customers' needs

waste management the collection, transportation, processing, recycling and disposal of waste materials

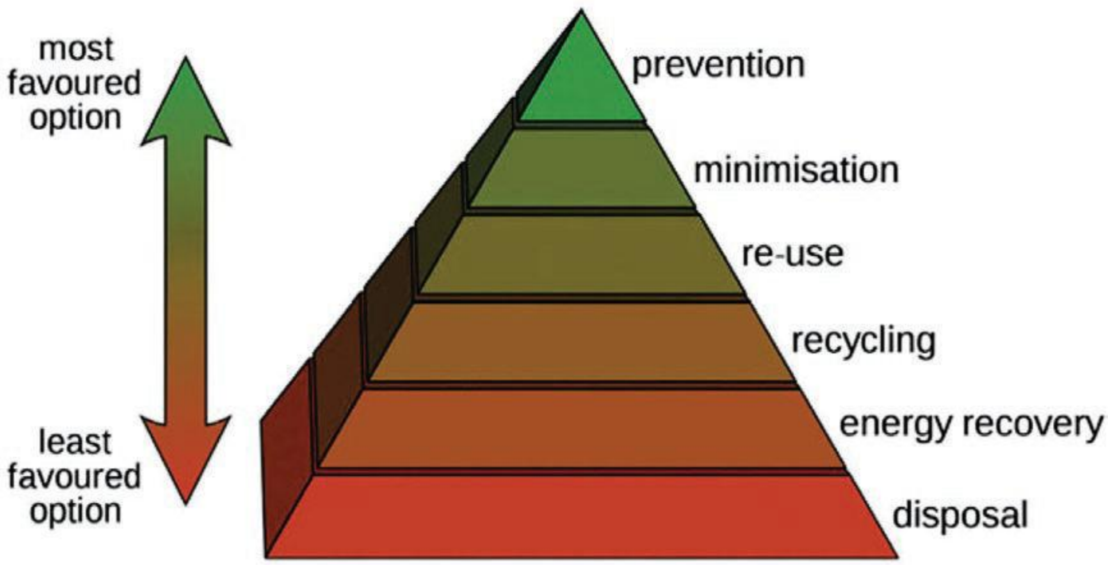

Figure E10.1 Waste-management hierarchy

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and requirements, which can result in a large range and quantity of waste materials. In today's environmentally conscious world, there is a growing need for long-term, environmentally responsible solutions to the management of waste products.

All businesses within the hospitality industry should be developing good waste-management plans and/or policies that aim to decrease the amount of waste going to landfill and to increase the amount of waste that can be recycled.

Energy use and efficiency

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

greenhouse gases contribute to the greenhouse effect by absorbing infrared radiation

There are many ways in which businesses can become more energy efficient, including fitting energy-saver light globes, maximising natural light, turning off machines when not in use and becoming wise consumers. Often, efficient energy use is achieved by means of a more efficient technology or course of action rather than by changes in individual behaviour.

Greenhouse effect

The **greenhouse effect** is the trapping of some solar radiation by a planet's atmosphere, increasing the temperature on and near the surface. Without the greenhouse effect, the earth would be about 14–36K cooler (the Kelvin symbol, K, is a unit that measures temperature).

greenhouse effect warming of the earth due to infrared radiation being trapped in the atmosphere by certain gases

The term 'greenhouse' is used to describe this phenomenon, since these gases act like the glass of a greenhouse to trap heat and maintain higher interior temperatures than would normally occur.

Energy-efficient lighting

In comparison to older light bulbs, energy-efficient compact fluorescent light bulbs:

- save energy by using only about 25–35 per cent as much electricity
- last about 10 times longer
- do not need to be replaced as often
- generate less heat
- save money in the long term.

ACTIVITY E10.1

IDENTIFY CURRENT ENERGY RESOURCE USE WITHIN THE HOSPITALITY INDUSTRY

1. Identify workplace environmental and resource efficiency issues.
2. Identify resources used in your own work role.
3. Document and measure current usage of resources using appropriate techniques.
4. Record and file documentation measuring current usage, using technology (such as software systems) where applicable.

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Figure E10.2 Energy-efficient compact fluorescent light bulbs

Resource use and efficiency

Using a range of resources efficiently – including plastics, wood and paper products – is important for improving overall sustainability and efficiency in the industry.

Water resource management

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

Another environmental issue for businesses to consider is **water resource management**. The welfare of our population and environment depends on good management and sensible use of water, especially as we have a climate that faces drought; long-term climate change factors also need to be considered. Management ideas can include ensuring that dishwashers run efficiently, having shorter showers, and hosing gardens and utility areas in the late afternoon or early morning rather than during the heat of the day. This attention to detail with water usage in and around the business enables water resource management to be more efficient.

Figure E10.3 Reduce, re-use, recycle

Recycling and re-use

recycling to re-use or reprocess existing materials in order to produce new materials – for example, glass, paper, plastic and aluminium cans

The process of **recycling** has become more and more important for hospitality businesses over the past few decades. Recycling includes the collection and sorting of recyclable materials (e.g. glass, paper, plastic), as well as the processing of those materials into new products.

Figure E10.4 Recycling allows the materials from some products to be re-used.

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

In the hospitality industry, there are many areas where businesses can recycle, such as buying in bulk and using small containers for storage of food or cleaning products. Re-using items that would otherwise be thrown away (e.g. using recycled glass bottles for storing leftover crushed garlic) is also an important part of becoming more sustainable.

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However, the ‘buy right and buy recycled’ process is a good method to help save the planet while aiming for less packaging. Packaging is an important way to prevent waste caused by food spoiling, but it is a good policy to avoid products that have excessive or unnecessary packaging. This will assist in reducing landfill.

Figure E10.5 Composting

Other suggestions include choosing products with packaging that can be recycled in your area. Wherever possible, choose fully recyclable packaging such as glass bottles, PET bottles, aluminum/steel cans and cardboard. Packaging that is made of different materials, such as metal bases, cardboard sides and plastic lids, cannot easily be recycled due to the combination of packaging styles used in the presentation or storage of the food enclosed.

Figure E10.6 Restaurants need to be conscious of their waste.

Figure E10.7 Waste disposal

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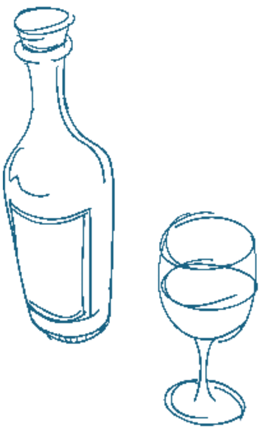
Four steps for improving environmental sustainability

1. Reduce:
   - Avoid waste – look for ways of producing and using goods that stop waste being generated.
   - Reduce waste – choose products that can be used productively, recycled in your area and have minimal packaging.
2. Re-use:
   - Re-use containers, packaging or waste products.
3. Recycle:
   - Recycle waste material into useable products.
4. For waste that can't be avoided, re-used or recycled:
   - Treat the waste to make it less hazardous or reduce the volume of the hazardous component and dispose of the waste safely.

Figure E10.8 Learn what can be recycled by your local council.

The purchase of recycled goods can assist in creating a demand for recycled materials, thus supporting the recycling industry. Such goods would include toilet paper made from recycled office paper, which will save trees from being used as the raw material.



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

environmentally sustainable work practices that protect the environment, such as waste, food and water management

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CASE STUDY E10.1

Margan Hunter Valley Wines

ABOUT MARGAN HUNTER VALLEY WINES

Margan wines are all estate grown and estate made in the Broke Fordwich region of the Hunter Valley in New South Wales. The business was established in 1996 and is owned and operated by Lisa and Andrew Margan, who are proud to have over 100 hectares of quality vineyards, a state-of-the-art winery and striking cellar door, and Margan restaurant as part of their onsite wine tourism operations.

Source: Margan Hunter Valley Wines

Margan's Hunter Valley Wines is an excellent example of an industry following environmentally sustainable processes.

ENVIRONMENTAL STEWARDSHIP

Margan has invested considerable time into achieving sustainability certification under several programs. To achieve this, we invested in a part time environmental officer to develop and drive our Environmental Management Plan (EMP). Our EMP is detailed and ongoing and fully compliant with International Standards (ISO) 14000. To date, we have the most thorough formal accreditation of all viticultural, wine and tourism businesses in the Hunter, with our ESIs positioning us as regional leaders. We are benchmarked with Australia's leading wine companies and are equal to some of the strongest international EMPs in our industry. It is a work in progress and we are working towards carbon neutrality.

As farmers managing 100 hectares of vineyard and gardens we need to ensure that our land is kept in great condition so that it looks after us for years to come. This ethos provides guidance for all decision making within the business and covers areas such as operations, product selection, preferred suppliers and best practice procedures.

Margan is fully accredited for its environmental sustainable initiatives through Entwine, benchmarked to International Standards ISO14000 for best practice. To ensure that Margan can monitor and manage its environmental impact efficiently and improve its environmental stewardship a tailor made EMP (environmental management plan) is followed which is accredited under the Freshcare and Entwine (Winemakers Federation of Australia) programs. This allows for measurement, reporting and off setting of their carbon footprint (Green House Gas Emissions). Certification is compliant with the ISO14000 series which is a standard internationally recognised for the development of an effective EMP.

Our land is managed in a balance of vineyard, winery, cellar door and restaurant operations with care for our open space and native vegetation – to produce exceptional wines and provide our guests with memorable experiences

Our commitment to protecting the environmental values of our property for future generations ensures we integrate environmental responsibility and accountability into all aspects of our operations.

Our team is provided with training, support and encouragement to continuously improve environmental performance in their areas of responsibility, such as initiatives to prevent pollution, save energy, minimise waste and conserve our natural resources.

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We actively communicate our environmental commitment to our suppliers, contractors, customers, the community and other interested parties.

We continuously monitor and improve our environmental performance by maintaining an environmental management system with objectives and targets that exceed regulatory obligations.

Our environmental management plan is reviewed, evaluated and improved through audits to industry environmental codes of best practice plus certification to recognised wine industry standards, being the Winemakers Federation of Australia's EMP, Entwine. This is benchmarked to International Standard ISO 140001.

WHAT THIS LOOKS LIKE:

- The Margan restaurant, cellar door, barrel room and administration constructed from energy efficient rammed earth, sourcing limestone gravel from Broke.
- Energy audit of all operations and advised energy saving initiative.
- Solar panels to minimise energy usage. On a sunny day we don't draw any power from the grid.
- Margan products are Estate Grown – Estate Made as much as possible. One hundred hectares of vineyards, our extensive restaurant kitchen garden (supplying close to 90% of the restaurant's fruit and vegetables), free range eggs, honey, olives and a flock of Suffolk sheep.
- Heavy, imported glass wine bottles were replaced with light weight glass and our cartons, which were made from imported high-gloss cardboard were replaced with Australian made recycled cardboard.
- All roof water recycled through a waste water recycling system and used for gardens.
- Waste-reduction policy across the business including recycling paper, glass and cardboard packaging, and shredding waste paper for compost.
- A range of administrative initiatives to reduce energy and paper use, etc.
- Processing restaurant green waste via compost systems and worm farms.
- Planting native trees on the river banks of our property to better manage erosion and offset carbon emissions.
- The winery roof is fully insulated, ensuring better energy efficiency.
- Across the board our business has a policy to reduce waste at every opportunity which results in a lower overall COGs and therefore higher profit.

Freshcare

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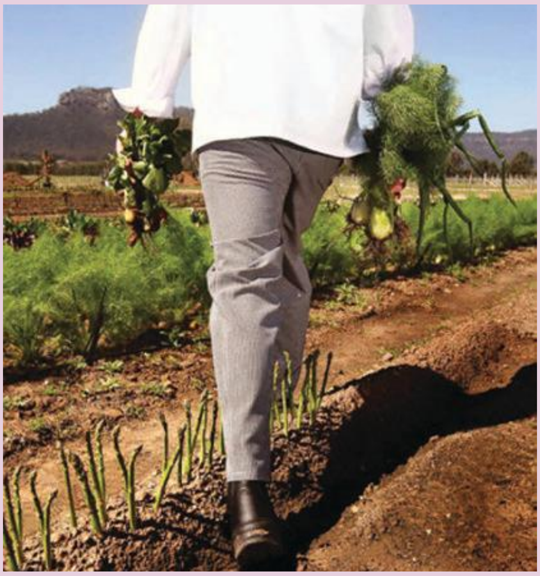
- Mulching the vineyard to reduce herbicides use.
- While not certified organic (gardens within vineyard regions can't be certified due to spray drifts – unless the whole property is a certified vineyard) the garden is hand worked and managed with a minimum of sprays and other chemical treatments.
- The vineyard as well sees minimum use of synthetic sprays for weed, pest and disease maintenance.

Source: Margan Hunter Valley Wines



ACTIVITY E10.2

1. Define the term 'environmental sustainability'.
2. Explain how Margan Hunter Valley Wines (see Case Study E10.1) meets the environmental sustainability challenge.
3. Observe kitchen practices in your next practical lesson. How can you improve your sustainability practices within the classroom practices?
4. Design an environmental sustainability policy/management plan for your school's commercial kitchens. Include avoid, reduce, re-use, recycling/energy conservation and water conservation strategies.
5. 'To reduce our impact on the environment and our carbon footprint'. You have recently purchased a hotel and want to implement processes that will fulfill this goal. Describe the major challenges you will face.

Importance of complying with environmental regulations

- Follow workplace procedures to ensure compliance.
- Report breaches or potential breaches to appropriate personnel.

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CASE STUDY E10.2

Green Table Australia

Go to the Restaurant & Catering Industry Association website and search for Environmental Sustainability – Green Table. Read the information on the website.

ENVIRONMENTAL SUSTAINABILITY – GREEN TABLE

Green Table Australia is an education and certification program that supports and recognises Australian restaurants, cafés and catering businesses that are doing what they can to reduce their impact on the environment. To become Green Table accredited, businesses need to meet certain minimum criteria.

1 What are the benefits of being Green Table certified?
2 What is the commitment restaurants, cafés and caterers must make to the program?
3 View the case studies on the website and compare how they have improved and maintained their environmental sustainability.

Environmental responsibilities of staff

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

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

Types of resources

The term 'resource' can apply to a whole range of different things. Resource is the word associated with mechanisms that we need to help us fulfil a task, or refers to something that can be used for support or help (e.g. the book is a valuable resource). In terms of the hospitality industry, resources are commonly thought of as the total means available to a company for increasing production or profit (e.g. equipment, labour, raw materials and any assets).

The resources used in the hospitality industry vary depending on the task at hand, but they include the following:

- **Human resources.** This is another term for the staff. In the hospitality industry, human resources are the most valuable asset a business can have. They are the 'face' of the business and perform the essential tasks required to achieve customer satisfaction. Together with management, staff perform duties that include ensuring environmental considerations are part of their everyday workplace responsibilities – for example, recycling and composting.
- **Facilities and equipment.** These need to be well maintained in order to reduce harmful effects on the environment. Reporting

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maintenance issues will ensure that facilities and equipment are effective and can perform at their optimum capacity.

- **Raw materials.** These can include a number of different kinds of resources, such as building materials and petrol products.
- **Stock and supply.** These include a range of items, from food and beverages to linen and cleaning agents.

Figure E10.9 People are the most important resource for any hospitality business.

ACTIVITY E10.3

View and read the article 'Impact of the Hospitality Industry on the Environment' on the Club Training Australia website.

1 Explain why people are the most important resource for a hospitality business.
2 There are a number of key areas within a hospitality establishment that need to be considered when reducing negative environmental impacts. Using the article list, describe each key area.

The environmental threat of resources used in the hospitality industry

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

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

Figure E10.10 Australians use around six billion plastic bags per year.

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causes toxic secretions such as carbon dioxide and methane. These emissions are greenhouse gases that play a part in climate change. Australians use more than 1.3 million tonnes of plastic every year, much of which ends up in the environment or in landfills.

- **Hazardous materials.** Hazardous materials are those substances that may cause people injury or illness if they come into contact with them or do not use them properly. The hospitality industry uses various substances that pose a risk to staff and customers, such as cleaning agents and chemicals. When disposing of these chemicals, it is important to follow the manufacturer's instructions, company policy and environmental legislation.
- **Energy.** Large hospitality organisations, such as hotels and resorts, have enormous energy requirements. Not only do they consume large amounts of electricity; they also have a great demand for LPG gas and petroleum products such as oils and fuels. Increasing energy efficiency is necessary for organisations like this, as each of these products has an environmental cost in terms of production. Coal-powered plants that generate electricity are a major contributor to greenhouse gas emissions in Australia. The use and production of oil and petrol products also have negative effects on the environment.
- **Equipment.** Much of the electrical equipment used in hospitality businesses can also have a negative effect on the environment if not handled responsibly. All types of equipment, from large generators to smaller electrical appliances, need to be kept in good working condition in order to minimise the need for energy and to prevent the generation of unnecessary pollution.

Figure E10.11 A landfill garbage dump

With improvements in environmental management and awareness, there are economic benefits that can be gained through implementing environmental and social initiatives. These initiatives can be achieved through little or no capital expenditure. These include:

- gaining a competitive advantage by being a leader in the sector
- customer loyalty
- employee retention
- awards and recognition
- regulatory compliance
- risk management
- increased brand value.

ACTIVITY E10.4

Clean Up Australia has put together an organic waste recycling fact sheet. Read the fact sheet on the organisation's website and answer the following questions.

1 List four of the biggest environmental impacts of organic waste.

2 Explain the benefits of composting.

Read the 'Interesting Facts' information and discuss. Read the rest of the fact sheets for additional background knowledge.

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Collecting, processing and reporting information on environmental issues

The collection and comparison of information on **resource consumption** within an organisation is a good way to measure whether correct environmental procedures are in place. Monitoring and recording the use of resources over periods of time enable businesses to identify where savings can be made and environmental effects improved. For example, knowing how much paper or linen is used in a regular month will allow staff and management to identify when these amounts differ – for example, if excess linen is required in a particular month, staff should be able to identify the reasons for excess usage.

resource consumption the rate at which industry uses up its available environmental resources, such as paper, plastic or energy

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

- examining invoices from suppliers
- investigating and recording the types of resources used in the workplace
- measuring the amounts of resources that are used under different conditions/seasons and at different times of the day.

Several manual and electronic tools are available that can be used to help record the information gathered, such as checklists, databases, spreadsheets, graphs, stock-control tools and associated software.

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

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

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

environmental hazards/risks situations or events that pose risks of damage to the environment, such as air pollution, water pollution and toxins

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

Figure E10.12 Bayswater power station in the Hunter Valley, New South Wales

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E10.2 Comply with environmental regulations

Environmental regulations are integral to ensuring that establishments meet appropriate standards. A number of state and federal codes of practice, Acts and regulations exist to ensure certain environmental standards and practices are met.

Main features of environmental legislation

The New South Wales government has comprehensive legislation in place to protect public health and the environment from potential harm. The following sections detail some of this legislation.

Protection of the Environment Operations Act 1997

The environmental legislation that applies to the hospitality industry is the *Protection of the Environment Operations Act 1997* (NSW). This legislation is enforced by enforcement officers from the Environmental Protection Authority (EPA). The purpose of this Act is to:

- protect, restore and enhance the quality of the environment
- provide information about the environment to the public
- promote opportunities for the public to be involved in environmental protection
- reduce risks to human health; for this to be done, enterprises must reduce or eliminate harmful waste, reduce the amount of non-recyclables used and use materials that can be re-used, recovered or recycled
- make continuous efforts to improve practices to achieve environmental sustainability.

Code of Practice (WorkCover NSW) – Control of Workplace Hazardous Substances

Industry codes of practice provide practical guidance and advice on how to achieve the standard required by the Act and regulation. Codes of practice are developed through consultation with representatives from industry, workers and employers, special-interest groups and government agencies. The Control of Workplace Hazardous Substances Code is part of a regulatory package designed to deal with the safe use of hazardous substances in the workplace to minimise the risk of disease and injury.

Australian Government sustainable communities

The Australian Government's Plan for a Cleaner Environment – Clean Air, Clean Land, Clean Water and National Heritage will help realise the vision of a great society by protecting and improving our environment for future generations.

Reporting issues of environmental concern

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

- supervisor/team leader
- manager
- trainer.

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

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E10.3 *Seek opportunities to improve resource efficiency*

Minimising the environmental impact of work practices

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

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

Some hospitality businesses have reported that consumer and food-service waste represents around 26 per cent of total input – meaning a loss of potential earnings as well as creating an environmental issue in terms of waste disposal. Efficient use of energy and resources should be practised at all times.

resource efficiency the maximum use of resources with the minimum of waste or damage

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

They include:

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

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

Figure E10.13 Donating unused stock to food banks reduces waste and helps those in need.

Workplace/organisation policies and procedures for waste disposal

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

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ACTIVITY E10.5

1 Table E10.1 offers some tips for reducing the use of water and the production of waste in the hospitality industry. Add to the table with extra tips for use within your school commercial kitchen.

Table E10.1 Tips for reducing water use and waste

Waste	Water
Store waste materials, such as paper, cardboard, cooking oil, cans and plastics, separately for recycling.	Monitor your water usage; by being aware of when and how you use water, you will be able to decide on new ways to use less.
Request delivery of materials from suppliers in re-usable packaging, such as wooden crates.	Introduce a towel re-use policy for guests. Place a note in guest rooms stating that towels will only be replaced if left on the floor – otherwise they will be re-used.
Employees can have a major impact on waste because they are often the ones performing the tasks. Keep employees informed about the best recycling procedures by issuing memos and periodically reviewing procedures.	Employees can have a major impact on water usage because they are often the ones performing the tasks that use a lot of water. Monitor procedures on a regular basis.
Use refillable dispensers such as hand-wash units.	Store grey water for plant watering.
Use food scraps in stock and mirepoix.	Turn off taps when not in use.
Buy in bulk to reduce costs and packaging.	Cover spas and pools when not in use to reduce evaporation.
Buy seasonal produce and look for alternatives that produce the same flavour.	Compost food waste instead of using a garbage disposal; this can have a huge, positive effect on water usage.

2 OzHarvest is a food rescue charity that has been collecting quality surplus food that would otherwise go to waste from a variety of outlets and re-distributing it to over 900 charities around Australia. Research how this is an excellent process of recycling within the hospitality industry.

3 Ecotourism is increasing in popularity due to our increasing awareness of the need to reduce our effects on the environment. Write out the definition for 'ecotourism' and then discuss issues of interest with your class.

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The Environmental Protection Agency (EPA) is the primary New South Wales public sector organisation responsible for protecting the environment. The EPA's mission is to guide the community to achieve a healthy environment in a productive state. The EPA was established in February 2012 as a statutory authority with an independent governing board. Its website contains information about environmental regulation and protection managed by the EPA, and includes some very good information regarding environmental and businesses issues, and actions to follow.

The EPA has clear guidelines relating to how waste should be removed:

- **Kitchen or compost waste** may be treated and disposed of according to business procedure.
- **General waste** should be placed in the general waste bin for disposal.
- **Recyclable items**, including oils and paper, need to be separated for collection.

Figure E10.14 Go green on cleaning products, as many cleaning products can be harmful to the environment.

- **Hazardous waste** includes liquids and solids (or a mixture of both), and contain gases. When hazardous waste is disposed of incorrectly (for example, down sinks or in regular waste), it contributes to pollution and can cause serious environmental and health issues.
- **Clinical waste** must be placed in bio-hazard bags, which are yellow and display a bio-hazard symbol. Single-use sharps (i.e. needles and syringes) should be disposed of by the user into a regulation sharps container. Hospitality facilities have a legal obligation to follow these procedures – failure to comply can lead not only to environmental pollution but also to fines and legal action.

In the hospitality environment, common potentially hazardous wastes include:

- polishes (e.g. floor, metal, shoe and furniture polish)
- cleaning and disinfecting products (e.g. carpet and oven cleaners, detergent, bleach, spot removers and pool chemicals)
- office products (e.g. white-out fluids, permanent ink markers, photocopying and printing fluids)
- pesticides, fungicides and herbicides used around the hotel
- solvents and aerosols, including air fresheners
- oil-based paints and varnishes
- cooling tower and chilled water chemicals
- flammables (e.g. LPG gas, lubricating oil)
- motor oil.

Other hazardous waste can come in the form of solid items, such as batteries, fluorescent lamps, light bulbs, mobile phones, computers and monitors, and asbestos.

ACTIVITY E10.6

Using the information in 'A Cleaner Environment Plan' on the Commonwealth Department of the Environment website:

1 Define the term 'Cleaner Environment Plan'.

2 Outline the four categories of the Cleaner Environment Plan.

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Table E10.2 Commonly used hazardous waste symbols

Hazard symbol	Class of controlled products	Division
	Class A Compressed gas	
	Class B Flammable and combustible materials	• Flammable gas • Flammable liquid • Combustible liquid • Flammable solid • Flammable aerosol
	Class C Oxidising materials	• Reactive flammable material
  	Class D Poisonous and infectious materials	• Materials causing immediate and serious toxic effect • Materials causing other toxic effects • Bio-hazardous infectious materials
	Class E Corrosive materials	
	Class F Dangerously reactive materials	

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Unit summary

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

- environmental issues applicable to the hospitality industry
- opportunities to improve resource efficiency
- current resources used within the workplace
- environmental issues applicable to the hospitality industry
- environmental responsibilities of staff
- how to collect information, process information and report environmental issues
- compliance with environmental regulations
- the main features and intent of environmental legislation
- appropriate person(s) to whom to report issues of environmental concern
- strategies and procedures to work in an environmentally sustainable manner in the hospitality environment.
- minimising the potential negative environmental impacts of work practices
- workplace/organisation policies and procedures for waste disposal.

