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# UNIT 14 PERSONNEL MANAGEMENT: STAFF PLANNING AND MANAGEMENT

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## Structure

- 14.1 Introduction
- 14.2 Staff Planning and Management
  - 14.2.1 Approaches to Staff Management
  - 14.2.2 Issues in Planning and Management
  - 14.2.3 Steps in Planning
  - 14.2.4 Staff Scheduling
- 14.3 Employment Process
  - 14.3.1 Determining Staff Requirements
  - 14.3.2 Establishing Policies for Recruitment
  - 14.3.3 Outlining Procedures
- 14.4 Staff Recruitment and Selection
  - 14.4.1 Recruitment
  - 14.4.2 Selection
- 14.5 Staff Placement
  - 14.5.1 Documenting Contract
  - 14.5.2 Induction
- 14.6 Staff Training
  - 14.6.1 Need for Training
  - 14.6.2 Areas of Training
  - 14.6.3 Training Process
  - 14.6.4 Evaluation and Appraisal
- 14.7 Laws Governing Staff Planning and Management
  - 14.7.1 Employee Laws
  - 14.7.2 Trade Union Contracts and Negotiations
- 14.8 Let Us Sum Up
- 14.9 Glossary
- 14.10 Answers to Check Your Progress Exercises

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## 14.1 INTRODUCTION

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If you look at any establishment as a spectator, you will see many types of people doing different things. How does a hotel or restaurant for instance, seem to run smoothly in spite of a large number of people with different educational backgrounds, skills, work behaviours and attitudes, seemingly perform tasks in harmony? In Unit 13 we learnt about leadership and about the leaders, what qualities they possess and how they influence the success or failure of an establishment. We learnt that leadership deals with working with people to get them willingly to produce the results leader wants or needs to accomplish. In a food service organization, the food service managers and dietitians are the administrative leaders who assume the management of the organization.

Now in the present unit we focus on the area of planning and managing staff in an organization. We will learn how staff requirements are determined and how people perform different jobs smoothly. Further the need for training, procedures and laws specific to the welfare of the workers will be discussed.

## Objectives

After studying this unit, you will be able to:

- describe the need for staff planning,
- list the steps involved in staff planning,
- explain how people perform different jobs smoothly,
- highlight when, why and how staff requirements are determined,
- describe recruitment, selection and placement procedures,
- discuss the need for training, procedures and processes,
- enumerate the laws important for staff at work,
- elaborate on how the laws operate in practice, and
- define what are trade unions and how they function in the interest of staff.

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## 14.2 STAFF PLANNING AND MANAGEMENT

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Let us begin our discussion with an understanding of staff planning and management.

Till the 20<sup>th</sup> century, managers used to give orders to staff or employees and expected them to be carried out. The only focus of planning was setting goals for achieving profits. Today, catering has acquired the status of an industry consisting of food services of different types and sizes requiring special skills, as you may recall studying in Unit 11 and Unit 12 earlier in this course, and any activity if not performed well, can result in losses and even closure of establishments.

Managers have therefore begun to realize that the people who carry out the jobs are more important, because it is they who can make or break the organization. This realization has shifted management focus on staff planning rather than profit planning alone. Thus, more resources are spent on staff at all levels rather than on accounting processes, because managers know that if their employees perform, the profits will follow. The changes in the outlook of managers have resulted in a clear shift from the usual autocratic approach to staff towards *bureaucratic*, *democratic*, and *participative* to *scientific and technologic* approaches to staff management. We will learn about these approaches in a little while from now. But first let us see what issues arise as the thinking of managers shifted from processes, product lines and profits, to people at work (staff) and those in the environment (customers). The central issue faced by managers related to the new thinking about staff, was a mental change from the '*they and us*' (employer and employee) to an '*us and we*' approach. This meant thinking of the organization as a single interdisciplinary unit and all the staff performing as a team, irrespective of the nature of job performed or the position in the hierarchical structure of the organization.

Now let us get to know the approaches in staff management.

### 14.2.1 Approaches to Staff Management

The approaches adopted by superiors or managers affect relationships between people at work, thereby creating harmony or lack of it in an establishment. A number of approaches have been used singly or in combination by managers in different situations and establishments to steer staff towards organizational goals, depending on their size and management structure. These are listed and briefly outlined herewith in the context of food service institutions.

