

KITCHEN ORGANIZATION

KITCHEN

A kitchen is the place where food is prepared. While large kitchens have independent sections to deal with various aspects of food preparation, due to the sheer volume of activity, smaller kitchens would club section or have multi skilled chefs to carry out several roles. Restaurant personnel co-ordinate closely with kitchens for the supply of guest food orders. The different sections of a kitchen are:

BUTCHERY :

In this section raw meats are cut from wholesale cuts and carcasses into smaller portions of given weight, for cooking. The butchery prepare lamb, mutton, beef, veal, pork, fish, poultry and game birds. This section is also responsible for curing meats like bacon, sausages & hams by having curing chambers. Nowadays, the butchery function is outsourced to external butchers who supply pre-cut portions as per the specifications of the hotel.

GARDE MANGER :

It is a section where cold dishes such as hors d'oeuvre (appetizers before a meal), canapes (small portion snacks that go with drinks), cold meat cuts, salads, galantines (white boned meat served cold in jelly) & pates (spiced finely chopped meat served sliced and cold) are made. This section would be kept cool to deal with perishable items as also ice or butter carving for buffets. This section supplies items for public sale to the in-house delicatessen of the hotel.

PANTRY :

It is the source for sandwiches, fruit platters, juices and shakes. Some pantries undertake light hot snacks like burgers, club sandwiches, etc.

BAKERY & CONFECTIONERY :

This section prepares various breads, bread rolls, croissants, brioches, cakes, pastries, muffins, cookies, flans (open pies), tarts & ice creams. While the temperature in a bakery is hot with industrial ovens, the confectionary is kept cool, as most pastry items have to be kept fresh. Modern hotels have found it convenient and economical to out source this activity as well. A hotel with a captive bakery and confectionary shop may receive from this section supplies for public sale.

HOT RANGE :

It is the main cooking range where hot foods are made. They have a wide variety of equipment from ranges, which are coal, gas & electric fire, and griddles, deep fat fryers and steamers. An essential part of the hot range is a counter called bain-marie with hot cases to keep prepare food warm. It becomes the nodal point for controlling all guest food orders. The hot range is where sauces are prepared for various continental dishes.

GRILL :

Provides roast and grilled items like kebabs, sizzlers, tandoori items and other grilled meats and vegetables.

VEGETABLE PREPARATION :

Processes raw vegetables into smaller cuts for cooking. There are modern automatic machines for peeling, slicing and cutting.

STILL ROOM :

Tea and coffee are brewed here in stills. A still is a chamber in which water continuously boils. For tea or coffee service, a waiter may insert the tea pot with tea leaves and fill the tea pot with boiling water from the still. In coffee stills, ground coffee is brewed and supplied instantly.