Unit activities

1. Define the term 'environmental sustainability'.
2. Explain why waste management is important in the hospitality industry.
3. Define recycling.
4. In the hospitality industry, there are many areas that can be proactive in recycling. Propose ways in which a business can increase the amount of waste it recycles.
5. List the four steps to improving environmental sustainability.
6. Environmental issues are the responsibility of everyone. Summarise the responsibilities for all.
7. List five tips for reducing waste and water within the hospitality industry.
8. List the common potentially hazardous wastes used in the hospitality industry.
9. Define the term 'hazardous waste'. List three types of hazardous waste materials.
10. List the types of strategies and procedures that can be implemented in hospitality businesses that reduce waste and improve resource efficiency.

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Elective unit E11

Receive and store stock

Unit code: SITXINV001

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

10 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to check and take delivery of stock, and to appropriately store, rotate and maintain the quality of stock items.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• interpret order and delivery documentation, 'use by' dates, stock labels, and organisational procedures.
Writing skills to:	• record details of incoming stock and prepare simple reports about stock discrepancies and quality.
Oral communication skills to:	• make accurate verbal reports of stock discrepancies and quality.
Numeracy skills to:	• count incoming, stored and rotated stock items.
Planning and organising skills to:	• conduct stock activities in a logical and time-efficient workflow.
Technology skills to:	• use a computer, keyboard and stock-control software • use electronic stock-control equipment.

Key terms

delivery documentation
FIFO
LILO
stock rotation

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E11.1 Check incoming stock against orders and delivery documentation

There are a number of procedures that ensure stock is delivered and received in the correct way. The person receiving stock is responsible for checking documentation. They should ensure that the incoming stock matches the purchase order and any accompanying delivery dockets. Any variation to the original docket needs to be identified, recorded and reported to the appropriate person.

Types of stock

The ability to receive and store stock is an important function of the hospitality industry, as the industry depends on its stock supplies. It also relies on a number of policies and procedures, and its infrastructure, to ensure stock is received and stored in an efficient, economical, hygienic and safe manner. The hospitality industry is diverse and varied. The stock being delivered may not always be food items – stock may be needed and used in departments other than kitchens.

The kinds of stock that different enterprises receive and store may include:

- beverages for bars, mini-bars, restaurants and shops
- equipment for maintenance, cleaning or the office
- linen, such as sheets and towels
- stationery, such as guest stationery and office supplies
- brochures and promotional material
- vouchers and tickets
- souvenirs and other retail products.

Check incoming stock against orders and delivery documentation

delivery documentation a form from the supplier that accompanies a delivery of goods; used to identify stock in terms of quantity, size, weight and specific types or descriptions of goods

In the hospitality industry, all purchases should be written down and recorded on an order form. This **delivery documentation** is a checking system that helps to control what is used, what is needed and what is received. Requisitioning is the industry term used for ordering and purchasing goods. When ordering, it is important for the purchaser to give the supplier a detailed description of what is wanted, including the quality, size, packaging and weight. Usually a carbon copy (or computer-based) form is used so both the supplier and purchaser have a record of what was ordered. A delivery docket is a form from the supplier that accompanies a delivery of goods. The customer signs it upon delivery to confirm receipt of the goods.

The delivery docket is used to identify stock in terms of quantity, size, weight and specific types or descriptions of goods (e.g. A4 paper). Delivery dockets and the items delivered should be carefully cross-checked to ensure there are no discrepancies.

When receiving goods from a supplier, all delivery dockets need to be checked for accuracy. Delivery dockets should include:

- the supplier's name
- a docket (or order) number
- the date
- any credits or changes to the order
- space for the signature of the person who accepts the goods
- information about the quantity, weight and brand of all items.

If there are variations or defects in items delivered, these must be reported. This can be done in a number of ways. You can indicate it on the delivery docket and have the delivery driver witness and initial it, or you can notify the supplier immediately by phone or email and request a credit note or extra delivery.

Identify, record and report discrepancies

An inspection of the products is essential. The person receiving the stock should inspect for damage, quality, 'use by' dates, breakages and/or discrepancies. Again, findings need to be recorded and reported according to enterprise procedures.

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The basic steps for checking received stock are as follows:

Quantity

- Count and weigh all products.
- Check the number or weight of items against the quantity ordered.
- Know the weight of boxes or containers in which the stock is delivered.
- Familiarise yourself with quantities in which stock is packaged.

Quality

- Check that bottles are intact.
- Check 'use by' dates.
- Check the temperature of chilled products.
- Check packaging for damage, rips and/or tears.
- Check for signs of vermin.
- Check tins for bloating.

Size

- Check that the packaging size matches the order.
- Check that the brand and product match the order.

Weight

- Weigh all goods delivered.

Record details of incoming stock according to organisational procedures

If size has been specified for a particular product, ensure that each item is the same or very similar. If any items or packaging have been tampered with or broken, they should not be accepted and should be returned to the supplier. The supplier should either supply replacement goods or issue a credit note. Problems with deliveries should also be reported to your supervisor or manager, as well as to the accounts department.

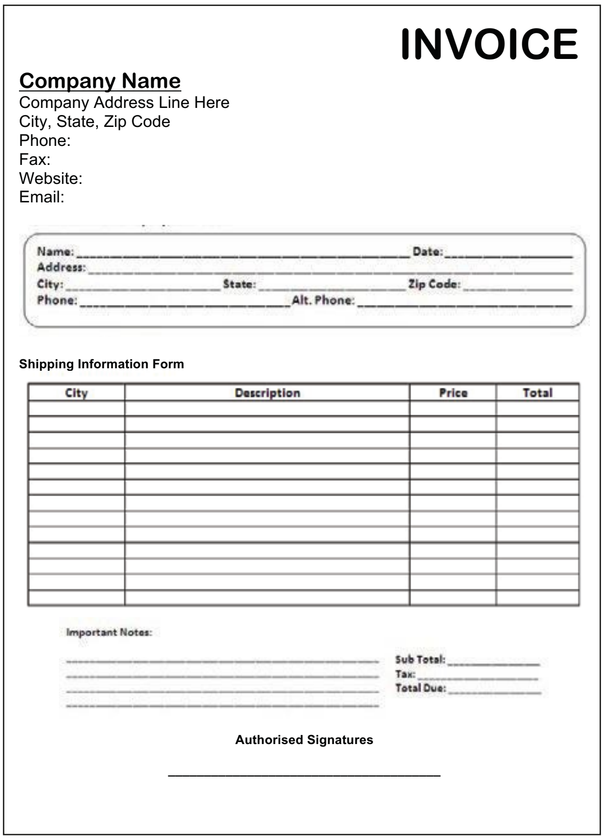
If there is excess stock, it should be managed according to enterprise procedures. Notify the supplier about incorrect amounts of stock, properly store the excess stock to reduce the possibility of degradation and contamination, or return the excess stock to the supplier. Some enterprises have agreements with their suppliers to accept excess stock, while others have strict return policies. Acceptance of excess stock will also depend on storage facilities.

Figure E11.1 Delivery ready for checking

Report problems with stock orders

Defects or variations in stock orders received should be reported immediately to the following people:

- supervisor or manager
- supplier or wholesaler
- finance or accounts department.



INVOICE

Company Name
Company Address Line Here
City, State, Zip Code
Phone:
Fax:
Website:
Email:

Name: Date:
Address:
City: State: Zip Code:
Phone: Alt. Phone:

Shipping Information Form

City	Description	Price	Total

Important Notes:

Sub Total:
Tax:
Total Due:

Authorised Signatures

Figure E11.2 Sample invoice sheet to be adapted for business

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Communicating clearly with all departments in the enterprise is vital. Working as part of a team means you need to perform your tasks conscientiously and report discrepancies immediately. This can be done either verbally or in writing.

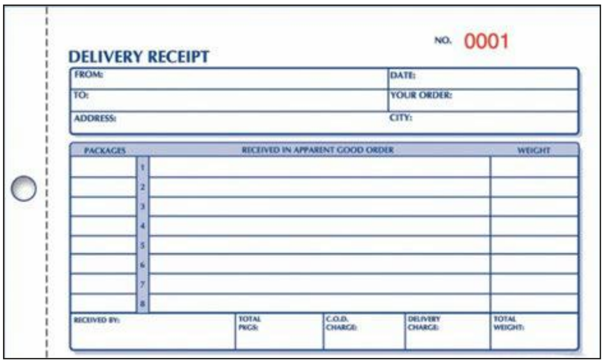

Figure E11.3 Sample delivery docket

ACTIVITY E11.1

Compare the sample delivery docket in Figure E11.2 and the sample invoice in Figure E11.3.

1. Define the term 'invoice'.
2. Define the term 'delivery docket'.
3. Why is it necessary for both to be used?
4. When a discrepancy occurs in an order that has been received, outline the steps to follow to correct the order.
5. When receiving stock, accuracy is important. Discuss this statement.

E11.2 Store stock

Promptly transport stock to, and store in, appropriate storage area

Make sure you transport stock to the appropriate storage areas promptly and safely. Most products are delivered in some form of packaging, which protects them during transportation.

When receiving supplies and putting them away, the following guidelines should be followed:

- Remove and safely dispose of nails, staples and sharp metallic objects that come in packaging boxes. These items may cause injury.
- Use an appropriate tool to open boxes or containers so that the contents are not damaged.
- Store heavier items on low shelves.
- Ensure heavy items are not stacked on light, breakable shelves or high shelves.
- Keep all containers covered to keep out dust, insects and vermin.
- Remove all loose or spilled foods to discourage insects and vermin from breeding.
- All lights in storage areas should have guards over them to prevent accidents while transporting goods.
- Keep storage areas clean and tidy.
- Do not use containers normally used for other purposes to hold food, such as garbage bags for bread rolls and detergent bottles for rice.
- Perishable items should be stored immediately in the freezer or refrigerator.
- Take care not to damage packaging when handling vacuum-sealed and airtight items.
- Take care not to damage packaging with sharp objects while unpacking and storing.

Appropriate storage areas

Stock should be stored in an appropriate area. Each stock type has its own inspection requirements upon delivery, and its own storage requirements. Dry goods, canned and bottled goods, highly perishable foods, alcohol, chemicals, stationery and

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furniture all need their own suitable storage areas. It is necessary to store all products in appropriate locations following the enterprise's Workplace Health and Safety (WHS) and security procedures. Good storage areas should:

- be **sanitary** – with clean shelving, no grime, adequate seals around doors, protection against vermin and a regular cleaning program
- be **secure** – preferably locked to ensure goods are not stolen, and not accessible to non-employees
- have an **appropriate temperature** – temperature and humidity levels need to be appropriate for each item and monitored
- be **well ventilated** – free from damp and with good air circulation.

Record stock levels

It is necessary to record the levels of stock accurately, following all enterprise procedures and using the appropriate technology.

An accurate record of goods taken in and out of storage areas should be maintained. It is important to control waste and manage stock to ensure appropriate stock levels.

The recording of stock levels should be carried out accurately and in accordance with enterprise procedures. This is usually done in two ways:

1. **manual (bin cards)** – where stock is counted, documented and recorded manually using a bin card system. The bin card records the name of the stock item, the unit price, the amount of stock added or removed from storage, the date a particular quantity was added or removed, the quantity still in store and date that the last check was made.
2. **computerised stock records** – where the same information is recorded as in the manual system, but records are updated electronically as stock is used or added.

Both manual and computerised systems have advantages and disadvantages. Manual systems are easier to set up and require less financial outlay in the beginning; however, they are more susceptible to human errors that may result in incorrect records. Computerised systems, on the other hand, are generally more accurate once they are operational, but are more expensive to set up and require expert technicians to fix any hardware or software problems.

Label stock according to organisational procedures

When goods are delivered from suppliers, stock should be stored correctly and clearly labelled to avoid products that look similar being confused. Many supplies arrive in packaging that clearly states the contents and 'use by' dates; however, supplies are often removed from their original packaging for various reasons. When supplies are repacked into other containers, information such as contents, date received, date of last quality check and the name of the employee who carried out the check should be recorded. The use, storage and labelling of chemicals used in the workplace must meet WHS as well as environmental requirements. Many of the chemicals used in the hospitality industry are potentially dangerous to humans, so it is important that they are used and stored in the correct way.

Use safe manual handling techniques to avoid injury when moving and storing stock

All Australian workplaces are covered by legislation that defines employer and employee responsibilities for WHS requirements. In addition, workplaces have a WHS policy and code of practice that aim to reduce the incidence of illness and injury within the workplace. Many injuries happen when stock is being delivered and put away. To reduce the incidence of injuries, the following should be observed:

- **WHS lifting techniques.** Care should be taken when lifting heavy items. You should bend the knees and not bend from the waist only. Avoid carrying awkward or unbalanced loads. For specific information, refer to Unit 2 of the textbook: Participate in Safe Work Practices.
- **Use of trolleys and pallet lifting.** Where possible, use a hydraulic lift or trolley to move heavy loads.

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- **Assistance from colleagues.** Seek assistance from other employees to help carry large objects.

Figure E11.4 Always use proper techniques when handling manual loads.

Report on excess stock according to organisational procedures

Checking, cleaning and maintaining storage areas on a regular basis are essential elements of basic hygiene. Correct disposal of waste such as food, cleaning chemicals and out-of-date products helps to avoid the incidence of vermin and pests. Where possible, goods should be recycled to help reduce waste and protect the environment.

E11.3 Rotate stock for maximum use and minimum wastage

stock rotation placing new stock at the back of the storage area and bringing older stock to the front

FIFO first in, first out stock-rotation method

LILO last in, last out stock-rotation method

Stock rotation should be carried out in accordance with specific enterprise procedures. This means placing new stock at the back of the storage area and bringing older stock to the front. If this does not occur, older stock will eventually become unusable and will need to be discarded, which is both wasteful and costly.

In the hospitality industry, two general stock rotation rules apply:

- **FIFO** (First In, First Out)
- **LILO** (Last In, Last Out).

Regularly check the quality of stock and report findings

Each product has particular quality points that must be checked on a regular basis. Supplies should be checked to ensure packaging is intact, 'use by' dates are valid and there are no obvious signs of pests or vermin. After checking stock, all findings need to be reported to the appropriate personnel. If an excess is noted, the stock should be placed into storage or disposed of according to enterprise procedures.

Table E11.1 Advantages and disadvantages of keeping lots of stock on hand

Advantages	Disadvantages
Easy to manage	Higher storage and insurance costs
Low management costs	Certain goods might perish
You never run out	Stock may become obsolete before it is used
Buying in bulk may be cheaper	Your capital is tied up

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Figure E11.5 Use trolleys to move heavy loads.

Note

Safely dispose of all excess or spoilt stock and waste – especially hazardous substances – to minimise negative environmental impacts.

Maintain cleanliness of stock handling and storage areas, and identify and report problems

Different types of supplies require different storage conditions. Each storage area needs to be kept organised and easily accessible, with all items stored appropriately. Cleanliness is extremely important in all stock areas. Maintain all cleaning routines that encompass the stock areas to reduce any problems that may arise through vermin, or general wear and tear, or movement of stock. If problems are spotted, report immediately and ensure cleanup is completed as soon as possible.

Some different storage areas are listed below:

- **Stock room.** This contains expensive items such as electrical equipment, liquor supplies and specialist equipment. Access to the stockroom is often limited to the personnel responsible for managing such areas.
- **Linen room/cupboard.** This is for storage of all the linen used by an establishment, such as sheets, towels, serviettes and tablecloths. It should be well ventilated and free from moisture.
- **Stationery cupboard.** This contains stationery supplies such as pens, paper, envelopes, letterhead and general office equipment.
- **Housekeeper's office.** This is often where cleaning equipment and materials are stored. It is important that this area is kept locked, as many of the chemicals are toxic and dangerous to touch. Such goods need to be treated with care and not stored near food. The area should be cool, dry and well ventilated. Some types of chemicals should not be stored next to other types, so product labels and Material Safety Data Sheets should be checked.

Use stock control systems and equipment according to organisational speed and accuracy requirements

Stock control, otherwise known as inventory control, is used to show how much stock you have at any one time, and how you keep track of it.

It applies to every item you use to produce a product or service, from raw materials to finished goods. It covers stock at every stage of the production process, from purchase and delivery to using and reordering the stock.

Efficient stock control allows you to have the right amount of stock in the right place at the right time. It ensures that capital is not tied up unnecessarily, and protects production if problems arise with the supply chain.

All supplies in an establishment need to be carefully and constantly maintained and rotated. Effective stock-control measures and frequent monitoring ensure that the supplies are of a consistently high quality. When stock

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Figure E11.6 Computerised stock-control systems can save a lot of time.

control systems are used correctly and according to enterprise requirements, they ensure speed, accuracy and a high level of efficiency within these areas of the organisation.

Using computer software

Computerised stock-control systems run on similar principles to manual ones. The information is more flexible and information is easier to retrieve. Such information as a stock valuation or how well a particular item of stock is moving can easily be accessed. A computerised system is suitable for businesses dealing with a variety of stock.

The computerised system enables:

- stock and pricing data to be input only once
- stock balances and statistics to be updated automatically as orders are processed
- automatic stock monitoring and ordering when a reorder level is reached
- identification of the cheapest and fastest suppliers
- bar coding systems, which speed up processing and recording
- Radio-Frequency Identification (RFID), which tracks individual products or components throughout the supply chain.

Inventory control systems

Two systems are used:

- **continuous system (fixed-order-quantity).** Constant amount ordered when inventory declines to predetermined level
- **periodic system (fixed-time-period).** Order placed for variable amount after a fixed passage of time.

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ACTIVITY E11.2

USING RFID FOR INVENTORY CONTROL, STOCK SECURITY AND QUALITY MANAGEMENT

RFID allows a business to identify individual products and components, and to track them throughout the supply chain from production to point-of-sale.

An RFID tag is a tiny microchip, plus a small aerial, which can contain a range of digital information about the particular item. Tags are encapsulated in plastic, paper or similar material, and fixed to the product or its packaging, to a pallet or container, or even to a van or delivery truck.

The tag is interrogated by an RFID reader which transmits and receives radio signals to and from the tag. Readers can range in size from a hand-held device to a 'portal' through which several tagged devices can be passed at once – for example, on a pallet. The information that the reader collects is collated and processed using special computer software. Readers can be placed at different positions within a factory or warehouse to show when goods are moved, providing continuous inventory control.

Using RFID tagging for stock control offers several advantages over other methods such as barcodes:

- Tags can be read remotely, often at a distance of several metres.
- Several tags can be read at once, enabling an entire pallet-load of products to be checked simultaneously.
- Tags can be given unique identification codes, so that individual products can be tracked.
- Certain types of tag can be overwritten, enabling information about items to be updated – for example, when they are moved from one part of a factory to another.

RFID tagging can be used:

- to prevent over-stocking or under-stocking a product or component
- for stock security, by positioning tag-readers at points of high risk, such as exits, and causing them to trigger alarms
- for quality control, particularly if you make or stock items with a limited shelf life.

The costs associated with RFID tagging have fallen over recent years, and continue to do so, to bring the process within the reach of more and more businesses. The benefits of more efficient stock control and improved security make it particularly attractive to retailers, wholesalers or distributors who stock a wide range of items, and to manufacturers who produce volume runs of products for different customers.

Read the above passage on RFID tagging.

1 Why is RFID tagging such a successful form of stock control?

2 The costs associated with RFID tagging have fallen recently. Reflect on why this would have occurred.

3 Explain how RFID tagging can be used.

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Unit summary

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

- basic knowledge of relevant stock, including product life, storage and security requirements
- different types of storage and their suitability for different kinds of stock
- principles of stock control, including rotation, correct storage procedures and segregation of non-food items from food items in any storage area that has the potential for cross-contamination
- types of stock-control documentation
- stock security systems and procedures
- WHS procedures and safe work practices that relate to the receipt, transportation and storage of stock
- safe and correct use of equipment.

Unit activities

1. Describe the role of the person receiving stock in the hospitality industry.
2. Stock delivered to a hospitality establishment may not always be kitchen supplies. Outline five other types of stock.
3. Explain what a delivery docket is.
4. Identify the basic steps for checking received stock delivered to the workplace.
5. Outline how you would deal with delivery of damaged goods and to whom would you need to report such problems.
6. Outline the correct storage guidelines that should be followed when receiving supplies and putting them away.
7. All stock should be stored using appropriate guidelines. List the guidelines for good storage areas.
8. Outline three WHS issues that need to be addressed when moving goods from one area to another.
9. Explain the importance of stock rotation when goods are received and delivered.
10. Computerised stock control is common practice within the hospitality industry. Describe in detail how this system works.

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Elective units

Elective unit E12

Maintain the quality of perishable items

Unit code: SITXINV002

Prerequisite units:

SITXFSA001 – Use hygenic practices for food safety

HSC indicative hours:

5 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to maintain the quality of perishable supplies for commercial cookery or catering operations. It requires the ability to store perishable supplies in optimum conditions to minimise wastage and avoid food contamination. It does not include general stock-control processes, which are covered by the unit SITXINV001 – Receive and store stock.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Writing skills to:	• write stock rotation labels and simple documents that record temperature results.
Oral communication skills to:	• make simple verbal reports on the disposal of perished supplies.
Numeracy skills to:	• read a thermometer correctly to measure temperatures • estimate times for regular temperature checks.
Technology skills to:	• use thermometers and adjust temperature and humidity controls on storage equipment.

Key terms

danger zone
FIFO
food segregation
FSANZ
Hazard Analysis and Critical Control Points (HACCP)
LILO

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E12.1 *Take delivery of supplies*

Supplies in the hospitality industry include food and food ingredients, and may also include other goods. Food supplies include dry goods, dairy products, meat and seafood, poultry, fruit and vegetables, and frozen goods. Goods other than food that are often ordered within the industry include beverages, utensils and equipment used for food preparation, cleaning materials and supplies such as linen, tea-towels, serviettes, tablecloths, aprons, stationery, vouchers and tickets.

Figure E12.1 Follow organisational procedures for receiving stock.

Temperature-control steps

1. **Conduct temperature checks on delivered goods, ensuring they are within specified tolerances.** Temperature checks may relate to:
   - cold or chilled foods
   - frozen foods
   - ingredients
   - raw foods
   - reheated foods or ingredients.
2. **Record temperature results according to organisational procedures.** When storing perishable goods, they need to be protected from exposure to:
   - heating or air-conditioning
   - accidental damage from people traffic
   - environmental heat and light.
3. **Identify any deficiencies with delivered food items, and reject supply within scope of your responsibility or report findings.** These can include contaminated food that is intended to be:
   - frozen but has thawed
   - chilled but has reached a dangerous temperature zone
   - packaged food that is exposed through damaged packaging.
4. **Choose and prepare correct environmental conditions for the storage of perishable supplies.** Perishable good can also be stored:
   - in dry stores
   - in cool rooms
   - in freezers
   - in refrigerators
   - under sanitised and hygienic conditions.
5. **Date code all perishable supplies to maximise use.**
6. **Promptly store supplies in appropriate storage area to minimise wastage and avoid food contamination.** Be sure to use:
   - appropriate containers
   - correct labelling and coding
   - FIFO methods
   - storage environments
   - temperature, humidity, light and ventilation specifications for storage
   - cleaning and sanitising processes for food storage areas.

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Note

Record temperature results according to organisational procedures.

Figure E12.2 Check all stock at time of delivery.

Check all incoming supplies

To prevent or limit the loss of food supplies when receiving goods, the staff receiving the items should check for quality and look for any aspect that may result in a shorter shelf-life for the item. The raw materials should be appropriately packaged and include details of when the item was packed or the 'use by' date. They should be free from any bruises, defects and rodent activity, and kept out of the temperature **danger zone** (5–60˚C). A delivery docket is a form that accompanies goods from the supplier that is signed on receipt by the customer. All delivery dockets need to be checked carefully for accuracy regarding the quantity and quality of the product ordered. There are several pieces of documentation related to receiving stock and what is received.

danger zone temperatures between 5°C and 60°C, which enable the growth of bacteria; this should be avoided in food preparation and storage

Requisitioning is the industry term used for ordering and purchasing goods. When ordering, it is important for the purchaser to give the supplier a detailed description of what is required, including the quality, size, packaging and weight. Usually a carbon copy (or computer-based) form is used so both the supplier and purchaser have a record of what was ordered. A delivery docket is a form from the supplier that accompanies a delivery of goods. The customer signs it upon delivery to confirm receipt of the goods.

