UNIT 3

PERSONNEL MANAGEMENT

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- INTRODUCTION

- The success of every food service organization depends on how willingly the people working in it give their best and identify with the goals of the organization.

- Personnel management is the traditional approach of managing people in the organization . Human resource management is a modern approach of managing people and their strengths in the organization. Under personnel management , personnel function is undertaken for employee's satisfaction.

- Every manager of a business must know the legal implication of hiring a staff ,irrespective of his span of control over his work. He is a personnel manager to the extent that he has to manage people placed in his charge at work. The duties of personnel manager are to formulate personnel policies for the total organization which are expected to cover recruitment and

- selection of staff for various jobs

- Induction

- Planning for vacancies

- Maintaining records

- Negotiating with trade unions

- Formulating incentive schemes (awards and bonus schemes)

TYPES OF PERSONNEL REQUIRED

- The types of personnel required depend on skill levels. In the restaurant industry, employment opportunities can be stored into 3 general categories based on training and experience. These job categories are –

- Entry level

- Skilled level

- Supervisory level

The first category of personnel required is entry level. Entry-level employment usually requires no particular skills or experience. At this level employees will be working as hosts/hostesses , chef assistants for preparations , other utility workers (cleaning and washing).

- The second category of personnel required can be described as skilled and technical personnel. Skilled personnel in the hospitality industry are those who have taken professional chef training apprenticeship programs and for the front office ,hospitality training or bartending programs. These are the workers who actually carry out the tasks needed for a food service operation to be successful.

- The third category of personnel is supervisory in nature. Individuals working in supervisory roles need to be experienced in the industry and can effectively organize and motivate other skilled workers . In addition to front line and skilled technical experience, the supervisor should be able to control costs, schedule production ,manage budgets, and work well with other people even in the most pressure packed situations.

Methods of recruitment

- *1.AUTOCRATIC:* This comprised a state of authority exercised on subordinate employees by virtue of placement in the organisational structure. This approach tended to centralize all power and absolute responsibility with top managers giving rise to the **I** and **YOU** or **WE** and **THEY** situation causing psychological divide between managers and staff

- *2. BUREAUCRATIC*: McGregor (1960) also put forward alternate assumptions about employees through his theory Y, which stated that work is as natural as play or rest and people are not inherently lazy. He started that they become lazy if they are not committed to the objectives laid down. They have potential and exercise self control and direction and when given the right work environment they can be creative and apply their imagination at work.

- **DEMOCRATIC:** WILLIAM QUCHI (1981) proposed an integrated model through behavioral prescriptions for management, that needed to be woven into the organizational environment. The distinguishing features of this theory Z were believed to foster close, cooperative and trusting relationship between managers and members of work groups

- **_3.SCIENTIFIC:_** This streamlined work into interconnected and interdependent units and sub units in which the focus was on higher productivity and team work. The importance of productivity continues to rise as organizations tend to optimize the use of their resources through three main sources, people (human resources) , processes and technology. Athreya (2002) has stressed that team play by each person is the most crucial and relatively the more critical missing link on which depend the success or failure of organization.

- *TECHNOLOGICAL:* Since the industrial revolution, advances in technology have lead to quantum leaps in productivity, although the acceleration was primarily due to intense competition in the single-market world of globalization. Today, the focus is not so much on the technologies per se, as on promoting the development of people who can boost innovation, entrepreneurship, creativity and so on.

5.TEAMWORK: The three important determinants of team work are leadership, building the right kind of groups or teams for better productivity and membership which reflects the individual contributions people will make towards team goals.

Team work which was the strength of the Indian family community and the society in preindustrial India, has now dwindled due to the changes in family structures from undivided joint to nuclear families. Organisations therefore need to redevelop this unity in their internam group culture in order to maximise outputs.

- **WELFARE PROVISION FOR EMPLOYEES – HEALTH, SAFETY, RECREATION, MEALS, LABOR AND FOOD LAWS**

- EMPLOYEE HEALTH: INTRODUCTION

- Poor working conditions

- Under stressful conditions, employees may not be able to concentrate on work, leading to serious accidents .Therefore, employers should take up health and safety issues seriously and do everything possible to improve the living condition .

- Occupational health programmes deal with the prevention of ill-health arising from working conditions. They consist of two elements:

- ● Occupational medicine, which is a specialized branch of preventive medicine concerned with the diagnosis and prevention of health hazards at work and dealing with any ill-health or stress that has occurred in spite of preventive actions

- ● Occupational hygiene, which is the province of the chemist in the measurement and control of environmental hazards. Safety programmes deal with the prevention of accidents and with minimizing the resulting loss and damage to persons and property.