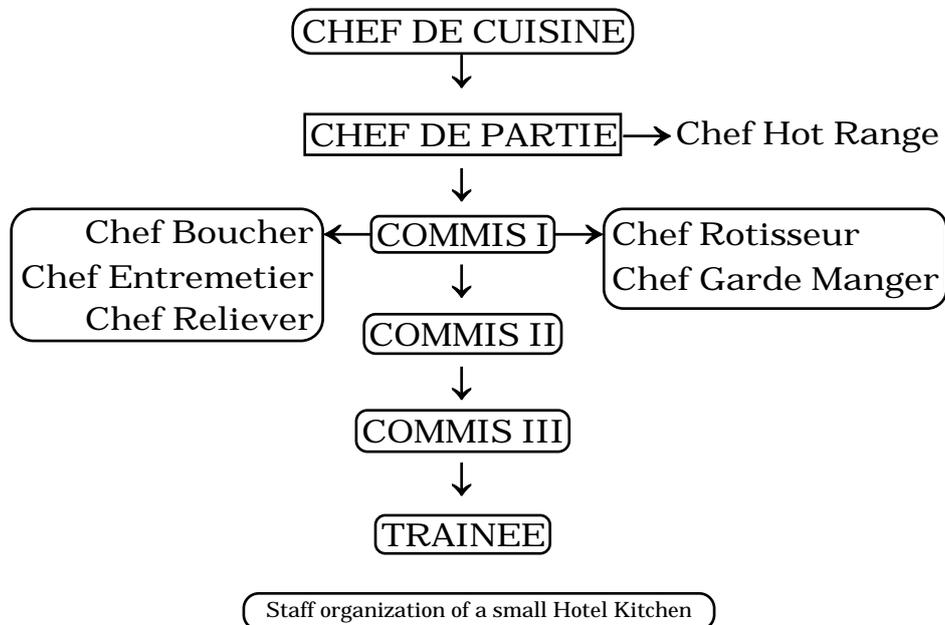
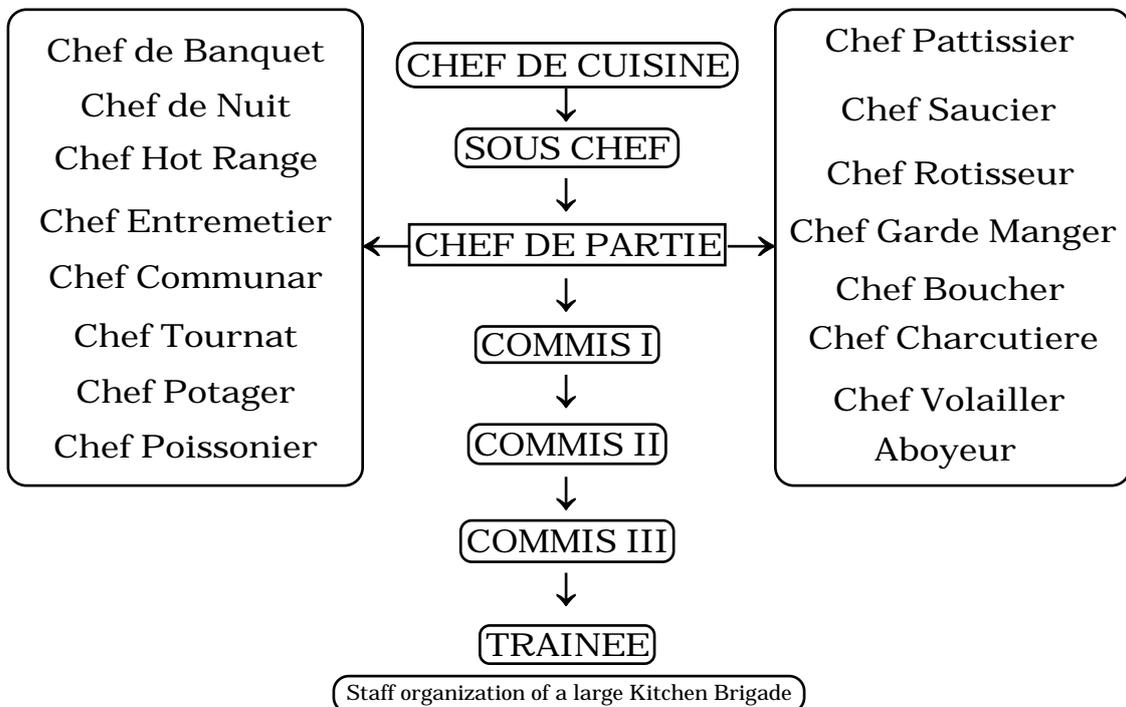
SOUP SECTION :

Huge stock kettles prepare quantity stock used as the base for various soups and essential sauces.

SATELLITE KITCHENS :

This kitchens are located away from the main kitchen to supply food to scattered restaurants in a hotel. Often these kitchens are attached to speciality restaurants with their specialized cuisine preparation methods, equipment and service.

Below a figure gives a typical organization chart of a large kitchen brigade. We will find that kitchen job titles are traditionally in French. This is because the French set the lead in the art of cooking and spread the specializations and innovations around the world considered as Hote Cuisine.



STAFF ORGANIZATION OF KITCHEN

CHEF-DE-CUISINE is the head of the kitchen. The word “chef” in English means King. He carries the full responsibility and must be a person who can hold command both in administration and also production of various dishes.

He is the departmental head and is responsible to the management with respect to:

- Maintaining the food cost and work in accordance with the policy of the organization.
- Staffing and organization of duty rosters,
- Requisitioning selection, and dismissal of staff in consultation with the HR- department. If required he should train the cook(s).
- Aid the Materials Department with purchase of kitchen raw materials by appraising them with information like standard specifications, price, quantity to be delivered, etc.
- Maintaining the quality of food and its presentation.