The delivery docket is used to identify stock in terms of quantity, size, weight and specific types or descriptions of goods (e.g. A4 paper). Delivery dockets and the items delivered should be cross-checked carefully to ensure there are no discrepancies.

When receiving goods from a supplier, all delivery dockets need to be checked for accuracy. Delivery dockets should include:

- the supplier's name
- a docket (or order) number
- the date
- any credits or changes to the order
- space for the signature of the person who accepts the goods
- information about the quantity, weight, brand, and so on of all items.

Figure E12.3 Report all stock issues as soon as possible.

If there are variations or defects in items delivered, these must be reported. This can be done in a number of ways. You can indicate it on the delivery docket and have the delivery driver witness and initial it, or you can notify the supplier immediately by phone or email and request a credit note or extra delivery.

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Note

Always take the following steps:

- Identify deficiencies with delivered food items, and reject supply within the scope of your own responsibility, or report findings.
- Choose and prepare correct environmental conditions for the storage of perishable supplies.
- Date code perishable supplies to maximise their use.

Inspect supplied items

Supplies must be inspected according to enterprise policy and regulatory requirements. A number of specific checks may need to occur with regard to food supplies, including:

- checking all items for correct size and specifications, quality and 'use by' dates
- checking packaging and reporting anything broken or tampered with
- checking for damage to the actual food item
- reporting errors or variations on the delivery docket.

FSANZ Food Standards Australia New Zealand

The Food Standards Australia New Zealand (**FSANZ**) code needs to be followed, as do local, state and territory food safety regulations. FSANZ is an independent statutory agency that works with the government in Australia and New Zealand to develop standards for the food industry, including what is in our food and food safety. The agency helps to determine such standards as the quantity of meat needed in a meat pie before it can be classed as one. FSANZ also deals with food product recalls when food and basic ingredients do not meet standards.

This helps to ensure that consumers receive high-quality food at all times. A number of local, state and territory food safety regulations need to be administered and adhered to:

- **Hazard Analysis Critical Control Points (HACCP).** This process ensures that all critical points in the production of a food are controlled to minimise the risk of contamination, through monitoring any potential problems and taking corrective action before food can pose a health risk to consumers.
- ***Food Act 2003* (NSW) (as amended).** This is the primary law governing food for human consumption in New South Wales. The Act makes it illegal to sell contaminated or adulterated food. It means that food handlers must conform to minimum standards of hygiene or risk fines, prosecution or even imprisonment.
- **Food Regulation 2015 (NSW).** This regulation allows the food safety standards to be implemented and to have the force of law.

Hazard Analysis and Critical Control Points (HACCP) a systematic preventative approach to food safety that addresses physical, chemical and biological risks/problems in the food production process, and recommends corrective action before food can pose a health risk to customers

E12.2 *Maintain perishable supplies at optimum quality*

- Regularly check and adjust the environmental conditions of all storage areas and equipment to maintain perishable supplies at optimum quality. The food safety procedures and standards for storage of perishable supplies to maintain optimum quality include:
  - using appropriate containers
  - labelling and coding
  - FIFO methods
  - appropriate storage environments
  - temperature, humidity, light and ventilation specifications for storage
  - cleaning and sanitising processes for food storage areas
  - quarantining the storage of items that are likely to be the source of contamination

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of food, such as chemicals, clothing and personal belongings.

- Conduct temperature checks according to food safety procedures and protect supplies from spoilage. Indicators of spoilage and contamination of perishable supplies include:
  - degradation of flavour, aroma, colour and texture
  - enzymic browning
  - drying and hardening
  - crystallisation
  - infestation of animal and pest waste
  - mould
  - exposed packaged food through damaged packaging
  - odour.
- Protect supplies from damage caused by cross-contamination and pests.
- Rotate perishable supplies for maximum use according to expiration dates.
- The indicators of quality of perishable items include:
  - currency of 'best by' or 'use by' dates
  - freshness
  - size
  - weight.

Manage excess stock appropriately

It is inevitable that some kitchen supplies will be wasted; however, the amount of wastage in an establishment can be reduced by applying some basic principles of stock control. These include the following:

- **Rotation.** Be aware of products that go out of date more quickly than others. Don't order an excess of slow-moving goods. Rotate new and old stock so old stock is used first – otherwise known as the FIFO or LILO principles:
  - **FIFO (First In, First Out).** Rotating supplies is essential to retain the freshness of food products. This means placing new stock at the back of the storage area and bringing older stock to the front.
  - **LILO (Last In, Last Out).** This is the same concept as FIFO, but in the opposite order.

FIFO first in, first out stock-rotation method

LILO last in, last out stock-rotation method

- **Storage.** Use correct storage procedures for specific food to minimise the need to dispose of stock that has deteriorated or become contaminated.
- **Food segregation.** Keep all supplies of a particular type together and don't allow foods to mix.

food segregation keeping all supplies of a particular type together and not allowing different foodstuffs to mix

Environmental conditions may involve:

- correct application of humidity and temperature controls
- correct ventilation
- protecting perishables from exposure to:
  - heating or air-conditioning
  - accidental damage through people traffic
  - environmental heat and light
  - sanitary cleanliness.

Store supplies

It is vital that goods are stored correctly to minimise the loss of quality. Many kitchen supplies arrive in packaging that clearly states the contents and 'use by' dates; however, supplies are often removed from their original packaging for various reasons.

Transport supplies to storage areas

Once received, goods should be transported quickly to their appropriate storage area to protect against loss, contamination, spoilage, temperature abuse and pests. Appropriate WHS and food safety procedures need to be followed at

Figure E12.4 Transport stock to appropriate storage areas.

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all times. Supplies must be stored in appropriate storage areas. Storage will depend on the item in question, but may include:

- refrigeration
- freezers
- cool rooms
- dry stores.

It is important that all storage areas provide sanitised and hygienic conditions.

Staff will need to ensure that storage complies with enterprise procedures, food safety programs and regulatory requirements for temperature, ventilation and sanitation. Some foods, including raw ingredients, will need to be stored in specialty areas.

Safe manual handling techniques

All Australian workplaces are covered by legislation that defines employer and employee responsibilities for WHS requirements. In addition, most workplaces have a WHS policy and code of practice that aim to reduce the incidence of illness and injury within the workplace. Many injuries occur when stock is being delivered and put away. To reduce the incidence of injuries, the following should be observed:

- **WHS lifting techniques.** Care should be taken when lifting heavy items. You should bend from the knees, not from the waist, keeping your back straight at all times. Avoid carrying awkward or unbalanced loads.

Figure E12.5 Use correct lifting and carrying techniques when moving stock.

- **Use of trolleys and pallet lifting.** Where possible, use a hydraulic lift or trolley to carry heavy loads.
- **Ask for help from colleagues.** Seek assistance from other employees to help carry large objects.

Store stock

Make sure you transport the stock to the appropriate storage promptly and safely. Most products are delivered in some form of packaging, which protects them during transportation. When receiving supplies and putting them away, the following guidelines should be followed:

- Remove and safely dispose of nails, staples and sharp metallic objects that come in packaging boxes. These items may cause injury.
- Use an appropriate tool to open boxes or containers so the contents are not damaged.
- Store heavier items on low shelves.
- Ensure heavy items are not stacked on light breakable shelves or up high.
- Keep all containers covered to keep out dust, insects and vermin.
- Remove all loose or spilled foods to discourage insects and vermin from breeding.
- All lights in storage areas should have guards over them to prevent accidents while transporting goods.
- Keep storage areas clean and tidy.
- Do not use containers normally used for other purposes to hold food, such as garbage bags for bread rolls and bottles usually used for detergents.
- Perishable items should be stored immediately in the freezer or refrigerator.
- Take care not to damage packaging when handling vacuum-sealed and airtight items.
- Take care not to damage packaging with sharp objects while unpacking and storing.

Appropriate storage areas

Stock should be stored in an appropriate area. Each stock type has its own inspection requirements upon delivery and its own storage requirements. Dry goods, canned and bottled goods, highly perishable foods, alcohol, chemicals, stationery and furniture all need their own suitable storage areas. It is necessary to store all products in appropriate locations following the enterprise's WHS and security procedures.

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Figure E12.6 It is important to quarantine the storage of items that are likely to be the source of contamination of food.

Good storage areas should be:

- **sanitary** – clean shelving, free from grime, adequate seals around doors, protection against vermin and a regular cleaning program
- **secure** – preferably locked to ensure goods are not stolen; not accessible to non-employees
- **at the appropriate temperature** – temperature and humidity levels need to be appropriate for each item and monitored
- **well ventilated** – free from damp, with good air circulation.

Record stock levels

It is necessary to record the levels of stock accurately, following all enterprise procedures and using the appropriate technology. An accurate record of goods taken in and out of storage areas should be maintained. It is important to control waste and manage stock to ensure appropriate stock levels. The recording of stock levels should be carried out accurately and in accordance with enterprise procedures. This is usually done in two ways:

1. **manual (bin cards)** – where stock is counted, documented and recorded manually using a bin card system. The bin card records the name of the stock item, the unit price, the amount of stock added or removed from storage, the date that quantity was added or removed, the quantity still in store and the date the last check was made.
2. **computerised stock records** – where all the same information is recorded as in the manual system, but records are updated electronically as stock is manipulated.

Label stock

When goods are delivered from suppliers, stock should be stored correctly, and labelled clearly to avoid products that look similar being confused. Many supplies arrive in packaging that clearly states the contents and 'use by' dates; however, supplies are often removed from their original packaging for various reasons. When supplies are repacked into other containers, information such as contents, date received, date of last quality check and the name of the employee who carried out the check should be recorded. The use, storage and labelling of chemicals used in the workplace must meet WHS requirements as well as environmental requirements. Many of the chemicals used in the hospitality industry are potentially dangerous to humans, so it is important that they are used and stored in the correct way.

Figure E12.7 Labels should contain useful information.

Shelf life of supplies

Where and how a food item should be stored will often depend on its shelf life:

- **Dry goods** have a long shelf life and are stored in a cool, dry area, away from vermin

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and up off the floor. Sunlight can increase the chemical and enzyme reactions in certain foods, reducing their shelf life. For this reason, dry goods should always be stored away from direct sunlight.

- **Dairy goods** have a short shelf life and must be stored out of the danger zone to prevent contamination. A cool room with a suitable temperature is ideal.
- **Meat goods** have a short shelf life and must also be kept out of the temperature danger zone. Usually meat goods can also be frozen and kept for a period of up to six months. Supplies must be carefully wrapped and stored to prevent deterioration.
- **Fresh seafood** has a short shelf life. It should be stored in a cool environment for a maximum of just two days. Seafood can be frozen for a short period, but it must be carefully packaged to prevent deterioration.
- **Poultry** has a short shelf life if being used fresh. It must be stored out of the temperature danger zone until ready for use. It must be packed appropriately as the juice from the meat can contaminate other foods during storage. It can be frozen for approximately six months if packaged appropriately.
- **Fruits and vegetables** are best purchased fresh. Fruits and vegetables are seasonal, so they may not always be available or, if out of season, their quality may be poor and their price prohibitive. An establishment may choose frozen, canned or dehydrated items if fresh options are not available, or may even substitute a product if something is not readily available. Different types of fruits and vegetables should be stored accordingly. The shelf life of most fruits and vegetables can be extended by storing them in dry, cool environments. However, you should check with your supervisor before storing fresh fruits and vegetables.
- **Frozen goods** must be stored in the freezer to ensure their quality. Establishments must check and ensure freezers are operating at the correct temperature.

Regardless of the goods, establishments should maintain a system whereby they are able to record supply levels accurately and promptly. Individuals should check with enterprise procedures and regulatory requirements. Food should always be labelled correctly, according to enterprise procedures. All containers should be

Figure E12.8 Supply counts need to include beverages.

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labelled with the item, quantity, date received and 'use by' date. There should also be space to record the date of the latest quality check and the name of the employee who performed the check.

Note that supplies include:

- beverages
- dairy products
- canned products
- dry goods
- food
- frozen goods
- fruit
- meat
- oils
- poultry
- seafood
- stock on hand
- vacuumed sealed items
- vegetables.

E12.3 Check perishable supplies and dispose of spoilt stock

- Regularly check all perishable supplies for quality.
- Inspect items for animal and pest damage and report incidents of infestation.
- Identify any deficiencies, report findings and dispose of any non-usable supplies within scope of responsibility.
- Safely dispose of spoilt stock and waste to minimise negative environmental impacts.

Rotate and maintain supplies

Rotation of goods is needed in hospitality establishments to ensure that food supplies are fresh and well maintained. Some basic principles need to be followed.

- Rotate supplies according to enterprise policy.
- Move and shift supplies according to safety and hygiene requirements.
- Check the quality of supplies and complete reports as required.
- Dispose of damaged or spoiled supplies according to enterprise and regulatory requirements.
- Identify and report any problems promptly.
- Maintain storage areas to optimum condition, ensuring that they are clean, at the required temperature, free from vermin or infestation, and free from defects.

Quality of stock

Each product has particular quality points that must be checked on a regular basis. Supplies should be checked to ensure packaging is intact, 'use by' dates are valid and there are no obvious signs of pests or vermin. After checking stock, all findings need to be reported to the appropriate personnel. If an excess of stock is noted, the stock should be placed into storage or disposed of according to enterprise procedures.

Figure E12.9 Inspect the quality of stock before using it.

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Report problems with stock orders

Defects or variations in stock orders received should be reported immediately to the following people:

- supervisor or manager
- supplier or wholesaler
- finance or accounts department.

Communicating clearly with all departments in the enterprise is vital. Working as part of a team means you need to perform your tasks conscientiously and report discrepancies immediately. This can be done either verbally or in writing.

Rejecting supply

Rejecting supply may involve:

- rejecting supply immediately on delivery by supplier
- rejecting supply of goods delivered under concession and not formally received
- quarantining contaminated food from other food until the rejection is finalised
- returning food to the supplier
- disposing of contaminated food with the consent of the supplier.

Excess stock and disposal

Checking, cleaning and maintaining storage areas on a regular basis are essential elements of basic hygiene. Correct disposal of waste such as food, cleaning chemicals and out-of-date products helps to avoid the incidence of vermin and pests. Where possible, goods should be recycled to help reduce waste and protect the environment.

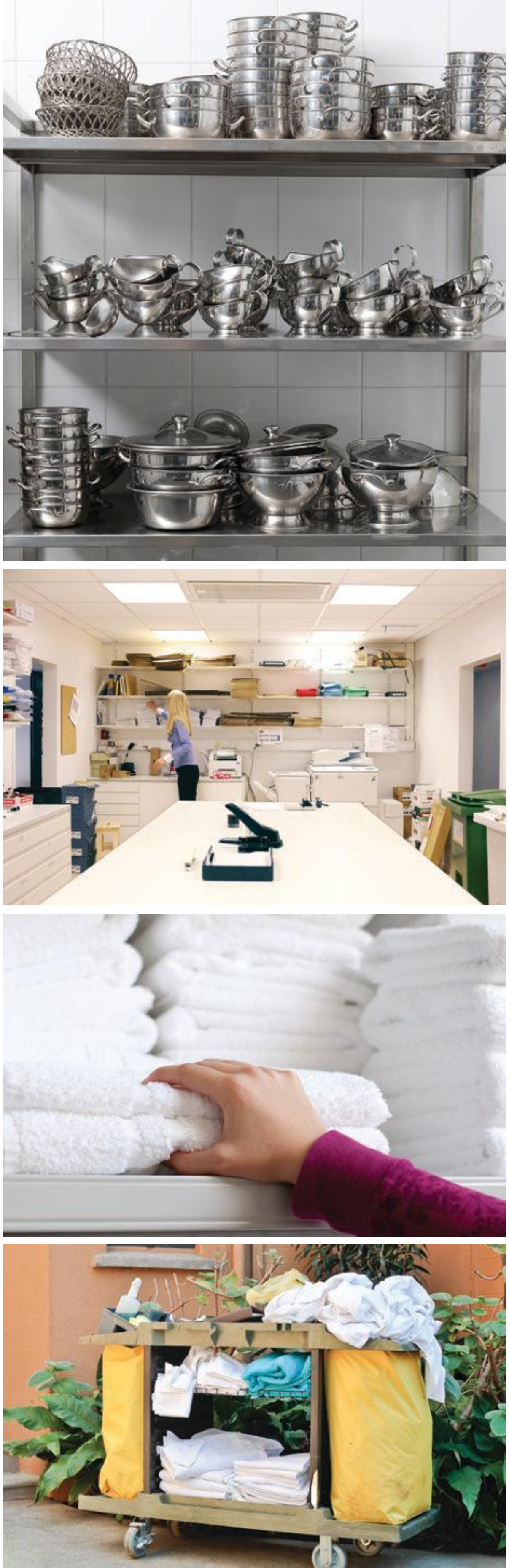

Figure E12.10 Correctly storing stock makes it easier to find and manage.

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Maintain stock area

Different types of supplies require different storage conditions. Each storage area needs to be kept organised and easy to access, with all items being stored appropriately. Some different storage areas include:

- **Stock room.** This contains expensive items such as electrical equipment, liquor supplies and specialist equipment. Access to the stockroom is often limited to personnel responsible for managing such areas.
- **Linen room/cupboard.** This is for storage of all the linen used by an establishment, such as sheets, towels, serviettes and tablecloths. It should be well ventilated and free from moisture.
- **Stationery cupboard.** This contains stationery supplies such as pens, paper, envelopes, letterhead and general office equipment.
- **Housekeeper's office.** This is often where cleaning equipment and materials are stored. It is important that this area is kept locked, as many of the chemicals are toxic and dangerous to touch. Such goods need to be treated with care and not stored near food. The area should be cool, dry and well ventilated. Some types of chemicals should not be stored next to other types, so product labels and Material Safety Data Sheets should be checked.

Types of control systems

All supplies in an establishment need to be carefully and constantly maintained and rotated. Effective stock-control measures and frequent monitoring ensure that the supplies are of a consistent high quality. When stock control systems are used correctly and according to enterprise requirements, they ensure speed, accuracy and a high level of efficiency within these areas of the organisation.

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Unit summary

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

- principles of stock control, including:
  - rotation
  - correct storage procedure for specific goods
  - food segregation
  - checking for slow-moving items
- enterprise requirements and procedures related to the Food Standards Australia New Zealand code and food safety programs
- suitable storage for various types of food
- basic supplies and commodities
- hygiene procedures related to stock handling and storage
- waste-minimisation techniques and environmental considerations in relation to the receipt and storage of kitchen supplies
- WHS issues related to the receipt of goods
- safe and efficient storage of kitchen supplies
- various reasons why a food item may be rejected
- the need to rotate supplies according to enterprise policy
- correct disposal of damaged or spoiled supplies according to enterprise and regulatory requirements.

Unit activities

1. Temperature checks are mandatory in the hospitality industry when receiving perishable goods. Recall the six procedures required.
2. Define requisitioning.
3. Describe the purpose of a delivery docket.
4. Outline the principles of good stock rotation.
5. Outline the quality control procedures that need to be undertaken when receiving goods to prevent the loss of food supplies.
6. Describe the role played by FSANZ in ensuring the safe supply of food supplies and ingredients.
7. Define the term 'shelf life' and recall the shelf life of the following ingredients:
   - dry goods
   - fruits and vegetables
   - meat
   - fresh seafood
   - frozen goods
   - poultry.
8. Discuss how you would dispose of damaged or spoiled supplies to ensure they do not further contaminate other ingredients.
9. Describe how stock levels are recorded.
10. When checking incoming food supplies, you find that several of the ingredients don't meet food safety standards. Outline how you would deal with this issue and explain the procedures that need to be followed.

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Elective unit E13

Follow point-of-sale handling procedures

Unit code: SIRXSLS002

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

10 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to follow point-of-sale work systems, process transactions and complete sales. It applies to individuals working in frontline operational roles in a diverse range of industry sectors and business contexts. They operate with some independence under general supervision and guidance from others, and within established organisational policies and procedures.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Numeracy skills to:	• interpret numerical information from various sources and calculate accurately with or without the use of a calculator • measure or estimate quantities to calculate costs • calculate percentage discounts.

Key terms

barcode scanner
cash drawer
cash float
cash passport
cash register
EFTPOS
gift voucher
lay-by
point-of-sale terminal

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E13.1 *Follow point-of-sale work systems*

The point-of-sale area is where customers purchase goods and/or services. It is usually the last place the customer goes, to pay for goods or services before exiting the establishment. The service the customer receives here will leave a lasting impression about the quality of service in the establishment as a whole.

The equipment found in this area has changed dramatically over the past few years. Technology is common, with a huge range of software and hardware used by different establishments.

Point-of-sale technology

point-of-sale terminal an electronic transaction terminal; typically includes a computer, a cash register and other equipment or software for the sale of goods and services

The **point-of-sale terminal** is often called a 'register'. Point-of-sale registers/terminals may be required to:

- perform date settings
- obtain the float number
- scan barcodes and details of products
- operate items in conjunction with the terminal
- accept cash
- use **EFTPOS** equipment, PayPass/payWave equipment and cheque readers
- perform actions such as price inquiry, voiding items, item inquiries, calculating discounts, cancelling items, entering discount prices, overriding prices, selecting payment options and delivery options
- balance cash and non-cash takings.

EFTPOS electronic funds transfer at point of sale; an electronic payment system involving electronic funds transfers using cards

Electronic coding, pricing and portable data-entry equipment is used to check prices, and for stocktaking, label-making, ticketing and data collection linked to the computer system. The system runs on batteries, which will need to be charged. Always follow the manufacturer's instructions regarding use.

Printers include desk-top printers, label printers, thermal transfer printers, EFTPOS printers, weighing scales printers and office-style printers attached to a computer system. Always have spare printer supplies like paper, labels, toners, ink, cartridges and ribbons on hand.

Computers are used for management functions, stock control, accounts, rosters, generation of barcodes, store data base, the internet and emails.

Barcode scanners are able to copy images from paper and transfer them to the computer. Price scanners use the barcode to display the price on the point-of-sale equipment.

barcode scanner uses a barcode to display the price on the point-of-sale equipment

Open and close point-of-sale terminals

All equipment must be operated according to the safe operating procedures established by management. These should be written in accordance with the manufacturer's instructions. When you begin, it is often necessary to receive training in the operation of the equipment.

Cash handling

Prior to the commencement of trade each day, the point-of-sale terminal or **cash register** (also known as a till) will need to be made ready for use. This usually requires the cash register/terminal to be opened by a person who has been assigned this duty by management. The **cash drawer** is usually left open when empty so that potential thieves can see there is no money and will not damage the equipment trying to get into it.

cash register a machine that records, totals and displays the amount of each sale; has a drawer for money

cash drawer the drawer in the cash register in which cash and sometimes credit card dockets are kept; opens automatically when a transaction is rung up

The establishment should include the following tasks in its operating procedures before opening for business:

1. Collect the key and float for the cash register/terminal from a supervisor.
2. Check that the float is correct by counting it into the cash drawer.
3. Close and secure the cash drawer.
4. Turn the register/terminal on using the key from the supervisor.
5. Using the code you have been allocated, log on to the register/terminal.

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Operation of point-of-sale equipment

Operation of point-of-sale equipment/ terminals will vary from establishment to establishment, as will the technology used by the establishment. Most large establishments have computerised systems, while smaller establishments rely on manual systems.

Manual systems require the employee to type in information using a keyboard. The information required could include price, item code, department, sales assistant identification number and amount tendered.

Sophisticated computerised systems include scanners and touch screens. When the sales assistant scans the barcode, it automatically inputs this information into the computer system. Touch screens require the employee to touch the screen to input information to be collected.

The information collected by sophisticated machines allows management to make decisions based on accurate information. The type of information collected can include:

- date and time of sale
- total sales for the day/week/month
- quantity and description of goods sold
- price of goods sold
- stock name or code of each item sold
- sales assistant identification number
- stock statistics
- amount of cash tendered and change required to be given.

Figure E13.1 A person paying for goods using EFTPOS

Security

It is good security practice to ensure that the cash register does not contain an excessive amount of money – simply keep a basic minimum amount in it, which includes an array of smaller notes and coins as well as a few notes in larger denominations. A supervisor or more senior member will often remove excess cash from the till. You may need to package it up first by carefully counting and recording the amount to be removed. The amount should be checked to ensure that your cash reconciliation at the end of the day is balanced.

Clear point-of-sale terminal and transfer tender

Clearing a point-of-sale terminal means you clear the cash and non-cash receipts from the register drawer and clear the terminal's readings at the same time. Throughout the day, it may be necessary to clear the build-up of cash in the cash drawer. This should be done following the establishment's safe operating procedures. Reducing the amount of cash in the drawer significantly reduces the security risk posed. Most large establishments can clear the excess cash by placing it into a secure bag that is removed by the establishment's security team or a supervisor.

The amount of cash removed from the drawer is recorded and placed in the secure bag. The bag is taken to a secure area, such as a locked office with a safe, where doors are locked and the amount of money in the bag is checked against the record of cash placed in the bag. If there are no issues, then the cash is placed in the safe. Discrepancies will need to be resolved immediately by a supervisor.