RECREATION

- **Activities of the welfare department:**
- (i) Training and care of young recruits.
- (ii) Work Library.
- (iii) Work Magazines.
- (iv) Annual outings.
- (v) Sports competition.
- (vi) Relief fund for families of workers in difficulties.
- (vii) Conduct of enquiries into wrongful dismissals.
- (viii) Special facilities for women and young person are working in the factory.
- (ix) Sickness and accident insurance.

- **An example of better welfare facilities provided by a big industrial concern is as follows:**

- Meals and snacks are served to the employees at subsidized rates.

- Free medical aid available to all employees, their families and dependent parents at the modern hospital and dispensaries located in different parts of the township of the concern.

- Spread over a big area with 2200 residential houses, the township is equipped with all modern amenities including schools for nursery to higher secondary, shopping centers, commu-nity centers, play grounds, clubs, post and telegraph office, banks, auditorium, cinema hall etc.

MEALS AND FOOD LAWS

- **Lunch Rooms and Cafeteria:**

- Where the housing accommodation is far away from the works, and the workers cannot go home and return in time during recess hours, they should be provided mess facilities inside the factory area for supply of cheap wholesome and well-cooked mid-day meals to workers.

- The food should be provided at actual cost and the activities should be controlled and managed by the works committee under the guidance of welfare work-ers. Some concerns provide meals etc., at subsidized rates.

- A separate dining area needs to be provided where ten or more employees eat a meal at a workplace at one time or where the nature of the work causes a risk to the health, safety and welfare of employees from preparing food or eating in the workplace.

- The dining room needs to:
  - be hygienic and waterproof
  - be separated from any hazard (including noise, heat, atmospheric contaminants and toilet facilities)
  - be separate from any work process
  - meet the temperature range requirements contained in this compliance code (between 20°C and 26°C
- The size of the dining room: need to allow 1m sq of clear space for each person likely to use the dining room at one time. The clear space is calculated free of any furniture, fittings or obstructions. This means that the minimum size of a dining room for 10 employees would be 10m sq, plus additional space for dining furniture, fittings such as sinks and benches, and obstructions such as pillars.

- **Tables and Seating**

- A dining table (or tables) allowing a minimum of 600mm width by 300mm depth of table space per person.

- Chairs or seats with back support for each person likely to be eating at one time.

- Food handling and hygiene

- Facilities need to be provided for washing utensils, including a sink and draining board with hot* and cold water, but buckets or tubs are alternatives when fixed facilities are not possible. These need to be clean and kept solely for dishwashing purposes. Washing utensils and detergent also need to be provided.

- Vermin and dust-proof storage needs to be provided for all food and utensils. This needs to include a refrigerator big enough to store perishable foods for all employees using the facilities.

RECENT ADVANCES IN INSTITUTIONAL FOOD SERVICE MANAGEMENT.

- From the cash register to the kitchen, technology is an integral part of how restaurants operate. Innovators are constantly coming up with new digital solutions to make running a restaurant easier, faster, and more profitable. Here are some advances in institutional food service management.

1. BLUETOOTH TEMPERATURE SENSORS

- It's no secret that HACCP (food safety) checklists are a pain. That's why many restaurants have statred utilizing bluetooth temperature monitoring systems to ensure their food and equipment are up to date. Using handheld probes and fixed sensors, restaurants can manually or automatically measure the temperatures of their key assets in as little as four seconds.

- 2. OPTIMIZED SCHEDULE MAKERS

- Restaurateurs know all too well how difficult scheduling can be. Luckily, there is now software to help them get the job done. In just seconds, managers can generate and distribute a digital weekly schedule to all employees.

- 3. VIRTUAL REALITY ONBOARDING

VR and HR come together to create the newest trend for employee management: virtual reality onboarding. Using a headset and customized software, new hires can engage in a truly unique experience, without the risks and cost of a normal training session.

- 4. DIGITAL INVENTORY TRACKING

The pen and paper method is a thing of the past now that digital inventory tracking has made its way into the restaurant business. Many restaurants are switching over to an electronic inventory system as it providers them better visibility of their main assests.

- 5. AUTOMATED PURCHASING TOOL

One of the biggest mistakes a restaurant can make is not having enough food to serve. Save yourself the headache and let an automated purachasing system do the work for you. Linked direactly to your inventory system, this digital tool helps managers stay on top of stock by alerting them to low product levels.

- 6. DIGITAL TABLE

- Long wait times are a major source of diner dissatisfaction at restaurants. Keep both your customers and hosts happy with a digital table manager. This software does everything from booking reservations directly with customers to suggesting optimal seating arrangements based on time and party size.