JOB DESCRIPTION OF EXECUTIVE CHEF

Job Title	:	Executive Chef
Responsible to	:	General Manager
Purpose and Scope of Job	:	To plan, organise, direct, co-ordinate and control the overall operation of all the kitchens.

RESPONSIBILITIES

1. Smooth functioning of all the kitchens under his control.
2. Checking the operations of satellite kitchens and suggesting any changes if required.
3. Preparation of menus for the hotel in consultation with F&B Manager and F&B Control Department as per the laid down policies and procedures of the management.
4. To ensure that all the staff under his control is properly deployed and utilised.
5. Placement of order to various suppliers through stores and purchase department.
6. Advise the Management on the purchase of plant and equipment of the kitchen.
7. Setting the Standard Purchase Specification for the food materials in consultation with MMD officer and F&B Manager.
8. Quality control of fresh supplies received and for checking the supplies at unspecified intervals.
9. Standardising recipes and their enforcement.
10. Controlling wastage, pilferage and proper storage.
11. Formulation of preventive maintenance schedule in consultation with Executive Engineer.
12. Maintaining food cost as per the laid down policies.
13. To ensure that records and registers of his department are complete.
14. Setting hygienic standards and their enforcement.
15. Preparation of departmental budgets.
16. Continual assessment, training of staff and their welfare.
17. Co-ordinating with other departments.
18. To ensure upkeep of the kitchen equipment and utensils as per laid down standards.

AUTHORITY

1. To sanction all types of leave for the staff under his control.
2. To authorise deployment of staff on overtime beyond normal duty hours.
3. To recommend disciplinary action against defaulting employees as per standing orders.
4. Authorised to recommend purchases, condemn articles and indent material required to be used in the kitchen
5. Authorised to entertain commercially important guests with the prior permission of the General Manager.
6. Authorised to check the supplies and reject those not found as per the specifications.
7. Authorised to do all risk purchases whenever a supplier fails to deliver the goods in time.
8. Authorised to report the performance of the employees working under him.
9. To recommend special awards / incentives to the really deserving staff members for exceptionally innovative performance.

SOUS CHEF is the deputy chef who shares some of the Chef-de-Cuisines responsibilities. He directs the kitchen operation in his absence. The functions of Sous Chef are:

- A) Assisting the Head Chef in all respects.
 - B) Supervising the service in the kitchen.
 - C) Organizing efficient day to day service in the kitchen.
 - D) In absence of Chef he can re-organise the roster to relieve pressure.
- In large organization there can be a number of sous chefs, especially where there are separate kitchens like grill room, restaurant, banquet service, etc.

JOB DESCRIPTION OF SOUS CHEF

Job Title	:	Sous Chef
Responsible to	:	Executive Chef or G.M./Manager where he is the departmental head.
Nature and Scope of Job	:	To plan, organise, direct and control the kitchen organisation.

RESPONSIBILITIES

1. To assist the Executive Chef in his day-to-day work.
2. To directly supervise food preparation.
3. To check the food during peak hours regarding service, garnishes and accompaniments.
4. To co-ordinate with Executive Chef with regard to the maintenance and upkeep of the kitchen equipment.

5. To inform the Executive Chef about each and every detail of the kitchen.
6. To keep a strict control on pilferage and wastage.
7. To make changes from one section to another to ease the pressure in any particular section.
8. To officiate in place of Executive Chef when he is off duty
9. To assist the Executive Chef in menu planning and costing.
10. To regularly check fresh supplies received at the time of receiving and send a note of the discrepancies to MMD office through Executive Chef.
11. To ensure strict discipline in the kitchen.
12. To ensure proper communication between Executive Chef and staff.
13. To ensure strict hygiene standards in the kitchen.
14. To assist the Executive Chef in formulating preventive maintenance schedule.
15. To assist the Executive Chef in forming the training schedule.
16. To assist the Executive Chef in deployment and proper utilisation of the staff.
17. To co-ordinate with other departments as per the advice of the Executive Chef.

AUTHORITY

1. To recommend all types of leaves in consultation with Executive Chef.
2. To authorise deployment of staff on overtime after giving proper justification in writing.
3. To recommend disciplinary action against defaulting employees in consultation with Executive Chef.
4. Authorised to assess the performance of the staff and apprise the Executive Chef accordingly.