Handle cash according to organisational policies and procedures

In the point-of-sale area, cash needs to be handled according to the establishment's safe operating procedures. Employees must be accurate when handling cash, as it is very easy to make honest mistakes. Mistakes when handling cash can be distressing for the customer

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and staff, and can possibly lead to the loss of a customer. The establishment's safe operating procedure should include:

- clearly letting the customer know the amount they need to pay
- clearly telling them the amount they have given you in payment
- placing the cash you have been given on top of the register drawer – not in it
- counting out the change required to be given to the customer from the cash drawer
- counting the change out clearly to the customer as it is given to them
- placing the cash you were given by the customer into the drawer
- issuing a receipt to the customer
- farewelling the customer politely.

Wherever cash is stored, there is an increased risk of theft from dishonest staff or customers. To help reduce the risk, always:

- shut the cash drawer when it is not in use
- try not to get distracted by others when the cash drawer is open
- keep the register locked when it is not being used
- remove keys from registers when they are not in use
- stay alert to your surroundings when handling cash
- report suspicious behaviour
- never leave money lying around the cash drawer.

ACTIVITY E13.1

Read the brochure produced by WorkCover on armed hold-ups and cash handling, which is available on the WorkCover website. Answer the following questions.

1 List some of the considerations a business can make to minimise the risk of harm for employees.
2 What security devices should be used in a business if possible?
3 Why is it important to keep minimum cash in registers?
4 Write brief notes on security when transferring cash.
5 Staff members who are handling cash should be trained in what topics?

Maintain supplies of change in point-of-sale terminal to agreed levels

A **cash float** is placed in the cash register to start the day. It will provide the change needed for customers' transactions. The amount of a cash float is usually around $200. At the end of the day, you can count out the regular cash float and the rest represents the takings for the day. Always check that the float is correct according to the documentation when you receive it. In some establishments, you will be asked to sign for it, so take your time, don't be distracted and concentrate on counting the money.

cash float provides the change needed for customers' transactions; usually around $200

The amount of cash and the range of denominations that are given in the cash float are determined by individual establishments and are dependent on the history of sales. The establishment will also determine the amount of cash that will need to be removed from the drawer throughout the day as sales are processed. These policies need to be followed strictly, especially during times of high sales.

The employee operating the cash register/terminal is responsible for ordering and keeping an adequate supply of coins and notes in the register/terminal for use. Customers do not want to wait while there are delays with change in the point-of-sale area. Ordering change should be done in quiet periods when customers will not be affected. Should customers be affected, always thank them for their patience and complete the task as quickly as possible.

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Value	Number in float	Total value =$200
$20	3	$60
$10	4	$40
$5	6	$30
$2	15	$30
$1	20	$20
50c	30	$15
20c	10	$2
10c	20	$2
5c	20	$1

CHANGE SLIP

Figure E13.2 Sample of a float/change slip

Change ordered in an establishment should be recorded on a change slip.

Attend active point-of-sale terminals

Mistakes can occur from time to time, but it is important that they be corrected as soon as possible. Common mistakes that can be made include:

- incorrect information keyed into the terminal
- incorrect price scanned or keyed in
- wrong change given
- customer not wanting to proceed with the purchase
- equipment failure.

Most establishments have policies and procedures written in their safe operating procedures manual to cover these situations. It is very important that these instructions are well understood and followed closely. All necessary adjustments need to be recorded on the point-of-sale terminal journal roll.

Most employees are not authorised to carry out corrections when there has been a transactional error, so a supervisor or manager should be called to complete adjustments.

Documentation will be required by the establishment for correction of any transactional errors. Always keep an adequate supply of these documents at the cash register/terminal for use. This will keep the inconvenience to customers to a minimum.

Maintain adequate supplies of consumables

These documents will vary according to the different types of goods and services sold by the establishment. Common documentation kept at the cash register/terminal includes credit slips, lay-by slips, message pads, order forms, product return slips and promotional materials.

Any documentation that is required by a customer needs to be completed carefully, with

ACTIVITY E13.2

Role-play with other members of your class the following scenarios:

1. A customer who speaks very little English and has not given you enough money to complete the purchase of a product. Communicate that more money is needed to complete the transaction.
2. A customer who believes that you have not given them enough change and is being very forceful and aggressive towards you. In your discussion, you need to remain clear and adamant that the change given was correct.
3. A customer who is in a rush to complete their purchase and is paying with a credit card; however, due to a technical difficulty, all credit and debit facilities are not in use for the next three hours. You need to discuss alternative payment arrangements with them.
4. A customer who wants to return a product to your store, but has no receipt. The store's policy is that all goods must be returned within three months of purchase for an exchange or refund; however, without proof of purchase it is unclear when the item was purchased.

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the establishment's policies and procedures followed. Take care with handwriting to make sure it is legible to others and accurate.

Inform customers of delays

Any delays in the point-of-sale area will have an impact on the customer. Employees should always perform their duties as competently and efficiently as possible to keep delays to a minimum. Any delay that occurs should be accompanied by an apology to the customer, informing them of the reason for the delay and, where appropriate, keeping the customer informed rather than just leaving them standing there.

The customers to whom you are speaking may be customers with routine or special requests. They may be internal or external contacts, or new or repeat contacts. They could be people from a range of social, cultural and ethnic backgrounds, and people with varying physical and mental abilities.

E13.2 *Process point-of-sale transactions*

Identify transaction type and required procedure to be followed

To ensure accurate transactions, it is important to follow the processes and procedures set by your establishment. Transactions can take many forms, including cash, EFTPOS, credit and payWave or PayPass.

Many of these calculations include addition and subtraction, calculations of cash amounts and change, estimation of quantities, measurement, multiplication and division, and percentages.

An employee will need to be familiar with store policies and procedures to be able to process a sale accurately.

Customers may use a wide variety of models when for paying for items. It is important that all employees are aware of the establishment's policies and procedures when processing transactions, and the security considerations that are associated with each payment type.

Cheques

Cheques are a way of transferring money from one account to another without actually handling any cash. A cheque is an order to a bank or credit union to pay the amount written on it. This amount is paid to a payee (the person or business nominated on the cheque) from the drawer (the person who is making the withdrawal). The drawer verifies the cheque by signing it.

Some establishments do not accept any payment by cheques. This is because a cheque payment is often not as secure as other types of payment.

If required, the cheque needs to be crossed and marked 'not negotiable'. This indicates that only the person or business on the cheque can bank the cheque, and provides maximum security. It is common practice to ask customers to write their details (name, address, driver's licence number) on the back of their cheque. You should verify the customer's details on the back of the cheque by asking to see the driver's licence or other suitable identification. It is best to ask for something that has a photograph.

Figure E13.3 Cheques are becoming less common as a method of payment.

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Some cheques take three or more working days to clear. This needs to be remembered for banking purposes. The money is not available to the establishment until it has been cleared by the bank.

If a cheque is accepted as payment, it is processed in the same way as cash. The cash register rings up the amount, the bill is totalled, the amount on the cheque is entered into the cash register and the cheque is placed into the drawer for banking at a later date.

Most customers use EFTPOS rather than cheques these days. Cheques are still accepted, but the following security procedures must be adhered to because using cheques carries a greater risk of fraud:

1. Check that the customer is not on the dishonoured cheque list at the establishment.
2. Ask the customer for two forms of identification, such as a current driver's licence, credit cards or passport.
3. Write the licence number on the back of the cheque.
4. Write the customer's address and phone number on the back of the cheque.
5. Check that the signature on the cheque matches the one on their identification.
6. All cheques in excess of $150 or another set amount must be authorised by a manager.
7. If you are suspicious of a customer who is offering a cheque, see your manager.
8. Ensure that the writing is clear and legible.
9. Ensure that the cheque is from an Australian bank, not from overseas.

Process a cheque by:

- following the security procedures discussed above
- processing the sale as for a cash transaction
- using the cheque button on the register
- placing the cheque in a separate compartment in the register.

Credit cards

Credit cards allow you to purchase goods and services on credit. This means that you are not paying for the goods immediately out of your funds. The bank or credit union is covering the cost of the sale and the customer will have to pay the amount back to the bank later, possibly in instalments.

When using credit, customers generally are charged a fee for the use of the card and interest on the total amount of their purchases. Some credit cards charge interest as soon as the purchase has been made, while others charge it if the total amount has not been paid by a set date.

Credit transactions are usually completed electronically, using the EFTPOS machine. The customer inserts the credit card in the machine, slides it along a slot, or touches it on the machine, and then indicates whether the funds are from the savings/cheque or credit account. The customer then puts in their personal identification number (PIN) for the transaction to be approved. Except in the case of PayWave and similar systems described below, since 1 August 2014, all credit card transactions have needed a PIN to authenticate purchases. Signatures are no longer required. Checking the amount keyed in is essential to ensure that the correct amount is being deducted from the account. In this process, the purchase is immediately deducted from the card, or the card limit is reduced by the purchase amount.

PayWave/PayPass is a method whereby the customer waves or taps their card over the EFTPOS machine set to credit and the amount is deducted without the need for a PIN. It is now also possible for a smartphone app to act as a credit or debit card to process payments.

Figure E13.4 Credit card payments are processed with an EFTPOS machine.

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Credit cards carry the risk of fraud. In addition to chip technology, the use of PINs for credit cards helps to reduce this risk.

Processing a credit card payment involves the following steps:

1 The customer places the credit card into the slot or slide of the machine for the process of payment to take place.
2 The customer enters their PIN to authenticate the transaction.
3 If the customer has insufficient funds or their card is blocked due to theft or fraud, the card is not able to be used and the transaction is cancelled; the sale therefore does not continue. Sometimes problems can occur with excess usage of cards during busy retail times, causing the banks' electronic systems to become overloaded.

EFTPOS

EFTPOS stands for electronic funds transfer at point of sale. EFTPOS machines are now found in most hospitality establishments. It is commonplace for customers to pay for their goods in this way.

A customer needs to have a debit or credit card in order to be able to utilise the EFTPOS facility. EFTPOS transactions may attract a bank fee. The amount of these fees depends upon the bank and its policy. The trader is charged a fee to utilise EFTPOS and credit facilities.

With EFTPOS, money is transferred directly from the customer's bank account or credit facility to that of the business by means of the electronic computerised facility and a telephone line. The customer authorises the withdrawal of funds from their account. The customer's card, which has a magnetic strip, is swiped through the EFTPOS machine or inserted into the machine and is read electronically.

The customer has a PIN, which is usually a four-digit number. It may also be a simple word or six to eight letters that the customer keys into the keypad. Once the customer enters their personal identification number into the card reader, and if there are sufficient funds in the account, the transaction is authorised. When making the transaction, the customer indicates which account is to be accessed. The trader enters the relevant information to indicate the outlet and amount of money to be transferred.

What is Visa PayWave?

Visa PayWave is a contactless method of payment. It is a simple, secure and quick payment method for transactions up to $100. The technology enables cardholders to 'tap' their card on a contactless POS terminal to make transactions up to $100, rather than 'swiping or dipping' their card into POS terminals. This can also be done on some smartphones, allowing the customer to no longer have to carry both a wallet/bag and a phone.

The cards have a tiny antenna embedded into the chip, which securely transmits payment instructions to and from a specially adapted card terminal.

PayWave cards feature a distinctive contactless mark and POS terminals for PayWave cards also feature a contactless symbol.

What are the benefits of PayWave?

A Visa PayWave-enabled card is a quicker and more convenient way to pay, with the following benefits:

- It saves time on both sides of the counter, due to shorter transaction times and shorter queue times.
- It is more convenient, as there is no need to worry about carrying around packets of cash.
- The card doesn't leave your hand at the checkout when making a contactless purchase.
- There is no need to sign for transactions or enter a PIN for purchases to up $100.

Source: Teachers Mutual Bank.

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When customers enter their PIN, this indicates that the funds transfer from their account is approved. At the end of the transaction, both the customer and the trader receive a printed receipt of the transaction.

Visa PayWave and MasterCard PayPass are examples of the latest 'tap and go' technology that allows for payment of amounts under $100 simply by tapping your debit or credit card against a specialised terminal. 'Tap and go' also works for amounts greater than $100, but a PIN number is required.

How to process an EFTPOS payment

Debit

1 Tap or insert the debit card in the machine.
2 Press 'savings' or 'cheque'.
3 Check that the amount is correct.
4 The customer enters their PIN.
5 When approved, give the receipt to the customer.
6 Place the store copy in the correct compartment.

Credit

1 Tap or insert the credit card in the machine.
2 Press 'credit'.
3 Ask the customer to enter their PIN.
4 Return the credit card and a copy of the receipt to the customer.
5 Place the store copy in the correct compartment.

Exchanges

Small establishments deal with exchanges in the point-of-sale area. All the necessary documentation must be completed accurately and efficiently to facilitate the transaction. Certain conditions must be met for retailers to refund money or goods returned or for exchange.

It is not lawful to display signs such as 'no refunds' or 'no refunds on sale items' and 'exchange or credit note only for return of items'. However, it is lawful to display signs that say 'no refund will be given if you change your mind'.

Gift vouchers

Vouchers are usually pre-purchased. They may be a **gift voucher**, discount or special offer voucher, or part of a package deal. They are often used as a way of encouraging customers to visit on special or quiet occasions, or as a way of promoting the establishment's facilities.

gift voucher a pre-paid voucher, usually given as a gift, that can be exchanged for goods or services

Often vouchers have special conditions that need to be followed – for instance, 'use by' dates indicate that the voucher is good for a limited time only (often 12 months). Vouchers may also state that only a certain limited range of goods or services is available, or that the voucher can be only used on certain days of the week – particularly in a restaurant. When a customer purchases a voucher, or a package deal including a voucher, it is the responsibility of the establishment to ensure that the customer is informed of all of the conditions of use.

When processing a voucher for an organisation, the following must be checked:

- validity
- 'use by' date
- restricted time of use
- limited terms or services available for use, as per the voucher
- the customer's identification
- general conditions of use.

Figure E13.5 Example of a gift certificate

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When selling a gift voucher, do the following:

1. Ask the customer about the value they wish to place on the gift voucher.
2. Enter the amount of the voucher into the register.
3. Press the 'gift voucher' button on the register.
4. Place the voucher in the register slot so it gets a register imprint of the sale – this validates the voucher.
5. Call the amount of money tendered by the customer.
6. Place the money tendered on the register (not in the drawer yet).
7. Make up the change, if any, and count it back to the customer.
8. Place the amount tendered into the cash drawer and close the drawer.
9. Place the gift voucher in its envelope and hand it to the customer with the tax invoice.

ACTIVITY E13.3

Visit three local establishments in your area. Research and investigate:

1. whether the establishment offers gift vouchers
2. what limitations are placed on the gift voucher at the establishment you visited
3. whether the gift voucher has a 'use by' date
4. whether gift vouchers are allowed to be used on establishment 'specials'
5. how the establishment advertises that it has gift vouchers – for example, is there a visible sign in the establishment or does it advertise on the back of shopper dockets, etc.?

Lay-by

When you buy goods using **lay-by**, you pay a deposit and the store puts the goods aside for you. You then make regular payments over a fixed period of time. You do not take possession of your goods until you pay off the final instalment owing.

lay-by a system where a deposit and periodic payments secure an article for later purchase

If you cancel the lay-by before paying the full purchase price, the store must be notified in writing. The store is required to provide a refund after deducting storage, handling and depreciation costs. If you do not complete payment by the agreed date, the store can cancel the lay-by. After receiving written notification from the store, you have seven days to decide to either pay the full amount or receive a refund less costs. A lay-by is a good option when you want to secure something you desire, and it can be cheaper than using a credit card if interest is charged on the card.

The following steps are used to process a lay-by:

1. The sales assistant writes the details on the lay-by docket.
2. The deposit is entered into the register as a cash amount tendered – this should be at least 10 per cent of the price. The register will tell you what balance is outstanding.
3. Press the 'lay-by' button to open the cash drawer and put in the deposit.
4. Attach the tax invoice to the customer's copy.
5. Put the department copy in the correct compartment.
6. Wrap the goods and attach the lay-by number to the outside of the parcel.
7. Send the goods to the lay-by department for storage.

Returns

The Victorian Department of Consumer Affairs has launched MyShopRights, a free iPhone app that provides instant advice on your refund, warranty and lay-by rights. While the app has been designed specifically for use in Victoria, it relates to the Australian Consumer Law that applies nationally.

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Figure E13.6 The MyShopRights app can be downloaded on most smartphones.

Smart cards

A smart card resembles a credit card in size and shape, but contains an embedded microprocessor that is there for security. The host computer and the card reader actually 'talk' to the microprocessor. Smart cards have 8 kilobytes of ROM, 256 kilobytes of programmable ROM and a 16-bit microprocessor.

The most common smart card applications are:

- credit cards
- electronic cash
- computer security systems
- wireless communication
- loyalty systems (like Qantas Frequent Flyer and Woolworths Rewards)
- banking
- satellite TV.

Travellers' cheques

Travellers' cheques are purchased in a country before departing for another country. They may be purchased in any currency – the customer's own or the currency of the country to which the individual is travelling. When travellers' cheques are purchased, the person buying them should immediately sign them. Travellers' cheques have serial numbers that are recorded by the institution from which they were purchased.

When a customer presents a travellers' cheque for payment in return for goods or services, they must date and sign it again in front of you. It is vital that you watch that the customer signs the cheque, to ensure that the cheque has not been stolen; it is also standard practice to ask for a passport as identification. You must confirm the signature before the transaction is processed. Most customers would be used to this process and happily cooperate.

Travellers' cheques are accepted in a wide variety of hospitality establishments. These include most hotels – especially large international ones – and some restaurants and bars. Many guests use travellers' cheques, as they are a secure way of handling money. For this reason, hospitality establishments that have a high international clientele rate would most certainly accept the use of travellers' cheques.

Travellers' cheques are banked with money, cheques and credit card vouchers. The bank exchanges the Australian dollar value using the current rate. The amount is then credited to the establishment's account.

When receiving a travellers' cheque, do the following:

1. Check that it is not damaged in any way – torn or changed.
2. Watch the customer sign and date it.
3. Check that the signature matches the original one.
4. Ask for proof of identity – usually a passport.
5. Write down the customer's full name and other details such as contact number, room number or table number, possibly on the back of the cheque.

Once these checks are made, the travellers' cheque may be processed in the same way as cash. It is rung up and placed into the cash register drawer.

Travellers' cheques are now used much less commonly than they once were, due to the advent of multi-currency **cash passports**, which are pre-loaded with a variety of currencies before leaving the home country.

cash passport a multi-currency debit card designed for international travel, with the currency pre-loaded before the traveller leaves their home country

Cash and non-cash transactions

Cash procedures include payments made with notes and coins. Cash is being used less and less in the retail environment. All establishments

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should have policies and procedures for cash-handling security that must be followed carefully.

The following would be a common procedure:

1 Greet the customer as they approach.
2 Key or scan the product/s into the terminal – accuracy is very important.
3 Sub-total the sale and advise the customer of the amount verbally.
4 Enter the amount of cash given to you, stating it out loud.
5 If change is required, count it out of the cash drawer and count it again as you give it to the customer.
6 Give the customer the register receipt, bag the product and hand the customer the goods.
7 Thank them for the purchase and farewell them.

Exchanges and returns

A refund or exchange is given when:

- goods have a basic fault that could not be detected at the time of sale
- goods are unsuitable for the particular purpose that the customer made known to the sales assistant at the time of purchase
- customers have changed their minds – providing the goods are in good condition and have not been used.

Move any goods that are returned through the point-of-sale area efficiently and with attention to fragility and packaging.

Enter accurate information into point-of-sale equipment

Cash drawer

The cash drawer is the compartment under the cash register in which the cash from transactions is kept. The drawer typically contains a removable till. The till is usually divided into separate compartments used to store each bank note denomination and coins. The removable till allows the money to be removed from the sales floor to a more secure location for counting.

When the transaction involves cash, an electronic impulse is sent to the cash drawer to release the catch and open the drawer. Some cash drawers have a flip-top design, where they flip open instead of sliding out.

Cash register

Cash registers are used to process financial transactions. To operate a cash register, the following procedure needs to be followed:

1 Carefully count and check the cash float before placing it into the cash register, in an organised way.
2 Make sure that the register has been cleared since the last shift or person operated it.
3 Only process one sale at a time.
4 Key in the individual items selected.
5 Total the bill.
6 Print the bill and/or receipt.
7 Inform the customer of the amount to be paid.
8 If the customer pays with cash, place the amount given on the top of the cash register drawer.
9 Tender the correct change to the customer, counting it back into their hands.
10 Place the customer's tendered cash into the correct sections of the cash register drawer.
11 Close the drawer after each transaction.
12 At the end of the day or service period, count the takings.
13 Take into consideration the amount of the original cash float and subtract this from the cash in the till. This will determine the total takings for the service session.
14 The cash float from the next day may be organised by counting the required small notes and coins and putting them aside for the next sessions. Otherwise, the entire amount is banked, and a new float is organised by the bank or financial manager.
15 Fill out all the required documentation.
16 Clear the register once the final register reading is taken. The register is now ready for the next service session or shift.

Other point-of-sale equipment

- **EFTPOS terminals** are used to transfer payment electronically directly from the customer's bank account to the retailer's bank account.
- **Electronic scales** are used to weigh out items for sale – for example, fruit and vegetables that are sold by the kilogram. Supermarket scales can print labels, receipts, mark weight, unit price, total price and in some cases tare.

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- **Numerical display boards** are used to input numbers into terminals.
- **Scanners** read bar codes where price information and other details are stored.
- **Security tagging** is used at the point of sale when security tags need to be removed from merchandise – for example, tags on clothes and DVDs.

Confirm price to customer and check customer payment against sale value

Some customers need to be given more than a receipt at the completion of their purchase. Trade or wholesale companies will require sales to be invoiced, and may also require special orders at times. The employee will need to be aware of the establishment's policies and procedures regarding the completion of the necessary documentation as quickly and accurately as possible.

- Complete customer order forms, invoices and receipts, and process any loyalty card transactions with accuracy and efficiency.
- Identify and process customer delivery requirements according to set timeframes. Complete the establishment's required documentation accurately and clearly.
- Employees should try to process sales transactions immediately, or direct customers to point-of-sale terminals where their transactions may be completed quickly. This should be done according to store policy and without undue delay.
- Always acknowledge and thank customers in line with the establishment's policy and procedures.
- Confirm price to customer and check customer payment against set value. Provide correct change for cash payment.
- Confirm price of item with the customer.
- If the customer pays with cash, place the amount given on the top of the cash register drawer.
- Confirm the cash amount given by stating it – for example, 'So you just gave me $20'.
- Give the customer the correct change, counting it back into their hands. State to the customer, 'Here is your change of [X amount]'.
- Place the customer's tendered cash into the correct sections of the cash register drawer.
- Close the drawer after each transaction.

Complete sales

The wrapping and packaging of goods represent the final opportunity for employees to make a final good impression with the customer. The final wrapping or packaging must be appropriately and professionally carried out.

Generate and complete documentation associated with the sale

All documentation associated with the sale should now be complete. The customer should have paid for the goods or service and received a receipt, and should be ready to accept any items they have purchased.

An organisation may choose to wrap an item that has been purchased, but this is not essential. If an item is to be wrapped, select appropriate wrappings or packaging material. The final destination of the merchandise is important to know, as it will determine the processes needed – for example, a customer has purchased a crockery service bowl for salads that is packaged in a box. If the customer is taking this item straight home, then it could simply be bagged; however, if the item is to be sent via a delivery courier, then the contents would need to be protected during transit.

Wrap merchandise neatly and effectively where required. Pack items safely to avoid damage in transit, and attach labels where required.

If after-sales service such as delivery of goods is offered, a fee may be charged. Employees should be aware of the policies, procedures and costs involved so they can advise the customer.

If the customer wants to continue with this service, then the employee should arrange transfer of merchandise for parcel pick-up or other delivery methods as required by the customer. Parcel delivery can be by courier, domestic or international delivery carriers, freight-handling companies, parcel pick-up and post, including express post.

Typically, the type of information the employee will need to record to do this includes:

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- the customer's name
- the customer's home address or delivery address if it is different
- contact phone numbers
- quantity and description of merchandise
- delivery time
- special instructions.

The employee should be aware of the documentation that is required to be completed so that customer satisfaction is ensured.

Confirm and process any purchase follow-up activities

When an item is purchased, you may offer additional services that can be an 'added extra' but are not included in the initial processing. For example, a customer may buy a leather lounge and for an additional fee you may offer to have the lounge treated so that scuff marks are easy to remove on the surface of the furniture. Such a service is not included in the initial purchase but can be added as an additional purchase to protect and maintain the life of the item purchased. These added 'extras' will need to be suggested to the customer before they leave with their item or it is delivered.

Acknowledge and thank customer in line with organisational policy

A customer will need to be thanked for their purchase. The employee who serves the customer may also bid them farewell in a way that is set by an organisation. For example, when an item is purchased at a takeaway food store, the cashier could be required to farewell the customer with the statement, 'Enjoy your meal!'

