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Kitchen Management

UNIT 3





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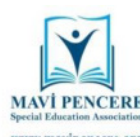
3.1. Kitchen Management Process

The resources in the kitchen management are the human labour, time, energy, equipment, products, operating systems, money. However, most of the time, some of these resources are limited, so employees or managers in the kitchen have to use these limited resources most efficiently in a smart way. It is not possible to manage the kitchen process in another way.

Restaurants/hotels etc. must have a well-equipped kitchen in order to carry out their food preparation and serving activities thoroughly and in full compliance with health conditions. Since the kitchen is the heart of the food production, its location in the building and its sections should have sufficient space, also be equipped with devices and machines that can meet the requirements and have a team with the knowledge to use these machines in the most efficient way. The complexity and abundance of kitchen tasks also require effective planning too. Considering all the elements in the kitchen (number of personnel, number of guests, amount of product, time etc.) planning should be done accordingly.

Starting from the head chef who is the kitchen manager, kitchen staff includes the kitchen workers such as department chiefs, cooks, assistant cooks, dishwashers and area cleaners. While determining the number, characteristics and duties of the employees in the kitchen, there are many factors to be considered such as the size and type of the business, the organisational structure, the location of the business, the physical structure of the kitchen, the equipment in the kitchen. Kitchen organisation is determined according to the factors mentioned above. Different levels have different responsibilities in the organisational structure of the kitchen. The head chef is called "Chef de cuisine" in French and "Executive Chef" in English. These people are responsible for the management and organisation of the kitchen. In addition, they are also responsible for planning the menu, preparing the recipes of the dishes on the menu, preparing and implementing training programs, hiring the kitchen team, and preparing the lists of and purchasing missing tools, equipment and materials. Kitchen managers should have knowledge and skills about all parts of the kitchen.

There are five basic functions in kitchen management. These functions can be called as sub-functions that make up the functions of management.





a. Planning

Planning is the first and most important stage of the management process. It is not possible to perform other management functions without planning. Deciding on the goals and objectives today considering the future is called planning. Regardless of their titles, all managers have to plan, and in order to be able to plan effectively, it is necessary to have enough information about the work in the kitchen and to share the information. In addition to theoretical knowledge, practical knowledge and experience should be kept in the foreground. The kitchen management is not independent from the other units of the business. Therefore, when planning the menus, managers such as "food and beverage manager, kitchen chef, restaurant manager, etc." should definitely be included in the process and not be ignored as they are also an inseparable part of the whole process. Having a good information flow with other departments and managers of the business will accelerate and enrich the management process of the kitchen. A rich kitchen management that can meet the demands and expectations of the guests and reflect the food and beverage culture is only possible with knowledgeable and experienced kitchen managers.

b. Mapping Out and Organising

Mapping out is the process that includes identifying the individuals to do the work, determining the necessary tools, materials and methods for production, and determining the order and time of the actions to establish the structure that will execute the work and reach the goal (Buluç, 2016). Organisation is also defined as a structured process in which people combine their efforts and workforce for specific purposes (Öztaş & Uçan, 2002, p.18).

As the enterprises grow, problems such as the selection of the tasks to be completed and the people to undertake these tasks, the assignment and distribution of the necessary authority and responsibilities and the hierarchical arrangement among the employees, and the provision of financial resources and the orientation of the enterprises in accordance with the purpose may arise as organisational problems. Deciding on what to cook, how to cook, who it will be cooked by, and grouping the personnel, making a schedule for them, placing and running the necessary equipment and tools in the kitchen area and providing the appropriate physical conditions are all parts of these processes.