CHEF-DE-PARTIES are supervisors responsible for a section of the kitchen. He or she translates the management's policies and procedures into the sections. A chef-de-partie is skilled enough to head a small kitchen operation. The types of chef-de-parties are shaded. Specialist chef-de-parties are those who have developed skills in a specific field of a kitchen.

JOB DESCRIPTION OF CHEF-DE-PARTIE

Job Title	:	Chef de Partie
Responsible to	:	Chef/Sous Chef/Executive Chef
Nature and Scope of Job	:	Plan and organise the preparation of food in his section.

RESPONSIBILITIES

1. To plan and organise the actual preparation of food in his section.
2. To ensure the mise-en-place and mise-en-scene in his section
3. To ensure strict food serving standard with regard to presentation and garnishes.
4. Preparation and dishing out a la carte orders.
5. Preparation of food for party menus.
6. To ensure proper portions as per the standard recipes.
7. To inform Chef/Sous Chef of any mechanical defect in the equipment in his section.
8. To ensure strict hygienic standards in the section
9. To try out new dishes as per the advice of the Chef.
10. Any other job as assigned.

AUTHORITY

1. Authorised to write requisition for raw material in the absence of Chef. However, obtaining signature of an Executive on the requisition is a must.
2. Authorised in the absence of the Chef/Sous Chef, to receive and replace the food whenever returned by the guest in case of complaint or otherwise.

CHEF TOURNANT is a reliever chef who can replace any of the regular chef-de-parties in their absence. Therefore, this specialist has to have a wide variety of cooking skills.

CHEF SAUCIER is a specialist in sauces. He becomes a key person in continental cuisine, which relies heavily on sauces.

CHEF PATISSIER is specialized in confectionery items specially cakes and pastries. *Chef Rotisseur* is skilled in roasts and grills and assisted by the *Grillardine*, the grill cook.

SAVOURIER is the savoury cook.

ABOYEUR is the announcer of dishes for preparation to various sections, once orders come in from the restaurants. He is also known as a 'barker'.

CHEF GARDE MANGER is responsible for the cold kitchen preparations.

CHEF BOUCHIER is the expert in butchery and meat cuts. Another variation to the butcher is the *CHEF CHARCUTIERE* who is the expert on pork based items like sausages, ham etc.

CHEF POISSONIER specializes in fish preparations.

CHEF POTAGER is responsible for the soup sections, another key person in continental cuisine.

CHEF COMMUNARD is responsible for staff cafeteria meals.

Other specialists not found on the chart but are there in large food production operation are:

CHEF ENTREMETIER who prepares vegetables while the *CHEF VOLAILLER* is the poultry man specialized in chicken items and game birds.

BREAKFAST COOK is a specialist in break fast.

CHEF-DE-BANQUET specializes in quantity cooking for function. In many large hotels banqueting is a regular and prominent feature that earns a considerable amount of business. Therefore, it becomes necessary to have a separate brigade consisting of a Banquet Chef assisted by one or two commis. Though there may be a separate section for the banqueting chef to work, but sometimes he may have to move his service staff from one point to another, like he may have some cold buffet display to be prepared at the larder, and then he may have to come to the Pastry for to complete a sweet dish.

While carrying out his job he is required to:

- A) Co-ordinate with the banquet manager and organize the service.
- B) Know the time for the party, number of persons attending the function, special dishes required and any special instructions that are with the waiters.
- C) Co ordinate with the Chefs de Partie with supplying of various dishes.
- D) Provide with the dishes and service on time
- E) Ascertain the number of dishes coming from various sections.
- F) Know what dishes are finishing and replenishing the same while the service is on.
- G) Make necessary arrangements to carry out completion at service points.

CHEF-DE-NUIT (the night cook) is a multi-skilled cook to meet any exigencies at night.

CHEF HOT RANGE puts all the sub-elements of the meal into the whole meal. He will use various cooking methods to prepare the dish to specifications of the menu item.

COMMIS are general cooks who make the food items. They may be given titles to Commis I, Commis II and Commis III based on their experience and skill level.

JOB DESCRIPTION OF COMMIS I TO COMMIS III

Job Title	:	Commis Production (I, II & III)
Responsible to	:	Chef
Nature and Scope of Job	:	To prepare the food.