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Unit summary

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

- how to operate point-of-sale equipment:
  - opening point-of-sale terminals
  - handling cash
  - completing records for transaction errors
  - maintaining a supply of documents required at the terminal
  - keeping customers informed when there are delays
- how to ensure accuracy of transactions
- performing numerical calculations to ensure accurate pricing
- how to perform point-of-sale transactions:
  - cash and non-cash transactions
  - refunds and exchanges
  - moving goods through the point-of-sale area quickly
  - entering information into point-of-sale equipment
  - verbally stating the price to the customer
  - tendering the correct change
- how to complete sales:
  - completing all documentation regarding the purchase of the item
  - appropriately packaging the goods
  - wrapping goods when required
- packing items for transit by courier
  - arranging for transfer and delivery of goods.

Unit activities

1. Explain the role of each of the following point-of-sale equipment pieces:
   a. cash register
   b. scanners.
2. Describe the security measures you should have in place when working on a cash register.
3. What is a cash float? Outline the monetary denominations it should include.
4. List the common mistakes that may be made when handling money.
5. Explain why customers need to be informed of any delays in the processing of their transaction.
6. Describe how to PayWave a personal transaction.
7. Compare smart cards and credit cards. Explain why smart cards should be used. Make a list of the advantages and disadvantages of this type of system.
8. Describe in which situations you can expect to be given an exchange or permitted to return goods by a business.
9. Recall what documentation will need to be completed for items that are to be delivered.
10. Explain why wrapping and packaging goods is important for businesses to get right.

Elective unit E14

Provide service to customers

Unit code: SITXCCS006

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

20 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to communicate effectively with and provide quality service to both internal and external customers. It requires the ability to establish rapport with customers, determine and address customers' needs and expectations, and respond to complaints.

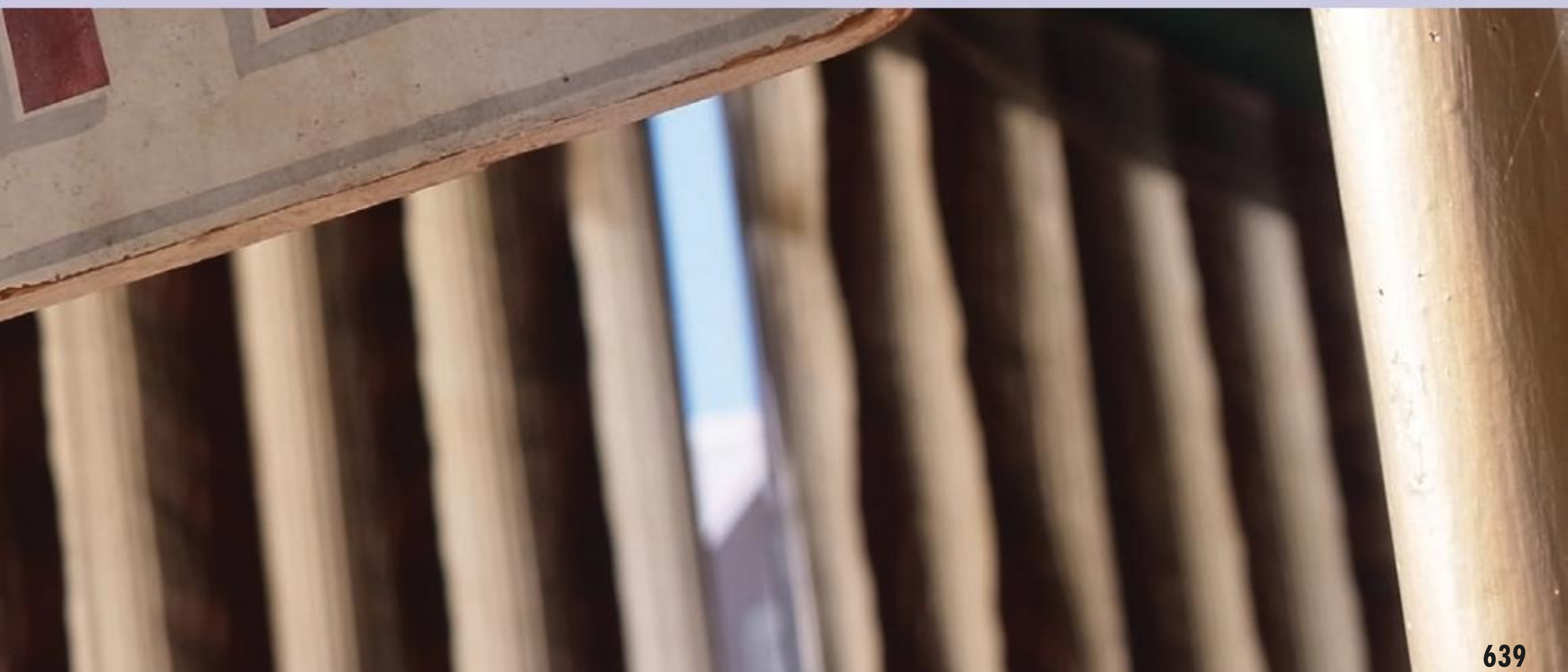
Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• interpret messages, notes, letters, online communications, and policies and procedures.
Writing skills to:	• record clear and concise messages, notes, emails, faxes and letters.
Self-management skills to:	• deal with customer inquiries in a logical sequence while accommodating other work commitments.
Technology skills to:	• use electronic communication media.

Key terms

body language
colleagues
communication
conflict
customer complaint
external customers
feedback
internal customers



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E14.1 *Communicate with internal and external customers*

Communicate with customers

Communication with all customers should occur in a polite, professional and friendly manner, and should be within the designated response times. Good communication is very important when dealing with customers – especially when dealing with complaints or recording specific details of an incident, or simply recording the details of an order. Without clear and accurate communication, the work does not get done correctly, the customer's needs are not attended to and orders are processed incorrectly.

communication involves both verbal and non-verbal communication and interpersonal skills

Figure E14.1 Effective communication is important in any workplace.

Communication is a two-way process: it is not just about giving information, but also about receiving information in return. Communication is both verbal and non-verbal. When we send and receive messages, not only do we speak, but we also send 'non-verbal' messages.

Verbal communication involves questioning, listening and answering. The clarity of communication depends on the availability of information based on six simple questions: Who? What? Where? When? Why? and How?

Non-verbal communication involves **body language**, which includes facial expressions, gestures, eye contact and posture. There are three major parts to any communication: body language or visual communication, tone of voice and the words we choose to use.

body language non-verbal expression through gestures

By telephone

Responding to phone calls in the appropriate way can create a good first impression for the business. You should speak clearly and politely when you answer the telephone. The enterprise's operating procedures manual should have the expected standards of etiquette spelt out clearly for everyone. Always refer to this manual before using the telephone.

The following is the etiquette generally associated with answering the telephone:

- Be prepared.
- Answer the telephone promptly (within three rings).
- Use a polite greeting.
- Identify the enterprise being called and yourself, using 'this is' and your name.
- Speak directly into the telephone and give the caller your total attention.
- Use friendly and professional language and tone of voice.

In writing

Handwritten information and ideas should be presented in clear and concise language to ensure that the intended meaning of the correspondence is understood by the recipient. Business correspondence that is effective yields results because it conveys a clear and definite message to the reader, and also produces goodwill in that reader. To achieve this, the writer must write:

- clearly
- coherently
- concisely
- correctly
- with courtesy
- with confidence.

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Email

Emails are the most common form of communication in the modern business environment. The following are useful tips for writing emails:

- Always include relevant information in the subject line in the heading.
- Use the first sentence to convey the major point of the email.
- Be very specific about what you write – for example, 'This needs to be completed by 3.00 pm on Tuesday, 4 November.'
- Avoid using CAPITAL LETTERS as this is like shouting at the reader.
- Avoid textspeak (such as PLZ for please), abbreviations and acronyms wherever possible.
- Keep your message brief and polite.
- It is important to say please and thank you.
- Insert a signature box at the end of your email, giving all contact information, including your full name and phone number.

Hard copy letter

Business letters are formal letters. They are used to apply for a job, to pose a question to a local member of parliament or to send an inquiry to a company or organisation. The first paragraph of your letter should contain the reason you are writing; the second paragraph contains the detailed information you wish the recipient to receive. The final, concluding paragraph should summarise the main points of your letter. Your letter should end with 'Yours sincerely' or 'Kind regards'. However, if you have started the letter with 'Dear Sir/Madam', you should use 'Yours faithfully' instead. Your letter should finish with your signature. Remember to print or type your full name underneath. Postscripts (PS) should not be used in business letters. Most of these application type letters are sent electronically through email and usually have a resume sent as an attachment.

Figure E14.2 Hard copy letters are more formal than other methods of communication.

Face-to-face communication

Every day you will talk with a number of people from a variety of different backgrounds for many reasons. You need to be able to adjust your communication language according to the situations in which you find yourself. Talking to your supervisor at work, you should take care not to use the slang that you would use when speaking with your friends.

- **Formal speech.** When speaking with work **colleagues** and supervisors, you should use a more formal style of communication, as you are expected to speak quite politely and professionally. In situations where you are working with a VIP, you may need to address that person using a very formal title such as 'Your Lordship'.

colleagues associates or workmates in a profession or workplace

- **Informal using abbreviations.** When you are out with your friends, you may use slang and cut in when people are speaking, but this style of speaking is quite inappropriate in the business environment.
- **Discussions with colleagues.** These may also be filled with lots of abbreviations or jargon for much longer formal names of pieces of equipment or tasks. Abbreviations such as FIFO will have no meaning for most of the general public.
- **Verbal communication.** Verbal communication is necessary within any business environment. Staff members speak to establish the needs of customers, and the volume of your communication should suit the situation. You need to speak loudly enough to be heard, but not so loudly that the entire room hears a private conversation.

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ACTIVITY E14.1

Try saying the sentence 'Can I help you, Sir?' in a normal voice and then again in an angry voice.

1. What do the two different types of communication convey? Describe and give reasons for how you would like to be spoken to as a customer.
2. If you were managing a store and you had staff members that spoke to potential customers in a negative way, outline how you would address this issue.

Note

How you communicate with people should differ according to the needs of the customer.

Use of basic gestures

Basic gestures often enhance the spoken word. However, care needs to be taken that the gesture is not seen as culturally inappropriate, depending on the background of the person. The following are some common gestures:

- Open hands indicate a confidence in the person and empathy towards the customer.
- Folded arms, on the other hand, can be viewed as defensive.
- A raised arm can indicate a direction.
- Nodding your head can indicate that you are giving attention to the other person.

Using an interpreter

The following are some helpful hints when using an interpreter:

- Address the person, not the interpreter.
- Speak normally – you do not have to yell or speak very slowly.
- Avoid the over-use of jargon or slang.
- Listen without interrupting.
- Allow extra time for the meeting – up to an additional 15 minutes per hour.

Use of appropriate voice tonality and volume

Tone refers to the sharpness or smoothness of the way you speak. Meanings can be changed by changing the tone in which words are spoken. In the hospitality industry, the tone of the voice should always be calm and respectful.

Volume refers to the loudness or softness of the words spoken. The volume you use in a situation should be appropriate. You need to be able to speak loudly enough to be heard by customers, but not so loudly that they feel they are being shouted at.

Use of languages other than English, including Australian Aboriginal and Torres Strait Islander languages

Many visitors to Australia are from countries where English is not spoken. Today it is possible to use technology to provide excellent translations for these visitors. Telephone apps are available for this purpose, and help when basic language skills are inadequate. However, there are some languages for which these apps may not be available, such as some Aboriginal and Torres Strait Islander languages, and here an interpreter may be necessary. Simplifying your language, using gestures and drawing pictures will often help.

Use of visual aids

Visual aids are very helpful in the communication process, as they very quickly show without words what things look like. Photographs, sketches and even product information sheets can overcome a communication barrier for some people. Multicultural restaurants will often use pictures to show the look of a dish to customers.

Customer types

Customers may be:

- committees within the business
- **external customers** who do not work for the organisation, including:

external customers paying guests who use the establishment but do not work there

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- business-to-business customers
    - corporate businesses
    - e-businesses using the internet
    - government organisations
    - online customers
    - the media
    - retail outlets in the area
- **internal customers** who work for the organisation, including:
    - colleagues and workmates
    - managers
    - members of a team
    - staff from other departments, branches or locations
    - supervisors.

internal customers workmates and colleagues from within the establishment

New visitors should be given high priority, as they are prospective return customers. Return customers are highly valued in the industry, as they come back to the establishment regularly, and should be treated accordingly.

Visitors are people who are passing through the area and may not return. They should have an enjoyable experience, however, as they may pass by again; they will also pass on recommendations to others when their experience has been good.

Use appropriate non-verbal communication

Noticing the signals that people send out with their body language is a very useful social skill. Some people can read body language naturally, while others are completely oblivious. Fortunately, with a little extra attentiveness you can learn to read body language, and with enough practice it will become second nature.

It is worth noting that personal space is culturally fluid, so keep in mind that what is considered close in one country is regarded as far away in another.

The position of a person's head will often indicate sincerity – an overly tilted head is a potential sign of empathy, while a lowered head means a person has something to hide. In some cultures, though, this is a sign of respect.

A confident person will make prolonged eye contact and have a strong posture, but again this is not always viewed as culturally appropriate.

Culturally specific communication customs and practices

Australia is a multicultural nation comprising people from a wide range of cultural backgrounds. This diversity brings with it a variety of cultural experiences that may be different from your own.

Being aware of cultural diversity will assist in developing a better rapport and relationship with customers and colleagues. Elements of cultural diversity include the following:

- **Interpersonal relations.** The ways in which people interact can be influenced by the customs and practices of the cultural groups to which they belong. For some cultural groups, it is inappropriate to touch, greet or even look a guest directly in the eye.
- **Festivals/celebrations.** Depending on the cultural group, certain festivals and celebrations are marked with rituals and customs. For example, Eid-al-Fitr is a celebration to mark the end of Ramadan, a period of fasting and intense spiritual renewal for Muslims globally.

ACTIVITY E14.2

Work in pairs and act out each of the following examples of the following types of non-verbal communication. Describe the message it conveys to others:

1. poor body language such as slouching and not making eye contact
2. inappropriate use of personal space
3. lack of respect for one's own personal dress and presentation
4. ability to correctly interpret gestures
5. body language that shows a general distaste for or disinterest in a customer.

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- **Family structure/obligations.** In some cultures, family structures influence the ways in which people behave. One gender may be regarded as more important than the other. For example, in Tonga a girl should leave the room when her brother or father enters, out of respect. In some cultures, elders are considered the most important governing body in the family and therefore make important decisions.
- **Language.** Language barriers may exist when trying to communicate with people from different cultural groups, especially if English is not their native language. Non-verbal communication techniques such as gestures will need to be used instead.
- **Religion.** Religious beliefs influence the basic values and social behaviours of individuals. Some cultures have religious beliefs that determine things like what foods should be eaten or avoided, and what kinds of clothes should be worn.
- **Customs.** Customs are the way in which a group behaves or what its members believe. Customs evolve over time and are integral to personal identity. They differ from one cultural group to another.
- **Food preferences and dietary needs.** Many differences exist between cultural groups in the ways in which food is prepared, cooked and eaten. Certain foods may be seen as taboo and not eaten. For example, many Hindus are vegetarian, whereas others eat meat but not beef, as they believe cows are sacred animals.
- **Social values.** Social values are an accepted way of behaving and acting within a particular social setting. They are passed from generation to generation.
- **Work ethic.** The work ethic differs among cultural groups. Some cultures have a more laid-back approach to work hours, whereas others take a very strict approach.
- **Communication.** In some cultural groups, certain mechanisms of communication are not used due to morals and ethics. Body language and gestures can have different meanings in different cultures. Some gestures that are acceptable in Australian culture can cause great offence to other cultures. For example, it is impolite to use a lot of eye contact in Asian cultures. It would most likely be misinterpreted as rude or intimidating.

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

Our ability to communicate with people does not always relate to what is said, but to the way in which we say it – our actions and our general behaviour. Observe and respond to the non-verbal communication of customers; in restaurants, customers will show without speaking that they need the account or that they require your presence.

Use active listening and questioning to facilitate effective two-way communication

Active listening is where you not only make a conscious effort to hear the words that are being said, but try to understand the complete message being sent.

In order to do this, you need to pay careful attention to the other person. You cannot be distracted by your surroundings or by thinking about what you will say in response.

To enhance your listening skills, you need to let the other person know that you are actually listening by occasionally nodding your head or using appropriate body language. However, this does not mean interrupting the speaker, as they must be allowed to finish their thoughts before you respond.

Effective questioning is also important, as it involves asking the questions in such a way that the person is not put off or offended in any way. Effective questioning uses techniques such as the following:

- **Open questions.** These are complex questions that require time to think and respond; they are often used to gather information. Such questions often start with 'how', 'what', 'would' and 'could' – for example, 'What part of the tour did you especially enjoy?'

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Figure E14.3 Your communications should change depending on the audience.

- **Closed questions.** These do not require complex thoughts to come up with the answer. A simple 'yes' or 'no' is sufficient – for example, 'Would you like a cup of coffee?'
- **Reflective questions.** These allow you to examine existing knowledge before giving a thoughtful response – for example, 'Would you like us to serve the birthday cake before or after your coffee is served?

Select a medium of communication appropriate for the audience and situation

Assistive technology – for example, telephone typewriter (TTY)

Assistive technology is any device, system or design that allows an individual to perform a task that they would otherwise be unable to carry out, or that increases the ease and safety with which a task can be performed, or anything that assists individuals to carry out daily activities.

Email or other electronic communication

- **Use email subject lines.** They let the recipient know at a glance what the email is about. If your email is part of a series, add the date. If a reply is required, also add this information.
- **Make one point per email.** Use several emails to communicate several different subjects.
- **Make the communication clear and concise.** The purpose of the message should be detailed in the first paragraph. Keep sentences short and to the point.
- **Specify the response you want from the person.** For example, this may be to make a call or follow-up appointment. Include the necessary information, such as name, title, phone number and address if necessary.
- Use EOM headlines where it is possible. This means putting all the information in the subject line, followed by the letters EOM (end of message) – for example, 'Subject: 10/5 meeting, 10am, Conf. Rm. A, On PASS Procedure EOM'.
- Check your emails regularly and respond promptly.
- Set your 'Out of Office' message when you will be away from your email for a day or more.

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Face-to-face communication

Nothing is as important as face-to-face communication. The use of video-conferencing enables businesses to maximise face-to-face communication. Such communication is important when there is an issue that requires a decision – a consensus can be reached more quickly. Non-verbal communication allows you to react and adjust to non-verbal cues. It is also nice to provide a personal touch and to interact.

Fax

Fax machines were once common; however, due to the advent of scan-and-send technology through email systems, their use been reduced considerably. The benefits of fax machines include:

- rapid document transfer from one building to another
- proof of sending, provided by a printed receipt after each fax is sent.

Issues arise when there is a technology failure, and the documents sent via fax are often not very secure as there is no control over who sees the fax when it is received.

Simple written messages, such as restaurant bookings or phone messages

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

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

Standard forms and pro-formas

Standardisation of written communications may come in a variety of forms. An organisation may mandate that all types of written communication be on company letterhead using a specific format, as set out in the establishment's procedures manual.

Standardisation of forms increases a business's credibility with customers and suppliers. It can also can improve accuracy and save time, as well as help to prevent fraud.

Telephone

Telephone communication is very important to most companies. It is important that you answer the phone promptly, identify yourself and be prepared to take a message.

When taking a phone message, you need to record:

- the name of the caller – correctly spelt
- the day/date and time they called
- their contact phone number
- a convenient time to return the call
- a brief outline of why they are calling
- the name of the organisation and position of the caller if the call is from a business.

Through an interpreter

When using an interpreter, it is important to remember that you need to:

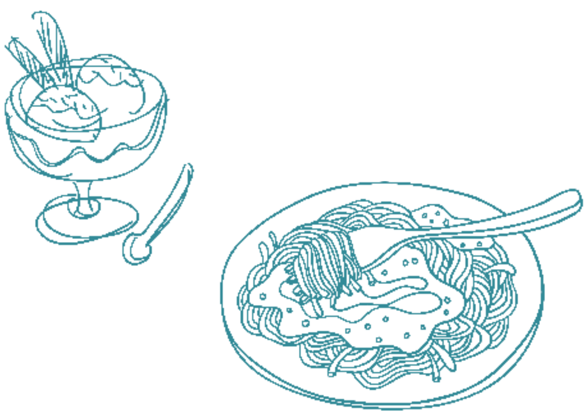
- speak in the first person
- remain close to the interpreter when you are speaking
- carry a notepad and record any issues as they arise
- ask questions of the interpreter when you are not sure of a phrase, term or concept.

Two-way communication systems

Two-way communication systems are a form of transmitting information over one of the following forms of communication:

- via amateur CB or FRS radio contacts
- in chat rooms and instant messaging systems
- using computer networks.

Always check the security of the system before using it, as some systems are not at all secure.



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E14.2 *Deliver service according to defined standards*

Personal presentation

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

- **Attire, shoes and accessories.** Always wear clean and pressed clothes. Your appearance should be neat and tidy at all times. Shoes and uniforms should be clean, with few accessories worn.
- **Complying with organisational policy for personal presentation.** If the organisation supplies you with a uniform, then that uniform should be worn for every shift. The uniform and clothes should be washed frequently, leaving no traces of body odour, sweat or stains.
- **Hair and grooming.** Attention to grooming your hair is important. Hair should be neat and clean. Facial hair should also be clean and styled appropriately; in some areas of a commercial kitchen, it may be necessary to cover facial hair with a net.
- **Hands and nails.** Have clean hands and short, clean fingernails with clear or no nail polish.
- **Impacts on different types of customers.** Many customers will find bad body odour offensive and will not return to the establishment. Likewise, the use of heavy perfume can make some people who are sensitive to these smells very ill, so it is best avoided when working with the public.

Figure E14.4 Your presentation should meet the standards set by the workplace.

- **Jewellery.** Limit the amount of jewellery you wear – preferably to a plain wedding band and simple earrings – and ensure it is appropriate.
- **Personal hygiene.** Keep on top of your personal hygiene by brushing your teeth regularly and being careful to eliminate signs of bad breath. Take a shower or bath daily. Keep all open cuts or wounds covered while at work by using a fluoro-coloured waterproof Band-Aid or bandage (blue is the industry colour). Wash your hands after eating, handling garbage or using the bathroom. Never practise unhygienic habits, such as picking your nose or spitting. Your personal hygiene will also affect the way people think of you and your business.
- **Specific requirements for particular work functions.** The establishment may ask you to wear particular clothes if there is a special function at the workplace. Wherever possible, try to accommodate these requests. The establishment may have strict clothing requirements, depending on the job function. The department in which you work may have

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strict hygiene standards, which may make it necessary for a specific uniform to be worn (e.g. staff working in the hospital kitchen).

- **Wearing clothes that suit the organisational customer base.** Women should avoid wearing clothes to work that are overly revealing, as it may offend the customers in the restaurant. The clothes you wear have an impact on the experience of customers.
- **Wearing clothes to suit different work locations.** Many establishments have different uniforms to indicate the different areas of work within the establishment. Traditionally, a chef will wear a chef's uniform, while the staff in the restaurant will wear a specific uniform to suit the style of restaurant. Employees working in locations of extreme heat or cold may be required to dress and present themselves in different ways. WHS issues may require some staff to wear certain personal protective equipment (PPE).
- **Wearing promotional clothing for special events.** Many restaurants support special events by encouraging staff to wear promotional clothing for the event – for example, wearing a hot-pink shirt to work to acknowledge support for Breast Cancer Awareness Day or wearing rabbit ears for Easter celebrations.
- **Wearing uniform items within the organisational policy directives.** Employees are required to follow the uniform requirements of the establishment to present a consistent look to customers. Generally, your workplace will have adapted its own policies and procedures in relation to personal dress and presentation, personal hygiene, workplace ethics and code of conduct.

ACTIVITY E14.3

Collect a series of illustrations/pictures demonstrating people working in restaurants/cafés, showing outstanding levels of personal presentation. Answer the following questions:

1. For each of the pictures, outline the possible job function the person is performing.
2. Outline why you think they have exceptional standards of personal presentation.
3. Provide an explanation of how the individual's personal presentation standard reflects the overall organisation.

Follow organisational customer service policies and procedures

Greeting customers

The first impressions of guests on arrival are very important. Smile and welcome the guest using their name (if known). Inquire whether or not the guest has made a reservation. If so, confirm the details in the reservations book. If no reservation has been made, check whether a table is available. Confirm any special needs, such as preferred seating if you are able to offer a choice of tables. Hang up their hats, coats and umbrellas if necessary.

Farewelling customers

Farewelling customers is just as important as welcoming them, and will leave a lasting impression when done professionally. Assist guests with their chairs as they stand to leave and help them with any coats and hats they may have left in your care. In some restaurants, you may ask the customer whether you can call transport for them. You must remember to thank them for their patronage, and use customers' names if possible in the farewell. Open the restaurant door to bid them farewell, if possible. If you are busy serving other guests when they depart, ensure that you acknowledge their departure with a nod or a smile.