c. Directing-Executing

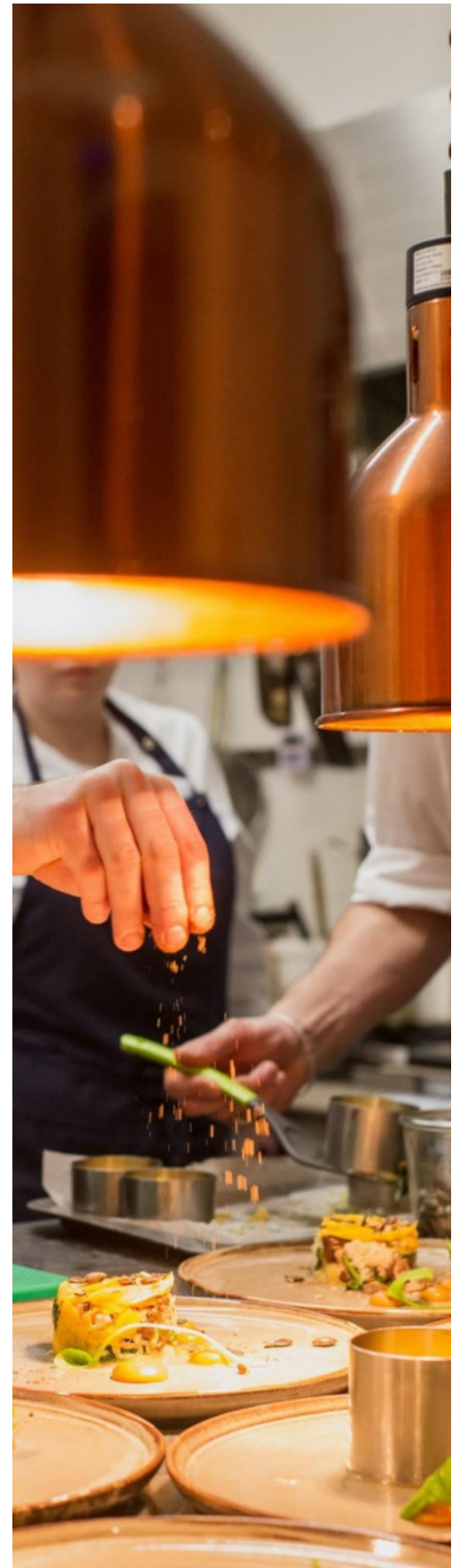
- Activating the kitchen services and getting others to do some work are parts of the execution phase. The directing function is even more important, especially in a kitchen as they are labour-intensive places. In order for the management to be successful, it is necessary to know the wishes, needs and expectations of the personnel and to solve their problems. People have complex traits, and it is often difficult to understand them. It is necessary to better understand the behaviour of employees in labour-intensive and long-term working areas such as kitchens. In order for the managers to get efficiency from the employees, they should try to meet their demands and expectations and analyse the problems related to the workplace well.

The details to be considered so that the execution process in the kitchen can be efficient are as follows:

- The manager must be able to create a team spirit in the kitchen.
- The manager should try to get to know the employees in all aspects.
- The manager should make frequent meetings with his employees and clearly state their expectations from the personnel and listen to their opinions as well.
- The manager should set a good example for their employees with his personality and behaviours.
- The manager should assign and distribute tasks to the employees in accordance with their abilities and skills.
- Managers should not get lost in detail, they should hand over the authority and responsibilities accordingly.
- Managers must establish a rewarding and appreciation system.
- They should be able to tolerate the mistakes made by their employees and support their employees for their personal development.
- He should follow up the work given.

d. Coordination

Another phase of the management process is the coordination. It is the harmonious combination of actions performed by different departments to achieve the organisational goals. A good coordination in kitchen services depends on successful communication. In the communication among the kitchen manager, the service manager and the purchasing





manager, it is of great importance that the departments act together and cooperate well in determining the important issues and achieving the goals. Delegation of authority in kitchen services should be done appropriately within the scope of coordination works. Successful delegation of authority ensures that work can be done more effectively, quickly and flawlessly. After the authority is delegated, the responsibility of the delegator still continues.