RESPONSIBILITIES

1. Preparation of dishes as assigned to him.
2. Mise-en-scene and mise-en-place in the department.
3. Finishing and dishing out a la carte orders.
4. Preparation of food for party menus and buffets.
5. Assisting Chef/ Chef de Partie in performance of their duties.
6. Controlling the wastage.
7. Portion control as per the standard yields.
8. Informing Chef/ Sous Chef of any defect in the equipment of his section.
9. Cleaning of working areas and equipment used during the preparation of dishes.
10. Ensuring strict hygienic conditions around his place of work and equipment.
11. Any other ob as assigned to him.

SMALLER HOTELS will have abridged kitchen crew relying heavily on multi-skills and outsourced food production services.

We observe that the Chef de Cuisine would be at the level of a Sous Chef of a large property. The Chef de Partie will lead the hot range activity as also be the saucier if the hotel provides French cuisine. The other specialists are at the Commis level. The specialists are the entremetier who does vegetable preparation. A small hotel will have a butcher to cut meats to cooking portions. Normally the butchery activity will be outsourced to a local butchery that will cut meats to the specifications of the hotel. However, all locations will not have a commercial butchery and establishments here would require a full time butcher. The other specialists are the grill cook and garde manger cook. The reliever chef will be multi-skilled to fill in leave vacancies of other cooks. We notice that the bakery and confectionery will be outsourced to a local establishment to provide the goods to specifications. Small hotels are guided by what they can afford in salaries and wages rather than wanting to give lesser quality of food. Naturally smaller hotels will offer a smaller range of menu items that fit into the capabilities of its cooking staff.

Future Perspectives : Hotels of the future will prefer to lease out restaurant and kitchen space to branded restaurants than be involved in running them. The leasers will be responsible for running their own kitchens and food service. Hotels may maintain an all-purpose coffee shop, room service and banqueting. The volume of kitchen activity would be certainly curtailed by outsourcing the butchery, vegetable preparation, bakery, confectionery and cold kitchens. Many hotel kitchen and service professionals will find meaningful careers in franchise and outsourced operations in addition to hotels.

KITCHEN STEWARDING

The department is primarily concerned with the storage, maintenance, cleanliness and issue of cutlery, crockery, hollowware, chinaware and glassware to the restaurants and kitchens. It is responsible for the cleanliness of kitchens and the washing of pots and pans. It procures, installs and services gas connections and coal supply for cooking. The department would ideally have a large store for kitchen and service equipment, dishwashers and pot washing section. Many hotels may give the responsibility of the staff cafeteria to the kitchen stewarding. In such cases the stewarding would have their own brigade of cooks to prepare staff meals. Kitchen stewarding is also responsible for pest control activity of a kitchen. The kitchen stewarding will remain an integral part of food service operations.

Executive Kitchen Steward : Is responsible for planning, organizing, directing and controlling the stewarding activity. He would control the kitchen stewarding stores and ensure that the kitchens and restaurants smoothly get their needs.

Kitchen Steward : This is a supervisory level responsible for a shift. Stewarding activity is a twenty-four hour activity in a busy hotel.

JOB DESCRIPTION OF KITCHEN STEWARD

Job Title	:	Kitchen Steward
Responsible to	:	Executive Chef/ Sous Chef
Nature and Scope of Job	:	To organise and control silverware, flatware, glassware, crockery, cutlery and kitchen utensils.

RESPONSIBILITIES

1. Control of all kitchen flatware and service dishes.
2. Control of cutlery, crockery and other banquet requirements.
3. Arranging cutlery, crockery, glassware for the parties as per size of the party.
4. Maintaining stock registers for all cutlery, crockery, glassware, silverware, kitchen utensils and miscellaneous items and ensuring stock-taking of the items once a week.
5. Placing indents for more material as and when the par stock declines.
6. Proper deployment and utilisation to utility workers under his control.
7. Preparation of duty roster for utility workers in consultation with Executive Chef.
8. To ensure cleaning and polishing of all the equipment in the stewarding department.
9. To assist Chef in transporting various stores to maintain par stocks of perishables, non-perishables and non-food items.
10. Enforcing strict hygienic standards in the kitchen.
11. To ensure proper and speedy cleaning and storage of all service wares in dishwashing machine / manual washing area.
12. Proper and speedy cleaning and storage of all pots and pans.
13. Any other job as assigned.