Loyalty programs

Loyalty programs have been developed to reward frequent customers in some way for their loyalty

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to the establishment. It may be a free coffee after six similar coffees have been purchased, or a discount on future products or services.

Presentation standards

- **Customer environments** should be presented to the public clean and free from dirt and grime. There should be no evidence of rodents or insects in the area. All rubbish should be removed and disposed of before guests arrive.
- **Customer service personnel** attract potential customers by answering product and service questions, providing information about other products and services. They should resolve product or service problems by clarifying the customer's complaint and determining its cause, then suggesting and explaining the best solution to the problem. Product or service reports are prepared for the establishment.
- **Documents and promotional materials** are intended for the purpose of promoting an organisation. They include brochures, newsletters, flyers, catalogues, pamphlets and posters.

Pricing guarantees

Price-matching guarantees are commonly used in consumer markets. Establishments frequently state in advertising that they have the 'best price in town' and will match any competitors' prices.

Product quality

Product quality is the product's ability to meet the expectations and needs of the user. The user would expect the product to work reliably and perform all of its functions.

Refunds and cancellation fees

Refunds and cancellation fees are determined by the establishment in the management policy and procedures document, and should be followed by all employees.

Response times

The response time is the time that elapses between when the customer first appears in the establishment and when the staff first acknowledge the customer's presence.

Service guarantees

A service guarantee is a marketing tool used to enhance customer satisfaction. The consumer may be able to claim a replacement, refund or credit for service delivery failures.

Staff training

- **Customer service training** should be offered to all staff who are working with customers. It should explain the establishment's policies and procedures for dealing with customers.
- **Complaint handling training** is essential for staff to understand their responsibilities when they receive a complaint from a customer. It should follow the management policies and procedures manual for complaints handling.

E14.3 *Provide service to customers*

Establish rapport with the customer to promote goodwill and trust during service delivery

Identify customer needs and expectations, including customers with additional needs:

- **Aged people** have few requirements of the hospitality industry if they are fit and well. They may require a little extra room and help with heavy chairs. However, some elderly people have additional needs that may need to be taken into account.
- **Parents with young children** may require the use of high chairs, which should be clean, sanitised and free from food residue. It is often

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a good policy to keep young children occupied until their meal arrives with a colouring sheet/book and pencils, or a playroom. Some establishments have a separate kids' menu with activities printed on the back; this can be taken home by the customer when the meal is finished.

- **Pregnant women** may require a larger space at the table and would appreciate help with heavy chairs.
- Those with a **disability** may require special help and consideration in the restaurant, depending on the disability they have. It is often advisable to inform the establishment of any special needs in advance.
- Those with special **cultural or language needs** should advise the establishment well in advance so the special requirements can be sourced and be available when they arrive. Restaurants often have detailed coloured pictures on their menus that show the dish clearly enough for the customer to identify exactly what they require.
- **Unaccompanied children** will require special help with menu selection and seating in the restaurant. They would also benefit from colouring sheets/books to entertain them before the meal arrives. Special attention should be applied to their needs and welfare while they are in the establishment's care.

Promptly meet all reasonable customer needs and requests

The role of professional food and beverage service staff in a catering establishment is an extremely important one. Staff should display a professional approach in their practical skills, speech and knowledge of the industry, as well as make on-the-spot decisions requiring tact and maturity.

Knowledge of enterprise policies and procedures allows wait staff to work with an understanding of what they are able to do and not do. It is important that you do not step outside the boundaries of the position held within the establishment.

The wait staff of an establishment should consider themselves salespeople for the menu items. They should know about the composition, preparation, presentation and service requirements of every dish on the menu, as guests will often inquire about menu items before making their selection. Guests may ask questions like 'Is this gluten free?', 'How is the meat cooked?' and 'Can you please tell me what is in the sauce?' A high-performing staff member should know the answers to such questions without having to consult the kitchen team. However, if in any doubt at all, the chef should be consulted.

Some menu items are not always available, and professional waiters will always make themselves familiar with the availability of items on the menu. Each menu main course will have several components, such as accompanying vegetables, which the waiter should be able to describe.

Guests may also require a waiter to explain descriptions given on the menu, such as broiled or roasted. A thorough knowledge of the menu will help you sell different dishes and enable you to answer customers' questions to their satisfaction.

The best way to learn about the menu is to talk to the chef. Some establishments will also have meetings with both kitchen and wait staff so everyone is aware of the menu. Sometimes ingredients are not available for the chef to use, so a substitution will be made. You will need to ask the chef prior to service whether there have been any changes. Many restaurants have daily specials, which are often advertised in the restaurant on a blackboard. People will ask about the dish, its cooking method, the cut of meat/fish used and what it is served with. You should find out this information from the chef before every service, so it is important to ask questions before each and every shift.

Take care to use language that is targeted to specific customers, making it easy for them to understand the dishes on the menu.

Waiters should be able to direct customers to facilities such as the toilets and the cloakroom. It is also helpful to possess general knowledge about the local area to assist customers with other questions they may have.

A friendly and courteous manner should be used, with positive gestures and body language towards customers. If issues arise, try to respond promptly to resolve them.

Customers appreciate follow-up after serving the meal. Waiters should always check that the meal is presented to the customer's satisfaction.

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Anticipate operational problems and take action to minimise the effect on customer satisfaction

Mistakes happen and it is better to look at ways to fix the mistake rather than placing blame on people. Attempts should be made to avoid mistakes by ensuring employees are adequately trained and communicate effectively. If you make a mistake, it is better to let your supervisor know so it can be resolved rather than pretending it didn't happen, which can create a bigger problem. If a mistake is made that will directly affect a customer, such as a wrong meal needing to be recooked, it is better to admit the mistake to the customer and apologise for the delay, rather than leaving them waiting for a long time and thinking it is simply poor service.

Most people respond well if they are dealt with honestly when a mistake has occurred. While an apology is generally adequate, depending on the nature of the mistake, some establishments may offer other incentives such as a free meal to ensure the customer leaves satisfied. Always have a thorough knowledge of the operating policies and procedures for the establishment, and know exactly what you are able to do within your level of employment. Refer other issues to supervisors/management.

Act on opportunities to deliver additional levels of service

In addition to excellent service of food, customers require wait staff to be able to:

- describe and recommend menu items
- know about the ingredients in menu items and possible substitutions that could be available
- recommend food and non-alcoholic beverage items that are available based on discussions about customers' preferences; recommendations may also be sought for complementary selections to the foods ordered
- explain specials, including details of ingredients and preparation techniques
- know the location of customer facilities such as toilets, cloakroom and smoking area; an ability to give specific directions to customers to these areas is also important
- know the local area and be able to provide general information to assist with activities after meal service.

E14.4 *Respond to customer complaints*

Proactively recognise customer dissatisfaction and take swift action to avoid escalation of a complaint

conflict disagreement, argument or discord

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

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

feedback information from customers in response to a product or delivery of a service, or from employees in response to the way a business is operating

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

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

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Identify conflict situations

In a workplace setting, it is essential to be aware of any potential triggers for conflict. These are identified through strategies such as active listening, observing body language and reading sub-text. Conflict happens when personalities clash, when employees perceive interference from one another or when employees feel unable to progress due to another person's actions. Conflict involves an ongoing situation, whereas a dispute is a one-off incident. If a dispute remains unresolved, it can cause a conflict situation, and when a conflict is left unresolved, it can escalate quickly and create a potentially dangerous working environment. Early identification of potential conflict situations is necessary in order to take swift and tactful action to prevent escalation.

These conflict situations can be dealt with using a number of methods, depending on the individual circumstances. If staff are able to recognise and act upon some of the contributing factors, then they can reduce incidents of conflict in the workplace.

Details of the customer complaint

Customer complaints should be dealt with according to the establishment's policies and procedures; this may mean they are referred immediately to the manager.

customer complaint negative feedback on service provided

In establishing the details of any complaint, always use good questioning and active listening techniques, allowing the customer time to finish speaking. Do not interrupt, even if you know that you will need to speak with a manager to handle the situation. Stay calm and remain polite.

It often helps to summarise and then clarify the issue with the customer. It is appropriate to apologise to the customer, but do not admit that you or the establishment is to blame. Do not make excuses or blame someone else. Do not agree or disagree, or argue, with the customer. Customers are always right even if you disagree with them. All details of the complaint should be recorded.

Customer dispute-management

Discuss with the customer the process of resolution that is used by the establishment. Thank the customer for bringing the issue to your attention.

An effective response to a typical customer complaint could be to provide another serving of the same dish or an alternative dish from the menu, but only as long as this is within the authority of your position.

Amicably resolving customer complaints is invaluable for promoting goodwill, customer relations, good publicity and promoting an enterprise service ethic.

The procedure for handling customer complaints is to:

- listen
- acknowledge
- identify the nature of the problem
- identify and agree on an acceptable solution
- take action
- record
- follow up to maximise customer satisfaction.

Respond to customer complaints positively, sensitively and politely

Conflict situations arise for a number of reasons, and may relate to the following:

- **Complaints.** Customers with different needs or expectations, as well as difficult and demanding customers, may sometimes have complaints about products, facilities and service. This may be due to a mistake made at some stage during service, which should be fixed or compensated for. Staff should also recognise that each customer is different and try to be flexible where appropriate. If a complaint is made and not dealt with in the proper manner, it may lead to a conflict situation. Customers who exhibit aggressive behaviour towards staff and other customers should be treated appropriately to avoid escalating the situation.
- **Refusal of entry and ejection from premises.** Where entry to an establishment is refused due to intoxication or the lack of legitimate proof of

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age, there is a potential cause for conflict that should be anticipated and managed by staff. An inability to follow the rules and regulations of an establishment may result in that person being ejected or escorted off the premises – this potentially may create conflict.

- **Drug- or alcohol-affected persons.** The behaviour of customers and colleagues affected by drugs or alcohol is often inappropriate and difficult to manage, and can be a cause of conflict. Many premises have an established policy for dealing with inappropriate drug and alcohol use.
- **Problems or faults with a service or product, and delays or poor timing of product or service supply.** Difficulties encountered with a service or product that does not meet expectations can cause conflict for customers and staff. It can also create a situation of conflict between staff members.
- **Misunderstandings or communication barriers.** Poor communication is a major underlying factor in any conflict. Keeping communication open between staff and customers can help to avoid conflict arising from a number of misunderstandings. Good communication skills, including appropriate body language, can also be used effectively to avoid disputes.

Seek solutions by consulting the customer

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

- use questioning and active listening techniques
- summarise and clarify the issue
- record the details of the complaint.

Resolve complaints according to individual empowerment and organisational policy

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

- Listen without interrupting the customer and record vital information. Ask questions to help clarify and don't argue or deny – just listen.
- Acknowledge and validate the customer's complaint or concern.
- Identify the nature of the problem and try to confirm all areas of concern.
- Identify and agree on an acceptable solution.
- Take action to resolve the complaint to the customer's satisfaction. This can only be done within the range of your authority.
- Record and keep a record of the complaint by notifying your supervisor or a higher authority.
- Follow up by completing all necessary documentation and ensuring the customer is satisfied with the outcome.

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

Refer complex service issues to a higher level staff member for action

Only intervene in a conflict at your workplace when you think it is necessary or you are asked to do so. You may be able to quickly resolve the situation with an action that you have been given the authority to take. But make sure that you act within the scope of your individual responsibility. You are not required to take any steps beyond this responsibility.

If you are unsure about how to deal with a conflict situation, seeking a higher authority to assist is a positive step. It is essential that all staff understand the appropriate methods to report and communicate with their supervisors and peers in the workplace. It is vital to follow the enterprise's rules and expectations on how and when to seek assistance.

The ability to anticipate and address potential conflict prior to its escalation is a valuable skill for a staff member. If you do become involved in

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Figure E14.5 Conflict makes communication difficult. Ask for help if you are unsure of how to deal with a situation.

a conflict, make sure you deal with it sensitively, courteously and discreetly so that its impact on colleagues and customers is minimised.

A dispute between one or more employees, without resolution, may create an uncomfortable working environment. You should maintain confidentiality with all parties to stop the dispute from escalating. All those involved in the conflict should be treated with dignity and respect. Just treating others well may assist in resolving an issue. It may be appropriate to organise assistance from senior staff or other staff members or even bring in a counsellor, who may be of benefit to all those involved in a conflict. A workplace should offer resources to assist its staff in managing conflict. Appropriate training, such as a course on conflict-management skills, may also be offered.

Provide internal feedback on customer service practices, policies and procedures, and suggest improvements

Feedback about the quality and timeliness of your work is an important part of learning and improving. Asking for feedback demonstrates a mature and conscientious attitude towards your work. For example, you can ask whether you have done something correctly or how you could have done it faster or better. Regular scheduled performance appraisals are a common workplace procedure, where you discuss your performance with your supervisor and make plans for improvement. This may require an informal meeting where feedback is discussed with or without those who have been reporting on your performance. Sources of feedback include:

- formal and informal performance appraisals
- customer comments
- supervisor and colleague observations
- workplace or organisation monitoring procedures
- assessment and analysis of output or outcomes
- personal self-reflection.

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

Identify individual and recurring complaints and provide internal feedback to avoid future occurrence

If a conflict situation has occurred in the workplace and been resolved, it is important that the enterprise evaluates the events. Part of the follow-up to a resolved conflict may be to seek and provide feedback with the parties involved. Staff affected by a conflict situation should be kept informed of any new actions, if appropriate. They should also be given the opportunity to raise any issues that they may still have or comment about the resolution process.

It is important that an enterprise evaluates and reflects on the conflict situation, and continues to assess the effectiveness of the solution. A process of evaluation and reflection allows the opportunity to develop strategies to avoid any future conflict situations. Problems can then be identified at an earlier stage. Prevention is always better than cure. It is important to determine any possible causes of future conflict so that steps can be taken to avoid it. Staff should also be given the opportunity to provide input for workplace enhancement and improvements.

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Unit summary

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

- communication with internal and external customers:
  - defining 'communicate'
  - defining 'customers'
  - use of appropriate language
  - use of non-verbal communication
  - observing and responding to non-verbal communication by customers
  - active listening and questioning techniques
  - the medium of communication and situation
- delivery of service according to defined standards:
  - high standards of personal presentation
  - customer service policies and procedures
  - professional standards
- providing service to customers:
  - establishing rapport with customers
  - identifying needs and expectations
  - meeting customers' needs and expectations
  - anticipating operational problems that may affect customer satisfaction
  - seizing opportunities to deliver additional service
- responding to customer complaints:
  - proactive recognition of dissatisfaction
  - responding to complaints
  - seeking solutions
  - resolve complaints
  - referring complex issues to higher-level staff members
  - maintaining a positive manner
- providing internal feedback on customer service practices:
  - providing ongoing internal feedback
  - identifying recurring complaints.

Unit activities

1. List examples of internal and external customers.
2. Explain the etiquette used when answering the telephone.
3. Describe how to use an interpreter in an interview.
4. Describe some culturally specific customs and practices that may influence communication for some people.
5. Active listening and active questioning are important skills to learn when working in the hospitality industry. Explain active listening in detail.
6. Explain why personal presentation is important in the hospitality industry. Discuss examples of poor presentation and ways in which these standards can be improved.
7. Describe how customers should be welcomed and farewelled by an establishment.
8. Customer complaints should be dealt with early. Discuss this statement. Recommend appropriate ways in which to deal with a customer complaint.
9. Describe how restaurant service staff may deliver additional levels of service to customers.
10. Explain why a customer complaint needs to be dealt with in a timely manner.

Elective unit E15

Plan and cost basic menus

Unit code: SITHKOP002

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

25 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to plan and cost basic menus for dishes or food product ranges for any type of cuisine or food service style. It requires the ability to identify customer preferences, plan menus to meet customer and business needs, cost menus and evaluate their success. Planning and costing of basic menus is pivotal for any restaurant or business dealing with food, to ensure there is knowledge of the cost of items in order to determine the sale price of the food being sold or quoted for at a catering event.

Employability skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Writing skills to:	• prepare menus and product descriptions to creatively explain menu dishes and promote sales.
Oral communication skills to:	• listen and respond to routine customer feedback, and ask questions that inform menu choice.
Numeracy skills to:	• calculate the cost of producing dishes for menus • calculate mark-ups and selling price for profitability • compare menu items based on their anticipated yield, budgetary constraints and profitability.
Problem-solving skills to:	• evaluate the food service preferences of the customer profile and plan menus to meet those preferences • identify unprofitable menu items and adjust menus to include high-yield dishes.
Planning and organising skills to:	• access and sort all information required for menu planning and for coordinating a menu development process.
Technology skills to:	• use computers and software programs to cost and document menus.

Key terms

buying power
degustation
direct costs
feedback
indirect costs
overhead expenses
pricing
seasonal

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E15.1 *Identify customer preferences*

Identification of the current customer profile for the food business is important to ensure that the price and food being served meet client demands. After all, the menu – **pricing** included – is one of the main reasons why your customers come through your doors. They want to pay for the quality they feel they receive. The prices will also influence how your restaurant is perceived by the public. In fact, prices directly affect your restaurant's profitability, so it is important to spend the time required to get the balance as close to perfect as possible.

pricing calculating menu costs

The customer profile is an important starting point. The following demographic aspects require consideration when designing and organising menus for an event:

- age
- **buying power**
- gender
- income levels
- social and cultural background.

buying power how much the customer is willing and able to spend

A further consideration is the food preferences of the customer base. This is essential knowledge to have when determining a menu for service. The following are important elements to consider:

- contemporary eating habits
- cultural and ethnic influences
- popular menu items
- quick-service foods
- seasonal dishes
- variety of food products.

E15.2 *Plan menus*

Planning a menu takes time, application and testing to ensure that the final product is seasonal, balanced, cost-effective and appropriate to the clients and venue. A range of ideas should be generated for menus for dishes or food production ranges, and it is important to assess their merits and discuss them with relevant personnel, including the chefs, food and beverage management, and accounts department, depending on the size of the business. Menus will vary based on the types of food being served.

Menu types

Dishes prepared from standard recipes are used to make up different menus in hospitality and catering establishments. These types of menus include the following:

- **A la carte.** This term means 'from the card'. Each dish on an à la carte menu is cooked to order and priced individually. This type of menu will include several sections, including entrées, mains and desserts, and the customer can select any combination of dishes from the menu.
- **Buffet.** A buffet menu is a popular option in establishments such as hotels, pubs and clubs, where a large number of guests are looking for good food and value for money. All food is prepared and elaborately displayed on tables, and guests are able to help themselves. Buffets may be used for breakfast, lunch and dinner menus, but are also suitable for the service of canapés and appetisers.
- **Cyclic.** This type of menu is suitable for establishments where the same customers are being served on a regular basis. Cyclic menus will usually be used in hospitals, prisons, boarding schools and nursing homes. These menus will last for a certain period of time (from seven to 28 days), and are designed to avoid repetition in the diet of the people being served. Health and nutrition are also a factor when planning a cyclic menu.

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- **Degustation.** This involves sampling small portions of all of a chef's signature dishes in one sitting. Usually consisting of eight or more courses, it may be accompanied by a matching wine degustation, which complements each dish.

degustation sampling an array of small dishes served one after the other; generally eight or more courses, sometimes matched with wines

- **French classical menu.** This is a 16-course menu comprising hors d'oeuvres (appetisers), potage (soup), oeufs (eggs), farineaux (rice and pasta), poisson (fish), entrée (entry of first meat course), sorbet (flavoured water), reléve (meat course), rôti (roast), légumes (vegetables), salades (salad), buffet froid (cold buffet), entremet de sûcre (sweets), savoureaux (savoury), fromage (cheese), desserts (fresh fruits and nuts) and café (coffee).
- **Set menu.** A set menu has been pre-determined, usually by the host of the function or event. When presented with a set menu, the customer does not have a choice about what is available. This type of menu also has a set price and is suitable for large functions and events.
- **Table d'hôte.** This is a set menu, and is suitable for small to medium-sized functions. A table d'hôte menu consists of two to four courses at a set price. The customer will have a choice of two or three dishes for each course.
- **Seasonal.** This menu changes according to the seasons, and can vary depending on the availability of ingredients, particularly fresh produce.

seasonal a menu that changes based on the season and availability of fresh produce

- **Function.** A function menu usually consists of two to three courses chosen by the host of the event. A function menu is suitable for events such as weddings, business functions or birthday parties. The host will pay a set price per head. The number of guests and amount of ingredients required are known in advance, making planning and preparation easier.

Menus will differ for:

- functions
- events
- festivals.

Menu items need to meet customer preferences and the clientele frequenting the establishment. The following are examples of customer preference groups:

- athletes
- business people
- defence forces
- event or function customers
- infants, children and adolescents
- international tourists
- locals within a district or region
- older people/senior citizens
- people from different socio-economic groups
- people from specific cultural or religious groups
- students – all ages
- those with particular nutritional requirements
- young people below the age of 12 years.

Once the customer group is known, the menu can be designed as the chefs are able to identify the organisational service style/cuisine. The menu takes time to produce to ensure all the needs of the client are met, as well as allowing for consultation with the parties engaging with the function or menu being designed. Feedback is essential for good menu planning and design.

ACTIVITY E15.1

Design a menu suitable for the following events (include a balanced variety of dishes or food production items for the style of service and cuisine):

- a birthday party for a five-year-old girl with gluten intolerance
- a primary school graduation party for a 12-year-old student
- a school reunion at a local club function room. Guests have a variety of health issues, including gluten intolerance/lactose intolerance/low-fat/diabetic.
- a 21st birthday party for 12 people – à la carte menu style (no health issues).

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In the process of designing a menu, it is important to include a balanced variety of dishes or food production items for the style of service and cuisine. The following are essential characteristics that need to be considered when planning a good menu. The dishes served should:

- be appealing to the eye with a variety of cooking methods
- provide variation in colour, flavour and texture
- use seasonally available ingredients
- have nutritional value
- demonstrate attractive plate presentation.

E15.3 Cost menus

Things to consider before pricing

A variety of factors affect restaurant menu pricing methods. Consider the following influencing factors and how they may affect the business before beginning to work through pricing or changing menu prices.

- **Direct costs.** These are the ingredient costs associated with the food item itself. They involve the purchasing of food, portion sizes, food waste from spilling, over-cooking or spoiling.

direct costs the ingredient costs associated with the food item itself

- **Indirect costs.** These costs do not include the actual ingredients that make up a dish, but rather the aspects of your restaurant that add perceived value or quality. They provide a significant basis upon which to charge higher prices, and include two main sub-categories:

indirect costs restaurant costs not directly related to food; include overhead expenses, and preparation and labour costs

  - **Preparation and labour.** The labour to prepare a menu item is considered an indirect cost. Menu items that require time, effort, artistry or talent to prepare merit a higher menu price than those that simply require heating and plating.
  - **Overhead expenses.** These are overhead costs for items such as décor, product presentation, amenities and marketing efforts. They can create added value and validate higher menu item prices.

overhead expenses general costs related to the establishment, such as décor, amenities, marketing and product presentation

- **Volatile food costs.** The prices of many raw commodity food items, or basic ingredients with minimal quality variance, may fluctuate as often as daily. For instance, flooding in North Queensland could wipe out a banana crop, causing supply to drop and demand to increase. In a case such as this, you have two easy options: raise your prices or work with a seasonal menu. Seasonal menus allow flexibility for buying crops in season, or in good supply, to keep costs down.
- **Competition.** Check out your competition on a regular basis. You might even go out to eat at your rival restaurants and take advantage of the opportunity to see what you can improve about your own operation. Also, most restaurants have their menus available online. A simple search of the internet can reveal a lot about what is offered in the region.
- **Service type.** Prices will undoubtedly change, depending on whether the restaurant is a fast-casual restaurant or a fine-dining establishment. Be sure the prices represent the service value customers receive. For instance, full-service restaurants can always charge more for their hamburgers than quick-service premises, because full-service restaurants provide greater ambience, better service and often better ingredients than the quick-service alternative.
- **Pricing boundaries.** Determine the boundaries. Every restaurant situation is different and prices will vary depending on location, preparation, and simple supply and demand. Figure out the very least that can be charged while still making a reasonable profit for the business, then determine the highest price the market will pay for the items. Gather information about demographics and average income levels in order to find out the prices people in your market area will pay.

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Figure E15.1 Menu prices consider more than just the cost of raw materials.

Pricing menus

It is important to do the following when calculating menu prices:

- Itemise all proposed components of the included dishes or food production items.
- Calculate portion yields and costs from raw ingredients.
- Assess cost-effectiveness of proposed dishes or food production items and choose menu items that provide high yield.
- Price menu items to ensure maximum profitability.

Common menu pricing methods

The restaurant's appearance, menu choices and level of service all determine how menu items can be priced. Suggestions for how restaurants and caterers choose to proceed include the following.

