

Supervisory Skills

Objectives :-

1. To be get familiar with Cost Control
2. To understand the Staff Scheduling
3. To understand and remember Assignment of Duties
4. To understand the procedure of Evaluating staff

4. Cost Control : This is one of the crucial function of outlet supervisor. Since the profits can be increased by reducing the cost, the entire team is responsible for cost saving and supervisor is principally accountable for the same. The following measures are taken to control the cost.

- Check the standard portion size is maintained for all the food served from kitchen.
- Handle all cutlery, crockery, linen and glassware with care as it is cost intensive and lots of funds are invested in it.
- Equipments should be exclusively used for purpose of service and not anything else.
- Linen is delicate and should be used for guest service and not as wiping cloth.
- Order pads and KoT books should not be used as rough book.
- Servers must be trained for efficient handling of all equipments.
- Avoid spillages and wastage of any food items and consumables.
- See that orders are taken with utmost care and no food goes without bills.

- Switch off fans, lights and other electric equipments when not in use.
- Check for timely maintenance and avoid breakdowns.
- Return reusable supplies such as tea bags, coffee sachets, butter, pickle etc.
- Raise KoT for all food items served; in case of complimentary food being served, KoT to be countersigned by manager.
- Supervisor must have strict check on pilferage.
- Ensure optimum utilization of all resources including manpower.

5. Staff Scheduling : The staff working in outlet is required to follow a duty rota to meet the business requirements. It is done with utmost care with consideration to guest service at different periods of the day and week. All the staff are rotated in different shifts with equal balance of duties. One day of weekly off is reserved for every staff member on different days of the week. The week off is planned on Robin Round basis and fair chance for everyone.

The schedule is prepared at least three days in advance and informed to all.

This schedule ensures that sufficient number of servers are available in each shift and work is handled efficiently. It ensures optimum deployment of staff at busy times and some key persons like captain and outlet manager are given break shift to cover busy timings of the day. The outlets like coffee shop are scheduled in three shifts namely morning, evening and night. A fine dine restaurant and bars which are open for lunch and dinner are manned in two shifts and a general or break shift for manager.

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Example of a duty roaster -

	MON	TUE	WED	THUR	FRI	SAT	SUN
Judy	Bussing	Mis-en-scene	Clearance	Station C	Station B	Station A	off
Jane	Mis-en-scene	Clearance	Mis-en-scene	Bussing	Station A	off	Station C
Robert	Clearance	Station C	Bussing	Station A	off	Station B	Station A
Singh	Station C	Station B	Station A	off	Bussing	Station C	Station B
Antonio	Station B	Station A	off	Mis-en-scene	Station C	Bussing	Clearance
Jamal	Station A	off	Station C	Station B	Mis-en-scene	Clearance	Mis-en-scene
Victoria	off	Station A	Station B	Station C	Clearance	Mis-en-scene	Bussing

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6. Assignment of Duties: A fair and equitable duties are assigned to servers where none of the server is overburdened. They are free of monotony of work and have highest productivity. The supervisor ensures that the servers are rotated to different section and sufficient servers are assigned to each section. Apart from routine service to the guest, some important tasks are assigned to servers on rotation. It includes-

- Polishing silverware
- Requisition and receiving stores, linen and flowers
- Cleaning and polishing glasses
- Food pick up
- Setup of trolleys and counters
- Cleaning of menu card
- Organising side board
- Thorough cleaning of bar

7. Evaluating staff: Performance appraisal is carried out by supervisor to assess the present value of staff and estimate future value by knowing the present potential. The supervisor is expected to evaluate the performance on well planned scales to reduce any kind of subjectivity and bias. It is also expected to measure some traits like punctuality, attendance, team work, grooming, ability to follow the instructions and perform the assigned tasks. But some of the traits like honesty and customer care are difficult to measure and requires judgement of the supervisor. Therefore some performance measures are in place to evaluate the performance of servers that includes-

- Average sales per cover
- Average amount of bill
- New guests generated
- Repeat customers
- New ideas introduced

- Guest comments and complaints
- Cost control measures
- Feedback from colleagues

The appraisal must be carried out in transparent manner and all the servers and supervisors should consider this as an act of mutual benefit. This system is used to find out deficiencies in staff and supervisor must take suitable action on consistent failures or punishment is also advised. To overcome the faults, a training program may also organised for developing efficiency.

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References :-

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**Thank
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