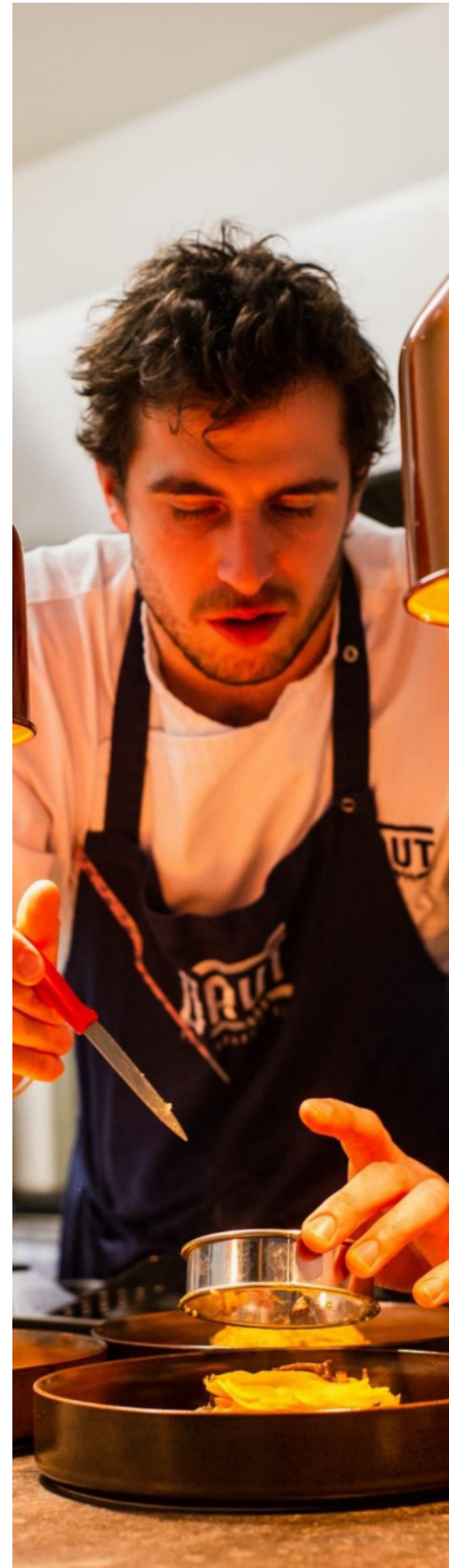
What Does Coordination Do?

- Efficiency in management increases (production quantities);
- Top management is relieved of excessive workload (Chef does not deal with unnecessary details);
- Subordinates (section chiefs, etc.) to whom authority is delegated are prepared for higher positions;
- Positive motivation is provided for the subordinates;
- Positive interaction is ensured between subordinates and superiors;
- Superiors and subordinates work more efficiently.

Coordination is easier in small-scale kitchens, but as kitchen services grow, it becomes more difficult to ensure effective and successful coordination.

e. Control and Evaluation

It helps to determine whether the manager has achieved their goals. It provides an understanding of whether the planned activities were carried out and if not, for what reasons they could not be carried out. Planning and control are inseparable. Comparing the works with the plans and making the necessary arrangements in case of deviations are necessary for the enterprise to continue and develop its activities in future. In order to carry out an inspection in the kitchen, it is necessary to determine the standards first. The establishment of standards in the kitchen can be achieved by conducting quality, hygiene and cost studies. In addition, the inspection work to be done in the kitchen should also include the hygiene of the employees, equipment, products, the quality of the food (freshness, deliciousness, structure, taste) and the cost of the products.





3.2. Departments / Stations in the Kitchen

Assistant Chef is called Sous Chef in French. A *Sous Chef* is responsible for all physical operations of the kitchen. The task distribution of the employees in the kitchen, the work plans and the preparation of the kitchen in organisations are among their duties. They work in coordination with the Chef. The number of assistant chefs in a business may differ depending on the size of the business.

Section chiefs are called *chef de partie* in French. They are the personnel who are responsible for the specific sections that they are tasked with in the kitchen. Number of the department chiefs increase according to the size of the enterprise. These chefs in a big kitchen organisation are as follows:

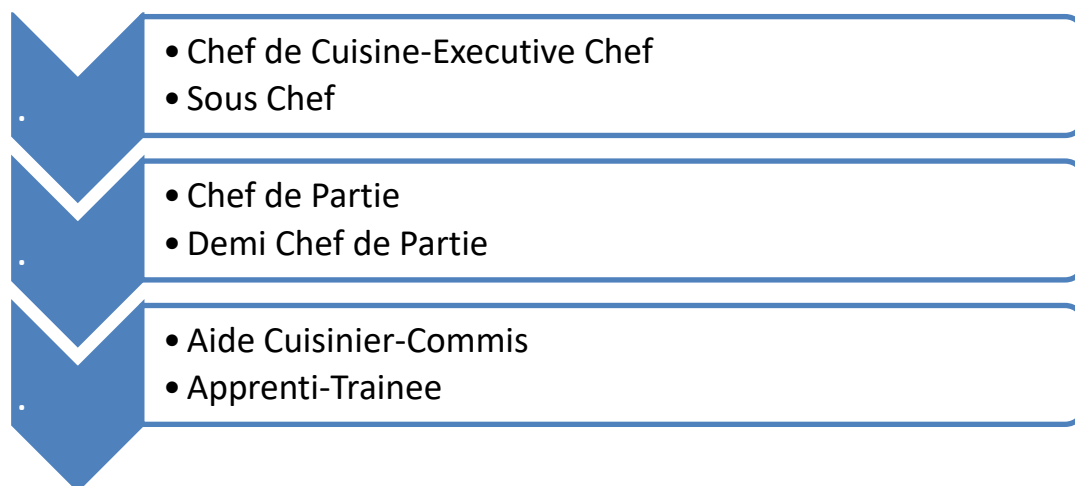
- Chef saucier (saute chef)
- Pantry chef (chef garde manger)
- Patisserie (chef patissier)
- Fish chef (chef poissonier)
- Entremesse chef (chef entremettier)
- Soup chef (chef potager)
- Roast chef (chef rotisseur)
- Hors D'oeuvrier (chef hors d'oeuvrier)
- Roundsman (chef tournant)