Ideal food cost pricing method

This method calls for an owner to consider the actual cost of a menu item, and then work out the ideal food cost percentage. Ideal food cost percentage varies, but typically lies somewhere between 25 and 30 per cent. When the two are divided, you have a menu item price. For example, to work out the cost of a Lemon Rosemary Chicken entrée:

Raw food cost of item ÷ Desired food cost percentage = Price

To use this method, you need to know the cost of all the ingredients in the recipe for Lemon Rosemary Chicken, from the half-cup of lemon juice to the pinch of fresh rosemary to the chicken itself. You also need to account for any side items that come with the entrée, and factor them into the menu price as well. Every food item on the plate matters. Say we use the ideal food costing method and find that the dish should be priced at $14.16. Since $14.16 is not a typical menu item price, you may want to lower it to $13.99 – that is, if you cannot think of an inexpensive way to increase the perceived value of the plate enough to raise the price from $14.16 to $14.50.

Quick fact

Items like fryer oil, salt and pepper, and condiments can affect your overall food cost. You should account for a variance of about 4 per cent to keep from losing money on these indirect costs.

For instance, if you are aiming for a food cost percentage of 32 per cent, you should actually try to hit 28 per cent to account for those extra costs. However, since factors like indirect costs, price volatility and competition are important to consider, this may not be the most reliable pricing method.

Applying a price mark-up to all items like this may inaccurately and unreasonably over- or under-price some of your items.

Finally, it is always important to pay attention to the market and see what the customers in your area are willing to pay.

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Figure E15.2 Lemon rosemary chicken

Competition pricing method

The restaurant owner using this method assigns prices to items based on the general market price or the prices assigned by the competition. Usually, the owner will either price the item to be the same as the competing prices, price it slightly lower to attract those looking for a bargain or price it higher to attract those looking for higher quality. This means that a restaurant has to work within a certain price range, including labour and preparation, potentially putting a strain on the chef.

Demand-driven pricing method

This concept is based on the economics of supply and demand. For instance, restaurants in airports or concession stands at sports stadiums can get away with charging more for their food items because they provide the only source of food in the vicinity. The demand for food is greater than the supply, so people are willing to pay more for it. Restaurants that offer specialty menu items or a unique and exciting ambience can get away with charging more since the price reflects both the food and the experience.

Studying the market and customer base before pricing menu items is a proactive move to make prices competitive and reasonable, and ensure that what is offered is the appropriate value for higher-cost items.

Beware of price gouging

Food service operations in stadiums/arenas tend to charge people more for their food and goods, since guests do not have the option to leave and get food somewhere else. However, some places take this too far by charging more than is considered reasonable. Be careful of those upper limits and be fair to your customers.

For instance, if the owner prices the Lemon Rosemary Chicken at $14.00 because that is just under the current competition's price, and the ideal food cost percentage is 30 per cent, the chef needs to make sure the kitchen is producing this item at no more than $4.20. This can be complicated.

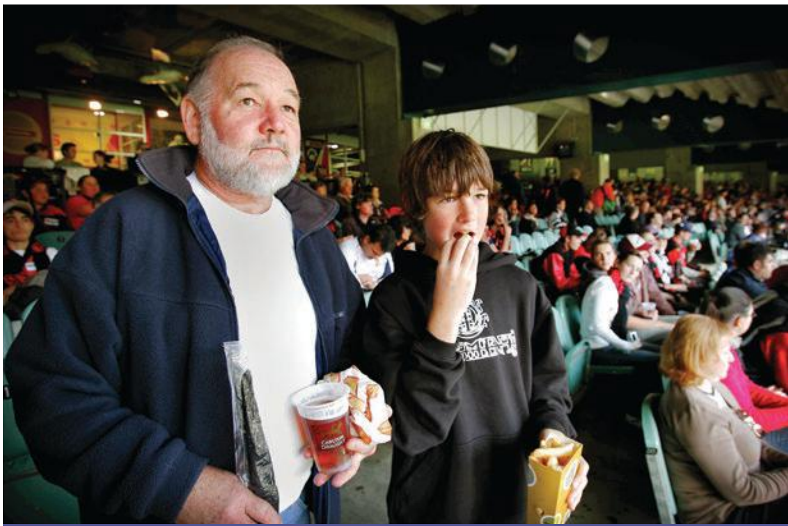

Figure E15.3 People often complain about the high cost of food and drinks at stadiums.

Increasing profitability

Raising menu prices is a delicate issue. Many restaurant owners are unsure about how to handle it because of how it might negatively

Figure E15.4 Increasing profit margins involves delicate calculations.

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affect their customers' perception of the restaurant. Try the following suggestions to increase your restaurant's profitability:

- **Promote your value.** Marketing your brand and your best products can communicate your value to potential customers. Use coupons, advertisements and other marketing strategies to start making more money.
- **Make your profitable items stand out.** Filler items are those that take up space on your menu pages but do not offer much in the way of gross profitability. Make sure you make your highest grossing items stand out on the menu.
- **Add appeal to basic menu items.** You can make your menu items more flexible and add value by creating a more attractive name, an intriguing sauce or dressing, or a special theme for the food. For instance, taking a normal hamburger and drizzling it with a spicy honey barbecue sauce might add a little pizzazz and appeal, giving the public more incentive to try it and the owner a reason to increase the price slightly.
- **Change prices in small increments.** Small increments are less noticeable when you need to increase prices, and small amounts of revenue can add up to a large gain in profit. Additionally, items ending in odd numbers such as .95 or .99 are less off-putting than whole numbers.
- **Use specials to intrigue guest interest.** Full-service restaurants are able to create occasional specials that guests can order off the menu or a blackboard. Although specials can be created from the food you already have in your inventory, they should not be concocted from week-old leftovers. Menu specials are a great way to create new, exciting menu items to entice your customers. If the special goes over well, you can certainly consider adding it to your menu to start making a consistent profit from it.

Figure E15.5 Changing the way customers perceive even simple dishes can increase the amount of profit a restaurant makes.

ACTIVITY E15.2

Costing is important if menus are to be accurate and represent value for money. Cost out the following basic recipes for service:

1. entrée: potato and leek soup
2. main meal: fillet steak and mushroom cream sauce, potatoes in the jacket served with sour cream and chives, minted peas
3. dessert: individual serves of chocolate mousse and fresh strawberries.

E15.4 *Write menu content*

A restaurant menu is more than just a list of food with prices. It is a reflection of your restaurant's style and concept. A restaurant menu is not something to be hastily written up, but rather an important marketing tool that should be considered carefully. There are three main parts of designing a restaurant menu: description, layout and pricing. A good rule of thumb when writing the descriptions of your menu items is to keep them short and simple, but the description should be vivid and enticing – enough to literally make a guest's mouth water. Always explain what the major ingredients are in a particular dish, and use ethnic names if they fit to add a bit of authentic flair to the menu description.

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Food preferences for menus may relate to:

- contemporary eating habits
- cultural and ethnic influences
- popular menu items
- quick-service foods
- seasonal dishes
- a variety of food products.

Figure E15.6 Menu design should entice customers and reflect the style of the restaurant.

Restaurant menu design

A restaurant menu design is a reflection of the restaurant itself. Restaurant menu layouts and colours – whether formal, casual or playful – should match your restaurant's concept, location or theme. The menu font and colour scheme should reflect the restaurant theme. For example, if opening a Mexican-themed restaurant, vibrant colours such as red, turquoise, purple and green would be good choices for a menu. These same colours would look out of place on the menu of a French bistro or Italian restaurant. A French bistro may have a classic script font or simple plain font, while a sports bar or other casual restaurant might have a less formal or playful font. Beware of choosing a font that is hard to read or too small.

Figure E15.7 Poor menu design can turn customers away.

Specialty restaurant menus

Certain occasions, such as holidays or local festivals, are a good time to put together a specialty menu. Valentine's Day is a prime example of when to use a specialty menu instead of, or in addition to, your regular restaurant menu. Specialty menus and prix fixe (fixed-price) menus allow you to expand the regular dining selection while still maintaining control over cost and inventory.

Figure E15.8 Menus can be designed for special occasions.

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Important points when writing a menu

- Write menus using words that will appeal to the customer base and fit in with the business's service style.
- Use correct names for the style of cuisine.
- Use descriptive writing to promote the sale of menu items.

List the food items and prices

Figure E15.9 Margan botrytis poached apple, frangipani and aniseed sorbet from Margan Restaurant

The easiest way to do this is by writing columns (food item, description and price). Make sure it is clear which item belongs to which description or price, especially if the font is small and the rows are hard to follow. A simple way to do this is to connect items with a dotted line. Keeping variety in mind is generally a good idea.

- Make sure there are a few economy dishes that are below the average price of the dishes, as well as a few expensive specialty items.
- Consider offering diet-specific dishes. Items specifically for vegetarians, vegans, children or people on low-calorie or heart-healthy diets will satisfy a greater variety of customers.
- Consider offering specials during happy hour and discounts for seniors, military personnel and other groups. This can mean offering a discount on certain dishes at a certain time of day (preferably a low-traffic time) or offering a smaller portion of a dish at a low price during that time.
- Look for variation in pricing for add-ons or special preparations. Find out whether substitutions are allowed, and how much they cost. You may want to make note of common substitutions in the menu, like 'Replace the baked potato with any other side for an extra $1.50'.

Describe each dish

The food items themselves should have descriptive titles. For example, 'Burger' doesn't sound like much, but 'Juicy Burger with Garlic and Horseradish Aioli' will get your readers' attention. After that, include a brief description of all the ingredients in the dish – for example: 'Quarter-pound all-beef patty, creamy aioli, grilled mushrooms, ripe tomatoes, and Swiss cheese on a brioche bun'. It is also wise to make note (either with words or a symbol) if any of the following apply:

- the dish is hotter/spicier than most of the other dishes on the menu
- the dish contains any ingredients to which some people are severely allergic (such as peanuts)

Figure E15.10 Local duck breast with duck parfait and orchand persimmons from Margan Restaurant

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- the dish caters to a group with special dietary needs (vegan, vegetarian, gluten-free, low-calorie – include an accurate calorie count – low-sodium, low-acid, etc.).

Order your menu logically

The menu should reflect the order in which people actually eat the dishes you offer. At an all-day establishment, this would be breakfast, lunch, appetisers, dinner and then dessert. Traditionally, simple drinks (water, soda, tea) are listed last; specialty drinks (wines, cocktails) are usually on a separate list or an insert.

Visually break your menu into sections

The menu should either break up the categories of food by using large, simple headings or, if there are many items, by starting each category on a new page. If there is a large variety of foods, sections need to be maintained (Breakfast, Lunch, Dinner) and sub-sections added (Fish, Poultry, Vegetarian, Pasta, Salads).

Figure E15.11 Cured salmon, pickled cauliflower, quinoa crisp and cucumber sorbet from Margan Restaurant

Specials

Keep in mind recipes for specials that you can rotate into your everyday menu. You might want to use some of your favourite recipes for these specials, as they can really get your customer base and reviewers talking. Try specials out and make a note of which ones go over best with diners; a good special can turn into your restaurant's most popular night of the week.

Figure E15.12 Slow-cooked pork belly, smoked scallop and sweet potato from Margan Restaurant

Figure E15.13 A menu that displays dishes in logical sections

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ACTIVITY E15.3

Research the menus of different restaurants online. Design a menu for the following themes:

- Italian cuisine
- steakhouse bistro
- takeaway chicken shop
- à la carte modern cuisine set menu/fixed price.

Include six appropriate meals for each menu section, as well as children's meals and a drinks list.

E15.5 Evaluate menu success

Evaluation is making a judgement about the amount, number or value of something. It is important to evaluate the success of a menu to ensure that it is meeting all the customers/clients' needs and also meeting business requirements. Ongoing **feedback** from customers and other persons within the hospitality establishment will ensure improved customer satisfaction. These people suitable for obtaining feedback may include:

feedback information from customers in response to a product or delivery of a service, or from employees in response to the way a business is operating

- customers
- managers
- peers
- staff
- supervisors
- suppliers.

Evaluations can be formal or informal. The following are areas in which evaluations could begin:

- discussions with customers
- discussions with employees during the course of each business day
- customer surveys
- regular staff meetings that involve menu discussions
- seeking staff suggestions for menu items
- menu performance.

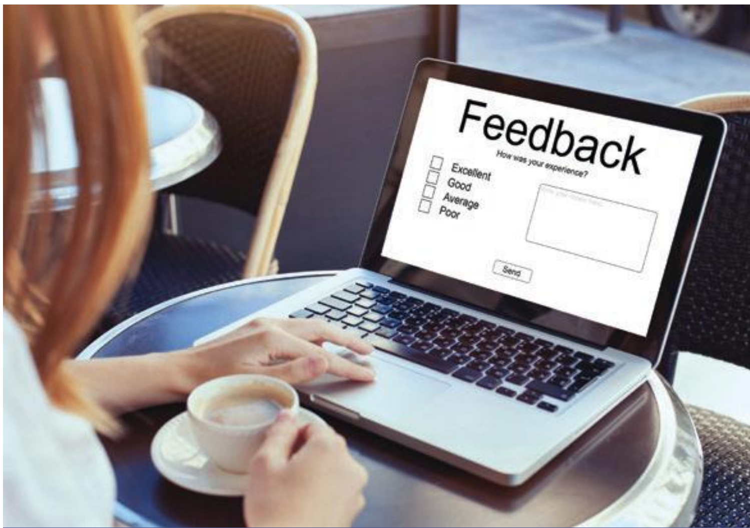

Figure E15.14 Feedback forms can be simple.

To ensure the success of a menu, it is important to assess it against customer satisfaction and the sales data. This feedback will then enable the menu to be adjusted, based on the feedback and the profitability of the menu.

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Unit summary

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

- how to evaluate customer food service preferences
- how to read and interpret customer profile and preference information
- how to develop menus that promote sales
- how to determine appropriate portion size, portion yield, dish cost and mark-ups for profitability.

Unit activities

1 Explain why it is necessary to have a customer profile when designing a menu.

2 Define what a degustation menu is.

3 Describe what a French classical menu is.

4 Distinguish between a table d'hôte menu and a set menu.

5 List the criteria which are important to use when designing a menu.

6 Distinguish between a direct and an indirect cost when designing a menu.

7 Describe how a recipe is costed to ensure the price is correct for sale.

8 Explain what price gouging is. Provide an example.

9 Explain why feedback is an important tool in the hospitality industry.

10 Propose how you might increase your restaurant's profitability.

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Elective unit E16

Produce desserts

Unit code: SITHPAT006

Prerequisite units:

This unit must be assessed after the following prerequisite unit:
SITXFSA001 – Use hygienic practices for food safety

HSC indicative hours:

35 hours

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Unit overview

This unit describes the performance outcomes, skills and knowledge required to produce hot, cold and frozen desserts following standard and special dietary recipes. It requires the ability to select, prepare and portion ingredients, and to use equipment and a range of cookery methods to make and present desserts.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• locate information in food preparation lists and standard recipes to determine preparation requirements • locate and read date code and stock rotation labels.
Writing skills to:	• write notes on recipe requirements and calculations.
Numeracy skills to:	• calculate the number of portions.
Planning and organising skills to:	• efficiently sequence the stages of food preparation and production.
Self-management skills to:	• manage own speed, timing and productivity.

Key terms

accompaniments
decorations
garnishes
plate
sauces
thickening agents

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Desserts are the sweet course eaten at the end of a meal. The course usually consists of sweet foods, but may include other items. A wide variety of desserts can be found in Western cultures, including cakes, cookies, biscuits, gelatins, pastries, ice-creams, pies, puddings and candies. Fruit is also commonly found in dessert courses because of its natural sweetness. Many different cultures have their own variations on similar desserts around the world. The loosely defined course called dessert can apply to many foods.

Desserts usually contain sugar or a sweetening agent. They also contain a range of ingredients that make the end-product different. Some of the more common ingredients in desserts are flour, dairy, eggs and spices.

Sugar gives many desserts their addictive sweetness, and contributes to their moisture and tenderness.

The flour or starch component in most desserts serves as a protein and gives the dessert structure. Flour desserts may also contain dairy products.

Desserts like ice-cream and puddings contain some form of dairy as their main ingredient, whereas desserts like cakes and cookies have relatively small amounts. The dairy products in baked goods keep the desserts moist. Dairy products include milk, cream and butter.

Eggs are an essential ingredient in order to thicken, as in custard, or to aid in the rising and thickening of a cake-type dessert. Egg yolks specifically contribute to the richness of desserts. Egg whites can act as a leavening agent when the proteins uncoil and expand to form foam. Desserts can contain many different spices and extracts to add a variety of flavours. Salt is added to desserts to balance sweet flavours and create a contrast in flavours.

E16.1 Select ingredients

In the production of desserts within the hospitality industry, it is necessary to ensure the food production requirements from food preparation lists and standard recipes are adhered to. This acknowledgement and professional approach will produce high-quality products on time for specific customers.

Food production requirements may include:

- deadlines
- portion control
- quantities to be produced
- special customer requests
- special dietary requirements
- standard recipes.

The next step in the production of desserts is to calculate the ingredient amounts according to requirements for the function or client. The calculation is important to ensure the correct quantity is prepared for the event. The use of standard recipe cards ensures accuracy in quantities required.

The need for quality fresh produce is essential for a high-quality product to be produced. Ingredients need to be fresh and of a quality standard that will ensure the standard recipe requirement is met. Produce from the dry store should be checked and stock rotated to maintain the freshness of all goods. This quality assurance enables products to be made with limited waste being produced and acts to limit profit loss.

When catering for large numbers and different customer requests, certain ingredient styles may be required to meet dietary demands.

Special needs may include:

- fat-free
- low-carbohydrate
- low-fat
- gluten-free
- low-kilojoule
- low-sugar.

Substitutes may be required for specific dietary requirements, including:

- gluten-free flour
- yeast-free flour
- non-sugar sweeteners.

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Specific ingredients may need to be included for:

- special dietary recipes
- standard recipes
- customers with known allergic reactions
- vegans.

E16.2 Select, prepare and use equipment

Each recipe may require various pieces of equipment, and preparation of desserts is no different. It is essential to use the correct equipment for the preparation of the recipe. In dessert-making, equipment may include:

- acetate plastic sheets
- beaters
- blenders
- bowl cutters
- chopping boards
- commercial mixers and attachments
- cutting implements for nuts and fruits
- fine- and heavy-gauge whisks and strainers
- fine icing sugar sieves
- fluted and plain flan rings
- graters
- gratin dishes
- ice-makers
- ice-cream machines
- individual novelty mousse cake tins and forms
- industrial strength food processor, such as a Robot Coupe
- juicers
- knives, including large serrated cake knives
- ladles in a variety of sizes
- metric calibrated measuring jugs
- mixers
- ovens
- pans: crepe/omelette/blini
- piping bags and attachments
- portion control markers
- ramekins
- a range of saucepans and pots for small and large production
- salamander
- scales
- scoops
- serving tongs and trowels
- sets of stainless steel bowls
- skewers: metal/bamboo
- soufflé cups
- spatulas
- spoons:
  - wooden spoons
  - large plain and slotted metal spoons
- steamer/combi oven/stand-alone steamer/ Chinese steamer
- storage containers and trays
- sweets trolley or dessert buffet table
- vitamiser
- whisks
- wire cooling racks.

Decorating equipment may include:

- blow torch
- chocolate spray gun
- fine icing sugar sieves
- fine piping tubes
- icing and cocoa powder dusters
- matfer-type stencils
- silk screens
- templates
- deep-fryer.

Dessert service-ware may include:

- dessert plates
- dishes
- glasses
- bowls
- coupes
- cutlery.

Moulds and dishes required may include:

- tartlet
- bombe
- charlotte
- darioles.

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A well-stocked kitchen will have these pieces of equipment to enable chefs to prepare the many and varied desserts required. The use of correct equipment, size and purpose enables recipes to be produced with ease.

For all equipment used in commercial premises, it is necessary to ensure staff are instructed on the need for safety in the assembly of all equipment prior to use and when cleaning. All equipment should be cleaned before use. It is important to ensure that equipment is used safely and hygienically according to the manufacturer's instructions.

Safely assemble and ensure cleanliness of equipment before use. This ensures that the HACCP process is being followed and all WHS rules are adhered to.

It is extremely important to use all equipment safely and hygienically according to the manufacturer's instructions. If a piece of equipment is unknown or has not been used before, it is essential to have a training session prior to use to fully understand the correct use and assembly of the equipment.

E16.3 Portion and prepare ingredients

- Weigh and measure wet and dry ingredients according to the recipe and quantity of desserts required.
- Sort and assemble ingredients according to the sequencing of food production. Prepare all ingredients according to the standard recipe, and complete all *mise en place* prior to beginning assembly.
- Minimise waste to maximise profitability of desserts produced. This refers to both ingredients and labour/time spent in preparation and cleaning.

E16.4 Prepare desserts and sauces

Desserts

Desserts vary due to their ingredient composition, preparation and service temperature. The following are desserts served within the hospitality industry, which may vary in composition from one service to another, depending on culture and tradition:

- **Bavarois.** French for Bavarian cream, this is a delicate cream dessert with an Anglaise base made from milk, cream or flavourings such as fruit purée, and then aerated with whipped cream and egg whites. It can be served as dessert or as a filling for a variety of charlottes, cakes and tortes.
- **Bombe.** This dessert consists of two or more layers of variously flavoured ice-cream frozen in a round or melon-shaped mould.
- **Bombe Alaska.** This dessert consists of cake and ice-cream, and sometimes fruit, covered with meringue and cooked very quickly in a hot oven so it is hot on the outside and cold on the inside.
- **Charlotte.** This consists of a mould of sponge cake or bread with a filling of fruits, whipped cream or custard.
- **Cold desserts.** These can be served chilled.
- **Crepes.** A very thin pancake, often stuffed and rolled up.
- **Custards.** Custards include various culinary preparations based on a cooked mixture of milk or cream and egg yolk.
- **Creams.** Whipped dairy desserts.
- **Hot desserts.** These are cooked and served hot.

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Figure E16.1 A bavarois, a charlotte and crepes

- **Flan.** This is an open pastry or sponge cake containing a sweet or savoury filling. A typical flan is round and made from shortcrust pastry.
- **Friandises.** Friandise is a French word used to refer to a small delicacy made of sugar confectionery or a little cake eaten using the fingers. This word has been adapted into English – often as friands – where it means petits fours and sweetmeats that accompany coffee after dinner.
- **Fritter.** A small cake made of batter, often containing fruit, sautéed or deep-fried.
- **Frozen dessert.** Served direct from the freezer.
- **Ice-cream.** A sweetened frozen liquid, properly made from cream and egg yolks but often made from milk or a custard base, flavoured in various ways
- **Meringues.** Stiffly beaten egg whites mixed with sugar and baked, often as a topping for pies and cakes.
- **Mousse.** Any of various chilled desserts made with flavoured whipped cream, gelatin and eggs.
- **Omelette.** Beaten eggs or an egg mixture cooked until just set; may be folded around fruit or jelly.
- **Parfait.** This is either a dessert of layered ice-cream, fruit or syrup, and whipped cream, or a frozen dessert of flavoured whipped cream or custard.
- **Pies.** A baked food composed of a pastry shell filled with fruit or other ingredients, usually covered with a pastry crust.
- **Prepared fruit.** Fruit prepared through varying food preparation techniques, served hot or cold – for example, stewed apples/caramelised apricots.

Figure E16.2 A coconut flan, friandises and ice-cream

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Figure E16.3 Meringues and berry parfait

Figure E16.4 Pudding, soufflé and tarts

- **Pudding.** A sweet dessert, usually containing flour or a cereal product, that has been boiled, steamed or baked.
- **Sabayon.** This is a dessert or sweet sauce in which a mixture of egg yolk, alcohol and flavourings is beaten together over heat until thick. It can be served either hot or cold.
- **Sorbet.** A frozen dessert similar to a frappé, usually made from fruit juice and with a mushy consistency.
- **Soufflé.** A light, fluffy baked dish made with egg yolks and beaten egg whites combined with various other ingredients and served as a main dish or sweetened as a dessert.
- **Tart.** A pastry shell with shallow sides, no top crust and various fillings.

These recipes may be:

- derived from classical or contemporary recipes
- adopted or adapted from various cultural origins.

Sauces

sauces thickened liquid seasonings used to accompany or enhance other foods

Sauces are an addition to many desserts. In cooking, a sauce is liquid, creamy or semi-solid, and served on or used in preparing other foods. Sauces are not normally consumed by themselves; they add flavour, moisture and visual appeal to another dish. Sauces can be hot or cold, and are made to a desired consistency and flavour.

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Sauces may include the following:

- **Chocolate-based sauces.** These are made with unsweetened chocolate or cocoa, and sugar and water.
- **Coulis.** This is a form of thick sauce made from puréed and strained vegetables or fruits. Fruit coulis is most often used on desserts. Raspberry coulis, for example, is especially popular with poached apples.
- **Custards.** Custards are a variety of culinary preparations based on a cooked mixture of milk or cream and egg yolk.
- **Crèmes.** These products have a thick, creamy consistency.
- **Flavoured butters.** Butter with a flavouring ingredient added that must be very finely chopped or puréed.
- **Flavoured creams.** Cream with an added ingredient to provide extra flavour – for example, chocolate cream, peppermint cream.
- **Fruit purées and sauces.** Generally, blended fruits, sometimes with added ingredients.
- **Fruit syrups.** A concentrated juice made from a less expensive fruit and used to sweeten more expensive fruits or products and to extend their quantity.
- **Sabayon and zabaglione.** A dessert made by whisking egg yolks, marsala and sugar over simmering water to convert the eggs into a foamy custard.
- **Sugar syrup.** Sugar and water, and sometimes corn syrup, boiled together; used as sweetening – especially in drinks.