AUTHORITY

1. To recommend indents of the material required by his department.
2. To recommend leaves to Executive Chef for the staff under his control.

Utility Workers : These are the cleaning brigades, who clean kitchens and equipment and do other heavy work.

JOB DESCRIPTION OF UTILITY WORKER

Job Title	:	Utility worker
Responsible to	:	Executive Chef
Nature and Scope of Job	:	To do the unskilled work

RESPONSIBILITIES

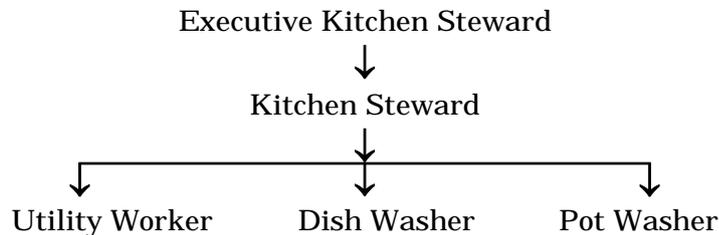
1. To assist in the bulk of unskilled work in the kitchen.
2. Follow the instruction given to him by his superiors / kitchen steward.
3. Cleaning of kitchen floors and tiles clearing dustbins and carrying of the loads in the kitchen.
4. Assisting the department in vegetable cuttings / preparations and unskilled kitchen jobs.
5. Cleaning and scouring of heavy duty pots and ans in the kitchen.
6. Proper washing and storage of crockery, cutlery, glassware, silverware etc.
7. Care and up-keep of dish washing machine and other equipment on which he is working.
8. Any other job as assigned to him by Executive Chef / Sous Chef / Chef / Kitchen Steward.

Dishwashers : They operate the dishwashing machine that cleans all service ware.

Pot Washers (Plongeurs) : They clean large pots and cooking utensils of the kitchen, using jet water sprays.

Kitchen Porter : Is the title given by small independent hotels to utility workers who do multi-tasks.

Future Perspectives : Kitchen Stewarding is an important function to maintain the strict standards of hygiene and sanitation of the municipal and health authorities. At the most this activity can be contracted to cleaning companies though equipment like the dish washing machine, which will be owned by the property.



Organization Chart of Kitchen Stewarding

KITCHEN DESIGN

Kitchens must be designed so that they can be easily managed. The management must have easy access to the areas under their control and have good visibility in the areas which have to be supervised. Large operation should work on separate work floors, for reasons of efficiency and hygiene.

- ❌ Product - Raw materials to finished product
- ❌ Personnel - How people move within kitchen; for example, staff working in dirty areas (area of contamination) should not enter areas of finished product, or where blast chilling is taking place.
- ❌ Containers / Equipment / Utensils - Equipment should, where possible, be separated out, into specific process areas.
- ❌ Refuse - Refuse must be kept separated and should not pass into other areas in order to get to its storage destination.

Product Flows

Each section should be subdivided into high risk and contaminated sections. High risk food is that which during the process is likely to be easily contaminated.

Contaminated food is that which is contaminated on arrival before processing: unprepared vegetables, raw meat.

Back tracking or cross-over of materials and product must be avoided.

Work Flow

Food preparation rooms should be planned to allow a 'work flow' whereby food is processed through the premises from the point of delivery to the point of sale or service with the minimum of obstruction. The various processes should be separated as far as possible and food intended for sales should not cross paths with waste food or refuse. Staff time is valuable and a design which reduces wasteful journeys is both efficient and cost effective.

The overall sequence of receiving, storing, preparing, holding, serving and clearing is achieved by:

- Minimum movement;
- Minimal back tracking;
- Maximum use of space;
- Maximum use of equipment with minimum expenditure or time and effort.

Work Space

Approximately 4.2 m (15 sq. ft) is required per person; too little space can cause staff to work in close proximity to stoves, steamers, cutting blades, mixers etc., thus causing accidents. A space of 1.37 m (4¹/₂ ft) from equipment is desirable and aisles must be adequate to enable staff to move safely. The working area must be suitably lit and ventilated with extractor fans to remove heat fumes and smells.

Working Sections

The size and style of the menu and the ability of the staff will determine the number of sections and layout that is necessary. A straight line layout would be suitable for a snack bar whilst an island layout would be more suitable for a hotel restaurant.