- Autocratic
- Bureaucratic
- Democratic
- Participative
- Scientific
- Technological

Let us discuss each of these now. We shall begin with autocratic first.

- ***Autocratic***

The autocratic approach was based on *McGregor's* 'X' theory which assumed that *people basically dislike work and responsibility and will avoid it if they can*. Therefore managers pressurized and coerced staff to achieve goals, and communication was largely downwards in the form of orders which the staff, called *workers*, were forced to or expected to carry out. In this *they and us* approach, employees work long hours and the focus is purely on productivity or profits in which staff is the means of achievement but has no say in the management of their work. This approach is seen even today in small self or family owned establishments like *dhabas*, which employ cheap untrained or job hunting workers who follow orders willingly.

If a manager is autocratic in approach and orders or stands over-seeing people's work all the time she/he is not likely to get the best from staff even if they are good in their work. This is because the communication channels are only downwards and all decisions are made by the managers only without the involvement of the staff. This situation de-motivates them and their performance drops.

- ***Bureaucratic***

*McGregor* also offered theory 'Y' which stated that *work is as natural as play or rest and people are not inherently lazy*. They become lazy if they are not committed, but given the right work environment, they can be creative and imaginative at work. This approach encouraged managers to work with the people and discuss problems and solutions with them, before giving orders that passed along the different levels of the organization. Example of this approach is in a hotel or restaurant.

- ***Democratic***

In the 1980's *William Quchi* proposed an integrated model through prescriptions for the behaviour of managers that needed to be woven into the work environment. This was called *Theory 'Z'*, and believed to foster close, cooperative and trusting relationships between managers and members of work groups whose ideas were appreciated and often used in decision making. A good example is the college hostel in which students form part of mess committees to offer suggestions for menus, stocks, timings of service and so on, and the staff carry out the work to the satisfaction of both management and students.

- ***Participative***

In this approach, managers encourage staff at all levels to participate in decision making for the establishment. This is achieved through regular face to face contact in meetings held at regular intervals every week or month. This encourages staff to voice their opinions about what they feel at their jobs and contribute ideas through brainstorming sessions to help solutions to problems raised by anyone at the meeting. This also encourages people to do some serious thinking about the work environment, job content or grievances, and jot down points to be sorted out at the meeting. The process also encourages a certain degree of introspection and preparedness for discussion saving a lot of time and energy of all concerned without undue absence from work.

Participation of staff in the planning and problem solving processes encourages their involvement in management while also increasing their motivation, creating harmony, team spirit and cooperation at work, both outside and within their own working groups. If such approaches are adopted, there is less likelihood of staff uniting and going on strike, affecting smooth operation of services.

- **Scientific**

This approach introduced by *Fredrick Taylor*, streamlined work into inter-connected, interdependent units in which the focus was on higher productivity and team work. Using this approach work, methods and resource use could be optimized in smaller units of larger organizations in a scientific manner with the output of one unit being used by another unit till the final product emerged. The disadvantage was however, that specialized units worked to achieve their own goals only but had little or no idea of how their work fitted into the end product that produced the profits. This was more so in a large organization which was spread out or far removed into satellite units.

This approach was *productivity focused* and not staff focused and therefore staff conflicts or frustrations went unnoticed till they flared up and affected output of staff. These were then addressed only through laid down standard grievance procedures. Conflict prevention was not addressed and team spirit though seen within units was not visible within the organization. *Athreya (2002)* has stressed the vital link between productivity and teamwork, the role play by each person being the most crucial and relatively critical missing link on which success or failure of organizations depends. This is extremely relevant to food service institutions, which are basically people oriented and highly dependent on harmony between people at work and in their environment.

- **Technological**

Since the industrial revolution, advances in technology have led to vast increases in productivity, which was accelerated primarily due to intense competition in the world market. Today, the focus is not so much on technology *per se*, as on promoting the development of people who can boost innovation, entrepreneurship and creativity for the survival of organizations in the competitive environment. Basically, newer technologies have to be implemented through the staff irrespective of what organizational plans and policies are. People need to be encouraged to unlock their latent productive talents and utilize resources optimally to increase productivity, profits and their own incomes and quality of life.