Department chefs are responsible for the production of all kinds of food related to their department. Department chefs are called *demi chef de partie* in French. They are the assistants to their department heads. During the food production process, they prepare the necessary equipment for their own departments, and make the preliminary preparation (*mise en plase*) of the materials to be used in the meals to be served. Assistant cooks are known as commies in kitchens. Bus persons help other cooks in their department, they take the required materials from the warehouses and bring them to their own station and help with the food preparations. Interns are students are the students who have just started their profession and work in the business within the scope of their vocational training.



3.3. Hierarchical structure in the kitchen

Everything in a kitchen is interrelated with each other. The size, type and organisational structure of the business, the physical structure of the kitchen, the equipment to be used and the content of the menu to be applied and time directly affect the amount of production, the number of employees, their skills and tasks of the employees. While the kitchen organisational structure is shaped according to these factors, different types of responsibilities arise at different levels within the kitchen organisational structure.



Chef de Cuisine - Executive Chef

The head chef or a *chef de cuisine* is responsible for day-to-day kitchen operations. Instead of preparing the food, this chef handles the managerial aspects of running the kitchen. Depending on the size of the business, they may be at the top of the kitchen hierarchy and report directly to the restaurant manager or owner. They have a largely supervisory role, ensuring the kitchen operates smoothly and taking the lead on creating menus. This position carries overall responsibility for all aspects of the menu such as the production phase, the quality of the products served, hiring and managing the kitchen staff, controlling costs and meeting budgets, and coordinating with departments not directly involved in food production. Duties also include making new menus, purchasing, costing, and scheduling of employees. They are also responsible for kitchen plant and machinery. It is important that the head chef is experienced, knowledgeable, skilled and a good overseer.

The Sous Chef

The Sous Chef is second in command of the kitchen and a candidate to become a head chef. The Sous Chef takes on much of the responsibilities of running the kitchen as the Head Chef has a more overarching role. They do the stock control in the kitchen, and follow up orders, direct how food is presented on the plate and they are the personnel behind food quality control. They also have a much more hands-on role managing the existing staff and training newcomers. Due to the many





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facets of their work, Sous Chefs are generally experienced chefs with high levels of knowledge in cooking, equipment and culinary techniques.

Chef de Partie

They are the chefs responsible for the different stations in the kitchen where production is made. Section chiefs according to the size of their businesses are:

- Hot Kitchen Chef (Chef Saucier)
- Cold Kitchen Chef (Chef Gadre Manger)
- Pastry Chef (Chef Pâtissier)
- Vegetable and Egg Dishes Chef (Chef Entremetier)
- Fish Dishes Chef (Chef Poissonier)
- Fond and Soup Chef (Chef Potager),
- Chef in charge of Grills and Similar Meals (Chef Rotisseur)
- Breakfast Chef (Chef de Déjeuner)
- Substitute Chef (Chef Tournant),
- Butcher (Boucher)

Demi Chef de Partie

They assist the work of the station chief and replace the station chiefs when they are absent, ensuring that all the work of the kitchen continues smoothly and fully. They closely follow the whole process in the kitchen to improve their knowledge and experience.

Aide Cuisinier - Commis

They work as a cook's assistant in his station. While helping with simple food preparations from time to time, they also help with tasks such as having the plates ready for service, transporting the materials needed in the kitchen from the warehouse/pantry to the kitchen.

Apprenti - Trainee

They are usually students who study at schools that train kitchen workers and who are new to the culinary profession. They gain on-the-job experience by working with the school or in the kitchen during the summer period, and they fulfil the tasks given by the cooks.