Access to Ancillary Areas

A good receiving area needs to be designed for easy receipt of supplies with nearby storage facilities suitably sited for distribution of foods to preparation and production areas. Hygiene must be considered so that kitchen equipment can be cleaned and all used equipment from the dining area can be cleared, cleaned and stored. Still room facilities may also be required.

Equipment

The type, amount and size of equipment will depend on the type of menu being provided. Not only should the equipment be suitably situated but the working weight is very important to enable the equipment to be used without excess fatigue. When a kitchen is being planned, standard symbols are used which can be produced on squared paper to provide a scale design. Wash hand facilities and storage of cleaning equipment should not be omitted.

Kitchen equipment manufacturer and gas and electricity suppliers can provide details of equipment relating to output and size.

The various preparation processes require different areas depending on what food is involved. A vegetable preparation area means that water from the sinks and dirt from the vegetables are going to accumulate and therefore adequate facilities for drainage should be provided. Pastry preparation on the other hand entails mainly dry processes.

Whatever the processes, there are certain basic rules that can be applied which not only make for easier working conditions but which help to ensure that the food hygiene regulations are complied with.

Food Preparation Areas

Proper design and layout of the preparation area can make a major contribution to good food hygiene. Staffs generally respond to good working conditions by taking more of a pride in themselves, in their work and in their working environment.

Adequate work space must be provided for each process and every effort must be made to separate dirty and clean processes. Vegetable preparation and wash up areas should be separate from the actual food preparation and service areas. The layout must ensure a continuous work flow in one direction in order that cross-over of foods and any cross-contamination is avoided. The staff should not hamper each other by having to cross each others' paths more than is absolutely necessary.

Actual work-top areas should be adequate in size for the preparation process and should be so designed that the food handler has all equipment and utensils close to hand.

Accommodation must be based on operational need. The layout of the kitchen must focus on the working and stores area, and the equipment to be employed. These areas must be designed and based on the specification of the operation.

Kitchens can be divided into sections; these must be based on the process.

1. Dry areas; for storage.
2. Wet areas; for fish preparation, vegetable preparation, butchery, cold preparation.
3. Hot wet areas; for boiling, poaching, steaming: equipment needed will include;
 - a) Atmospheric steamers;
 - b) Bratt Pans;
 - c) Pressure steamers;
 - d) Steam jacketed boilers;
 - e) Combination oven.
4. Hot dry areas; for frying, roasting, grilling: equipment needed will include;
 - a) Cool zone fires;
 - b) Salamanders;
 - c) Pressure fryers;
 - d) Induction cookers;
 - e) Bratt pans;
 - f) Halogen cookers;
 - g) Roasting ovens;
 - h) Microwave;
 - i) Charcoal grills;
 - j) Cook and hold ovens.
5. Dirty areas; for refuse, pot wash areas, plate wash; equipment needed will include:
 - a) Compactors;
 - b) Dishwashers;
 - c) Refuse storage units;
 - d) Glass washers;
 - e) Pot wash machine.

Size of Kitchen and Food Preparation Areas

Size is determined also by purpose and function.

- o The operation is based on the menu and the market it is to service.
- o The design and equipment is based on the market.
- o Consideration must be given to the management policy on buying raw materials. Choice will determine kitchen plans on handling raw materials.

Prepared food will require different types of equipment and labour requirements compared to part-prepared food or raw state ingredients.

Prepared food examples are sous vide products, cook/chill, cook/freeze, prepared sweets. Part prepared food examples are peeled and cut vegetables, convenience sauces and soups, portioned fish/meat. Raw state food examples are unprepared vegetables, meat which requires butchering, fish requiring filleting and portioning.