Figure E16.5 Chocolate sauce, cheesecake with raspberry coulis and sabayon

Figure E16.6 Sugar syrup

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thickening agents ingredients used to thicken sauces and soups

Sauces can be thickened using different methods. The **thickening agents** suitable for sweet sauces may include:

- breadcrumbs
- cornflour, arrowroot and potato starch
- eggs and egg yolks
- flour
- gluten-free flours
- modified starch
- roux
- yeast free flours.

When producing desserts, the food quality of the dish may need adjustments to ensure it meets the standard that is required for service.

Figure E16.7 Almond rice pudding with blackberry sauce and vanilla Bavarian cream cake with Italian meringue

These may relate to:

- ratio of wet to dry ingredients
- taste:
  - spicy
  - sweet
  - temperature
- texture:
  - a light or heavy mouth feel
  - clean
  - creamy
  - crispy
  - crunchy
  - fibrous
  - intense
  - marshmallow-like
  - moist
  - mousse
  - rich
  - slippery
  - smooth
  - velvety.

Once the dessert and/or sauce is created, it is important to ensure it is stored correctly for the safety of the product to be consumed by the customer. Follow all HACCP rules when storing goods for service and leftover goods for re-use. Storage of re-usable by-products of food preparation for future cooking activities saves time and costs if the products can be used for a future service.

Portion, present and store desserts

Dessert is the last dish for service, and for many guests the size and proportion need to be appropriate to the type of dessert being served, their ability to eat the portion size and the richness of the dessert. Desserts should be served in portions to maximise yield and profitability of food production.

The service and presentation of most desserts usually includes an **accompaniment** that will balance and enhance the taste and texture of the dessert. Accompaniments may include cream, ice-cream and/or sauces. **Garnishes** and **decorations** also add flavours and textures that complement desserts.

accompaniments items served with a meal to make it more substantial – such as bread served with soup

garnish edible decorations added to a dish

decorations finishing touches added to a dish for aesthetic appeal

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Dessert garnishes and decorations may include:

- coloured and flavoured sugar
- fresh, preserved or crystallised fruits
- friandises
- jellies
- shaved chocolate
- sprinkled icing sugar
- whole or crushed nuts
- popping candy.

Important points to remember when plating and displaying desserts

- **Plate** desserts, accompaniments and garnishes attractively, with artistic flair, appropriate for the occasion and the item.
- Plate and decorate desserts for practicality of service and customer consumption.
- Visually evaluate desserts and adjust presentation before serving. Adjusting presentation may involve:
  - changing accompaniments and garnishes to maximise eye appeal: balance, colour and contrast
  - changing plated food for practicality of customer consumption, service and wiping drips or spills.
- Display desserts with the appropriate sauces and garnishes. Display may involve the use of display cabinets, including temperature-controlled cabinets or a dessert trolley.
- Store desserts and reusable by-products under appropriate environmental conditions. This ensures food safety and optimises shelf life for the desserts.
- Appropriate environmental conditions relates to:
  - atmosphere
  - humidity
  - light
  - packaging
  - temperature
  - use of containers
  - ventilation.
- Clean the work area, and dispose of store surplus and re-usable by-products according to organisational procedures, environmental considerations and cost-reduction initiatives.

plate arrange food on the serving plate in an appealing way

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Unit summary

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

- how to minimise wastage
- how to make recipes and plans for preparing desserts
- how to weigh and measure, and determine cooking times for, desserts
- how to evaluate ingredients and dessert quality, and adjust accordingly
- self-management and technology skills to manage the many tasks necessary to prepare desserts in a commercial context.

Unit activities

1 Define a dessert.
2 Eggs are a common ingredient in dessert. Explain why this is.
3 List the major food production requirements when producing desserts.
4 Identify which special ingredients could be used for clients with particular dietary needs.
5 Describe how to minimise waste to maximise profitability of desserts produced.
6 Discuss why portion control is necessary.
7 Describe what a fruit syrup is.
8 Describe what a dessert sauce is.
9 List the thickening agents used to thicken dessert sauces.
10 List the important points to remember when plating and displaying desserts.

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Elective unit E17

Use hygienic practices for food safety

Unit code: SITXFSA001

Prerequisite units:

There are no prerequisite units required to begin this unit.

HSC indicative hours:

10 hours

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Unit overview

This unit introduces the skills and knowledge required to use personal hygiene practices to maintain the health and wellbeing of yourself and others.

Foundation skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria, are listed here along with a brief context statement.

Skills	Description
Reading skills to:	• interpret organisational documents or diagrams relating to: – organisational food safety programs – hygiene and food safety procedures – hazard analysis and critical control points (HACCP) practices.
Oral communication skills to:	• report hygiene hazards and non-compliant organisational practices accurately.

Key terms

air-borne diseases
hygiene signage
infectious diseases
personal hygiene

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E17.1 Follow hygiene procedures and identify food hazards

It is essential that all employees within the hospitality industry maintain a high standard of personal hygiene. This is even more important for those employees who are actually working with food. Our bodies naturally contain millions of bacteria that can easily be transferred to food through cross-contamination and poor personal hygiene. Having a high standard of **personal hygiene** is essential to help prevent this.

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

Personal hygiene refers to the standards of hygiene of individual people. It involves being physically clean and maintaining a clean appearance. This includes the areas of personal grooming, bathing, hair, hands, nails, oral hygiene, clothing and the management of wounds or other conditions.

Reasons for maintaining high standards of personal hygiene include:

- reduction of personal illness
- healing from personal illness
- optimal health and sense of well-being
- social acceptance
- prevention of spread of illness to others
- maintenance of organisational image and service standards.

Follow organisational hygiene procedures

To help employees maintain high personal hygiene standards, they should develop a routine of personal hygiene practices when preparing for work. These may include the following practices:

- Employees must ensure that they bathe or shower every day. Soap should be used to clean your body, remove dirt and bacteria from your skin and keep you smelling fresh.
- Teeth should be brushed and flossed twice daily and after meals if necessary. Flossing will further clean your teeth and also help to remove any unsightly food that may be stuck between teeth. Mouthwash can also be used to help kill harmful bacteria and keep your breath smelling pleasant.
- Fingernails must be kept short and well manicured. They should not have any nail polish on them. This can easily chip off into food and become a hazard. Nails must also be clean.
- Any cuts, abrasions, sores or wounds should all be covered with an appropriate waterproof dressing. This prevents any bacteria from the

Figure E17.1 Personal hygiene is crucial to maintaining a safe workplace.

Figure E17.2 Follow organisational hygiene procedures.

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wound from contaminating food or utensils, and also stops bacteria from entering the wound and causing an infection. Dressings should be brightly coloured so that they can be seen easily if they happen to fall off. Gloves may also need to be worn if the wound is on your hand or finger. Dressings need to be changed frequently.

- Deodorant should be worn to help keep you smelling fresh. It will not stop you from sweating, but it will help to minimise any body odour.
- After washing hands, a hand sanitiser can be used to help reduce the amount of bacteria that may still remain on your hands. Hand sanitisers can also be used regularly in other areas of hospitality establishments to help prevent the spread of germs and bacteria when washing hands is not possible – for example, at the reception desk.

Figure E17.3 Clean hands are the most important aspect of personal hygiene.

- All clothes and work uniforms must be washed regularly. Generally, clothes and uniforms need to be washed after each shift, although this may depend on the duties you are performing and the cleanliness of the clothes. Uniforms should not be worn as street clothes – particularly those uniforms worn in the kitchen. Employees should change into their uniform once they arrive at work. Uniforms worn in the street can become contaminated with bacteria, which can easily be transferred to food.
- Hands are the most important aspect of personal hygiene. They must be washed regularly using the correct hand-washing procedure. They must be clean at all times and should be washed many times during a shift. (Correct hand-washing procedures can be found later in this unit.) No jewellery should be worn on the hands, except for a plain wedding band. Jewellery tends to harbour bacteria, which can easily be transferred to food.
- Hair and scalp also need to be washed regularly to keep them clean. Hair can pick up smells from foods and other items, which can be off-putting to customers you may be serving. Hair should be covered when working in the kitchen and kept off the face when working in other areas. Any facial hair should be neatly trimmed and clean. A net may be required for facial hair.

Figure E17.4 Personal hygiene needs to be attended to before every shift.

- Clean clothes should be worn for every shift. They should be ironed or pressed and look presentable. Any personal protective equipment worn, such as aprons, must also be clean. Aprons often need changing during a shift if they become dirty or soiled, or when changing food areas within a kitchen – for example, moving from the raw meat section to the salad section.

Figure E17.5 Clothes should be cleaned and ironed before each shift.

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Personal cleanliness during service periods

It is essential that employees check and adjust their personal cleanliness during service periods to maintain their own health and that of others. Personal cleanliness includes maintaining cleanliness in the following areas:

- **Hair.** Hair must be off the face and tied back. If you are working in the kitchen, it should be covered and under a hair net or hat.
- **Hands.** These need to be washed regularly at appropriate times during service periods.
- **Nails.** Nails must be cleaned and scrubbed when hands are washed if correct procedures are followed. It is easy for nails to harbour bacteria, so they must be cleaned often during service periods to prevent the spread of bacteria.
- **Skin.** Skin, particularly on the arms, should also be washed and cleaned often during service periods. Customers do not want to see employees with food on their arms.
- **Work clothing.** If, during a service period, your work clothing becomes dirty or soiled, it needs to be replaced with clean clothing. Unclean clothing spreads bacteria.
- **Covering wounds.** Cleanliness also means wearing clean bandages on wounds. Any wounds must be covered with a waterproof dressing, which needs to be changed often. Gloves may also be needed if the wound is on the hand, and these need to be changed frequently.

Cleanliness of uniform, dress or personal protective items during service periods

Customers' views of staff and their personal hygiene have a big impact on their overall impression of visiting a hospitality establishment. First impressions count! Customers do not want to see staff in dirty uniforms. It is also unhygienic and can spread micro-organisms. During service periods, staff should monitor the cleanliness of their uniform, dress and personal protective items, and change them as needed.

This also refers to gloves, which are often worn as a personal protective item to prevent the transfer of bacteria from hands to food. It is essential that gloves are changed frequently, particularly when shifting from one task to another.

Figure E17.6 Staff presentation has an impact on customer perceptions.

Maintain customer confidence in organisational service standards

Hospitality establishments need to have in place organisational service standards that address personal hygiene practices as part of their quality of service. Customers need to have confidence in the personal hygiene practices of staff working in hospitality. If customers doubt the personal hygiene practices of staff and employees, there is a strong chance they will have a negative experience and not return. Customers also need to be confident that employees maintain high standards of personal hygiene, and that they will be eating food that is safe and not contaminated. Having high organisational service and personal hygiene standards will help to ensure return business through satisfied customers and the development of a good reputation.

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Figure E17.7 Clean, well-presented staff reflect well on an organisation.

Prevent health hazards

Hygiene hazards should be reported, unhygienic personal contact avoided and hands washed at appropriate times to avoid the spread of micro-organisms and disease.

Diseases

A disease is an abnormal condition that affects an organism. It is generally associated with specific signs and symptoms. Diseases can be air-borne or infectious:


Figure E17.8 Take steps to prevent the spread of disease.

- **Air-borne diseases** travel through the air (hence the name), and can then infect other people.
- **Infectious diseases** are caused by a pathogen invading the body. This pathogen then grows and multiplies.

air-borne diseases spread when droplets of pathogens are expelled into the air due to coughing, sneezing or talking

infectious diseases caused by a pathogen invading the body

Identify and report hygiene hazards

Any hygiene hazards that may affect the health of oneself and others must quickly be identified and reported. Immediate action should be taken by all staff to either remove or minimise the hazard. Therefore, it is important to cease participation in food handling activities where your own health issue may cause food contamination. All hygiene hazards should be reported if they are beyond the control of individual staff members. Appropriate personnel to whom hygiene hazards should be reported could include the supervisor, manager and WHS committee. Other personnel to whom hygiene hazards may be reported include the maintenance manager, cleaning manager and department manager. These people may be needed to assist in eliminating the hazard.

Hygiene hazards may include a lack of the following:

- **Clean cloths and tea towels.** Linen may be contaminated by human products, food or micro-organisms. Using dirty linen can easily cause cross-contamination of bacteria onto other surfaces.
- **Hygiene signage.** Signage reminding staff of hygiene standards should be clearly visible and located at appropriate places throughout hospitality establishments. These signs will serve to remind staff of the correct procedures to follow.
- **Personal protective equipment.** PPE must be clean and appropriate to the task being performed. If PPE is not provided or is unclean, staff should report this to their supervisor and WHS committee. PPE serves to protect both staff members and customers from possible hygiene hazards.

hygiene signage signs reminding staff of hygiene standards

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Vigilance about hygiene may also involve seeing others using unhygienic practices. If colleagues or other staff members are using unhygienic practices, this should be reported to your supervisor. These staff may not have had sufficient training in hygiene policies and procedures. Consequently, they could inadvertently be spreading disease and bacteria among colleagues and customers.

Hygiene hazards are also presented by unclean areas of the establishment, including the following:

- **Hand-washing facilities.** A separate hand-washing basin is required for staff to wash their hands. This must be clean to avoid contaminating clean hands while they are being washed. Hand-washing facilities also need to be adequate to enable correct hand-washing procedures to occur.
- **Public areas.** Public areas, including foyers, bars and reception counters, must be kept clean to prevent micro-organisms from growing.
- **Staff amenity areas.** These may include change rooms, bathrooms and lunch rooms. Staff will visit these areas while working. In many cases, they will be in uniform. If these areas are dirty, uniforms – along with staff – can easily pick up bacteria and transport them back to food areas.
- **Toilets.** Toilets must be regularly cleaned and disinfected to prevent bacteria spreading.
- **Workstations.** Service staff store many items in their workstations. If these areas are not kept clean, cross-contamination of bacteria may easily occur from dirty workstations to clean utensils, linen and service-ware stored ready for customers.

Avoid unhygienic personal contact

Unhygienic personal contact may involve transferring micro-organisms and spreading illness to self and others by:

- blowing the nose
- coughing
- drinking
- scratching skin and hair
- sneezing
- spitting
- touching wounds.

To prevent this from occurring, staff need to have a good awareness of their own personal hygiene. Staff who sneeze, cough or blow their noses should ensure that they cover their mouth and nose, and face away from any food or customers. Hands must be thoroughly washed after any of the above activities to prevent the transfer and spread of micro-organisms.

It is also important for staff not to work when they are sick. Staff and customers can easily

Figure E17.9 Ensure toilets are cleaned regularly.

Figure E17.10 Hands need to be cleaned after sneezing or coughing.

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become sick from bacteria that have been spread by a sick colleague.

Wash hands at appropriate times

The spread of micro-organisms can be prevented by following correct hand-washing procedures and washing hands at appropriate times.

Correct hand-washing procedure

1 Wet hands under hot running water (being careful not to burn yourself).

2 Apply an anti-bacterial soap (liquid form is best) and lather.

3 Scrub your hands, nails, between fingers and wrists thoroughly. A brush may be helpful to clean under nails. This step should take about 30 seconds to complete. This is about the time it takes to sing 'Happy Birthday' twice over.

4 Rinse under hot running water.

5 Dry hands well with single-use paper towel.

6 Apply a sanitiser if available.

ACTIVITY E17.1

Go online and search for posters on correct hand-washing techniques and hand-rubbing techniques. Summarise and list the steps.

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Appropriate times to wash hands might include:

- after contact with items such as cleaning cloths, linen, tea towels and towels contaminated with human waste, such as blood and body secretions
- after coughing, sneezing, blowing the nose, eating or drinking
- after touching the hair, scalp or any wound
- after using the toilet.

Hand-washing should always be done in a separate, designated hand-washing basin – NOT in the sink where foods are prepared. Taps should be automated with a sensor control or operated by a foot pedal. This saves touching the tap to turn it off, and hence contaminating your hands. If taps need to be turned off, this should be done quickly using the paper towel with which you have just dried your hands, to prevent cross-contamination.

When performed correctly, hand hygiene results in a reduction of micro-organisms on hands.

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Unit summary

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

- personal hygiene
- the personal hygiene practices required in preparing for work
- personal cleanliness, which needs checking and adjusting during service periods
- cleanliness of uniforms and other PPE during service periods
- personal hygiene standards to maintain customer confidence
- air-borne and infectious diseases
- the identification and reporting of hygiene hazards
- avoiding unhygienic personal contact
- appropriate times for hand-washing to prevent the spread of micro-organisms
- correct hand-washing techniques.

Unit activities

1. Define the term 'personal hygiene'.
2. List the reasons for maintaining the highest standard of personal hygiene.
3. Outline what is required to ensure that personal hygiene is maintained in a hospitality establishment during service periods.
4. Explain why gloves are important personal protective equipment (PPE).
5. Describe how wounds are treated during service periods to ensure cleanliness.
6. Explain why it is important to maintain customer confidence in organisational service standards.
7. Describe the difference between food-borne and air-borne diseases.
8. Summarise why PPE is so important in maintaining hygiene standards.
9. List the hygiene hazards found in the hospitality industry and how they can be prevented.
10. Explain why it is essential for all staff to have knowledge and understanding of correct hand-washing procedures.

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Glossary

accompaniments items served with a meal to make it more substantial – such as bread served with soup

aerate whip egg whites to make the texture of a dish light and fluffy

air-borne diseases spread when droplets of pathogens are expelled into the air due to coughing, sneezing or talking

antipasto a range of Italian fare, including cured meats, char-grilled and pickled vegetables, bruschetta and cheese; means 'before the pasta course'

appetisers foods that normally are served before a meal

barcode scanner uses a barcode to display the price on the point-of-sale equipment

barriers to communication obstacles that prevent people from understanding each other

body language non-verbal expression through gestures

buying power how much the customer is willing and able to spend

canapés appetisers that usually are served as an accompaniment to drinks

cash drawer the drawer in the cash register in which cash and sometimes credit card dockets are kept; opens automatically when a transaction is rung up

cash float provides the change needed for customers' transactions; usually around $200

cash passport a multi-currency debit card designed for international travel, with the currency pre-loaded before the traveller leaves their home country

cash register a machine that records, totals and displays the amount of each sale; has a drawer for money

chemical waste disposal the discarding of chemical waste/containers in accordance with health and safety and environmental legislation requirements

cleaning agents and chemicals products used to assist in the cleaning process

cleaning procedures the methods used or ways in which a person should use a cleaning product or clean an area

colleagues associates or workmates in a profession or workplace

communication involves both verbal and non-verbal communication and interpersonal skills

condiments sauces, dressings and additional food items used to add flavour to dishes

conflict disagreement, argument or discord

convenience foods foods that have been partially or completely processed by a manufacturer

cross-cultural misunderstanding can arise due to differences in the ways cultural groups communicate and interpret information

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

culture the attitudes, skills, customs and beliefs of a group of people

customer complaint negative feedback on service provided

customs traditions or patterns of behaviour that have been established over a period of time

cutting slicing with a knife to divide a food into smaller portions

danger zone temperatures between 5°C and 60°C, which enable the growth of bacteria; this should be avoided in food preparation and storage

decorations finishing touches added to a dish for aesthetic appeal

degustation sampling an array of small dishes served one after the other; generally eight or more courses, sometimes matched with wines

delivery documentation a form from the supplier that accompanies a delivery of goods; used to identify stock in terms of quantity, size, weight and specific types or descriptions of goods

direct costs the ingredient costs associated with the food item itself

dressing commonly made from oils and vinegar; adds flavour to and moistends salad ingredients

EFTPOS electronic funds transfer at point of sale; an electronic payment system involving electronic funds transfers using cards

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

emulsify mix two liquids that cannot be completely blended together

emulsion sauces sauces made by emulsifying a reduction and butter with egg yolks (warm) or by emulsifying oil and vinegar with egg yolks (cold)

environmental conditions the atmosphere, temperature, humidity, light and ventilation of the food-service area

environmental hazards/risks situations or events that pose risks of damage to the environment, such as air pollution, water pollution and toxins

environmental issues important topics related to the environment, such as waste management, recycling, water and air pollution, global warming and deforestation

environmentally sustainable work practices that protect the environment, such as waste, food and water management

equipment tools used to perform an action

equipment faults damaged or broken parts of machinery that could cause misuse or a malfunction

essences flavourings and seasonings that have a very powerful aroma. They are used purely to impart flavour, and are rarely made in a hospitality enterprise's kitchen. Common essences include anchovy, vanilla, peppermint and almond.

external customers paying guests who use the establishment but do not work there

farinaceous a product that contains flour or has a high starch content

feedback information from customers in response to a product or delivery of a service, or from employees in response to the way a business is operating

FIFO first in, first out stock-rotation method

fillings the contents of sandwiches

flavouring agent used to provide additional flavour to stocks and soups

food handler a person who directly engages in the handling of food, or who handles surfaces likely to come into contact with food, for a food business

food handling includes the making, manufacturing, producing, collecting, extracting, processing, storing, transporting, delivery, preparation, treatment, preserving and packing of food

food segregation keeping all supplies of a particular type together and not allowing different foodstuffs to mix

FSANZ Food Standards Australia New Zealand

fungi all the fungus variety of vegetables, including mushrooms

garnish edible decorations added to a dish

gift voucher a pre-paid voucher, usually given as a gift, that can be exchanged for goods or services

glaze the thick, concentrated end-product that results when stocks are reduced to about 10 per cent of their original volume. Ten litres of stock will produce 1 litre of glaze.

greenhouse effect warming of the earth due to infrared radiation being trapped in the atmosphere by certain gases

greenhouse gases contribute to the greenhouse effect by absorbing infrared radiation.

Hazard Analysis and Critical Control Points (HACCP) a systematic preventative approach to food safety that addresses physical, chemical and biological risks/problems in the food production process, and recommends corrective action before food can pose a health risk to customers

hazards potential and identified risks of harm or injury

hygiene signage signs reminding staff of hygiene standards

indirect costs restaurant costs not directly related to food; include overhead expenses, and preparation and labour costs

infectious diseases caused by a pathogen invading the body

internal customers workmates and colleagues from within the establishment

lay-by a system where a deposit and periodic payments secure an article for later purchase

layering placing foods on top of one another

legume a member of the pea family

LILO last in, last out stock-rotation method

mise en place everything ready and in its place; refers to the preparation completed prior to the service period

moulding using moulds to create a particular shape

overhead expenses general costs related to the establishment, such as décor, amenities, marketing and product presentation

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

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

plate arrange food on the serving plate in an appealing way

point-of-sale terminal an electronic transaction terminal; typically includes a computer, a cash register and other equipment or software for the sale of goods and services

polenta made by boiling ground yellow cornmeal until it resembles a stiff, golden porridge

portion control the serving of meals of standard sizes

portioning dividing into even-sized parts

potentially hazardous food food that must be kept at a particular temperature to stop or minimise the formation and growth of pathogens and toxins

pricing calculating menu costs

pulse an edible seed that grows in a pod; pulses include all beans, peas and lentils

raw food food that is uncooked or otherwise untreated

ready-to-eat food food that is ready to serve – that is, at the point of service

reconstitute restore a dried food to its original state by adding water

recycling to re-use or reprocess existing materials in order to produce new materials – for example, glass, paper, plastic and aluminium cans

resource consumption the rate at which industry uses up its available environmental resources, such as paper, plastic or energy

resource efficiency the maximum use of resources with the minimum of waste or damage

re-usable by-products the leftovers or scraps of food from making sandwiches that can be used for another purpose

safe food handling practices procedures that reduce the potential for contamination of food during handling

safe work practices appropriate methods and ways to conduct work with minimal or no risk of injury or harm to self or others

salads usually consist of a leafy or vegetable base; pasta, rice or potato bases are also common. Can also be served warm or hot.

sauces thickened liquid seasonings used to accompany or enhance other foods

seasonal a menu that changes based on the season and availability of fresh produce

semolina the hard grains left after the milling of flour; used in puddings and pasta

spreading applying a spread, often onto bread

stereotype fixed ideas about what someone or something is like

stock a thin liquid produced by slowly simmering meat, poultry or fish bones with various vegetables and seasonings to develop maximum flavour

stock rotation placing new stock at the back of the storage area and bringing older stock to the front

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

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

tapas appetisers originating from the Mediterranean; served as small dishes to be shared among a group

thickening agents ingredients used to thicken sauces and soups

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

vinaigrette a dressing that is a mixture of two parts oil to one part vinegar, seasoned with salt and pepper

waste management the collection, transportation, processing, recycling and disposal of waste materials

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

wet and dry areas wet areas are exposed to water and other liquids, whereas dry areas are not

work health and safety (WHS) procedures that must be followed to ensure the maintenance of a safe and healthy workplace

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