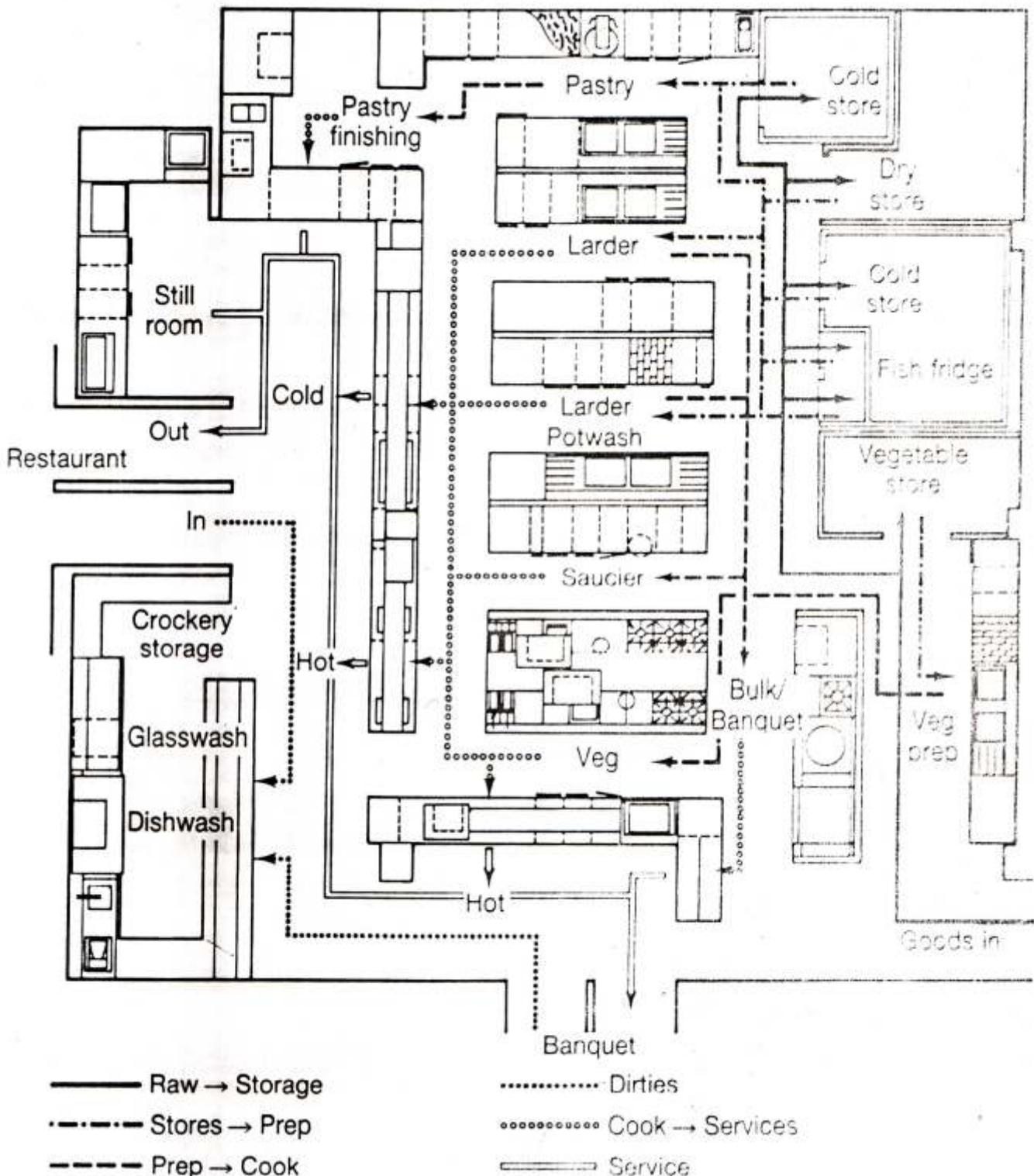
Consideration must also be given to the service policy on using all plate service or a mixture of plate and silver service or self-service, and how all this will affect the volume and type of dishwashing.

Planning and Layout of the Cooking Area

Because 'raw material' enter the cooking section from the main preparation areas (vegetables, meat and fish, dry goods), this section will be designed with a view to continuing the flow movement through to the servery. To this end, roasting ovens for example, are best sited close to the meat preparation area, the steamers adjacent to the vegetable preparation area.

Layout is not, however, just a question of equipment siting and selection, much depends on the type of management policy on the use of prepared foods and the operating cycle. Clearly the cooking section should contain no through traffic lanes, used by other staffs to travel from one section to another. The layout should be so planned that raw food staffs arrive at one point, are processed in the cooking section and are then despatched to the servery. There should be a distinctive progression in one direction.

As with other areas, the cooking section should be designed with a view to making maximum use of the available area and to provide economy of effort in use.



DESIGN OF A WELL PLANNED BASIC KITCHEN