With this brief review of the various approaches to staff management, we shall next focus on the issues in staff planning and management.

## 14.2.2 Issues in Planning and Management

*Planning* is a mental exercise, the results of which are written down for reference as the activities proceed. It is a continuous process taking place at all levels of management leading to goal setting in a constantly changing job market.

*Staff management* gives an impression that people can be used to achieve goals through the power of position in an organization. This is not totally true. Issues in staff planning and management, need to be based on three basic objectives namely – *effective human resource utilization, healthy working relationships* and *staff development*. Good managers do not use their status only, but focus on the issues involved in optimizing output without resorting to manipulation of people or causing hurt or insult. The important issues in staff planning are:

- Management approaches
- Job requirements
- Staff talents
- Relationships
- Staff development

Let us deal with each of these next.

A) *Management Approaches*

Several approaches have been used by managers in different situations to control staff and direct their performance towards establishment goals. We have already learnt about these approaches in sub-section 14.2.1 earlier, and we notice that these have varied from autocratic, bureaucratic, democratic and participative approaches, each reflecting the management philosophy of those in charge of group performance and their particular management styles.

Can you relate each approach to the different management styles that you see around you when you go out to eat, or are in the environment of your work or study? Well, let us try and do this together. Study the approach and management style given for different situations herewith.

Approach	Management style	Situation
Autocratic	authoritative	Master-subject as in a <i>Dhaba</i>
Bureaucratic	authoritative by position	Line of command as in hotel
Democratic	consultative with staff	In catering units
Participative	staff involved in decision - making	Kitchen staff and catering managers for planning

What do you notice? Yes in the above examples, the *autocratic* and *bureaucratic manager* creates an 'I' and 'you' situation which causes a psychological divide between staff and managers. The staff begins to view managers as 'they' and 'us' leading to situations of distance, fear and other emotions producing conflict at work. The *democratic approach* is more people friendly, although the decisions made are primarily those of the managers, even though the concerned staffs are consulted. This approach bridges the gap between managers and staff, who then feel free to approach them for guidance, thereby tensions are reduced and the environment made more congenial for work. The *participative approach* actually considers the viewpoint of staff in any unit before a decision is arrived at. This, therefore, motivates them to work better in harmony.

A good example is that of installing new equipment in a restaurant kitchen. If the staff are consulted and convinced about the need of the machine in question, they will use it optimally. On the other hand, if it is installed without their knowledge and the staff asked to use it, they will interpret it as interference in their routine work, for a number of reasons varying from ignorance of its utility, to feeling insecure about their jobs.

Ask your mother how often she has asked the cook to use a peeler for peeling fruits and vegetables and still finds the cook won't, because he is comfortable with the knife, even though the advantages of the peeler have been explained to him in terms of safety and sanitary value of the food cooked.

What is needed is to practice the right mix of the different approaches in different areas of work in the fast changing situations, in order to achieve goals.

We have just learnt the merits and demerits of the various management approaches. If you were to start your own restaurant, what approach would you adopt for interacting with your staff and why?

Next, let us review the second issue i.e. job requirement.

### B) *Job Requirements*

Before any planning for staff can be done, it is important to know precisely what every job requires in terms of the activities that need to be performed by people. Therefore, if the work to be done for each job is listed and detailed clearly for staff to follow, the job gets done better and in less time. A well defined job provides greater certainty of what is expected from staff in terms of performance, and when actual results match those expected the morale, efficiency and staff satisfaction rises. However, a job should not be too narrowly defined as it leaves no space for staff to show their own creativity. On the other hand, too vague a description of the job makes it difficult to understand and handle leading to wastage of time, energy and resulting in frustration and loss of control by the staff. A sample job description is presented in Figure 14.1, based on the activities required to be performed by a head chef.

<b>Job Requirement/Description of a Head Chef in a Restaurant Kitchen</b>
— Planning menus with catering supervisor
— Requisitioning ingredients from stores
— Checking deliveries with requisition slips
— Checking quality of food received from stores
— Allotting work to team members in the kitchen
— Guiding staff in preparation and cooking techniques
— Preparing main dishes
— Finishing dishes on menu
— Tasting for quality
— Dishing out, holding food at right temperatures till required for service
— Getting next day's menus checked, ingredients requests made to stores for issue
— Getting pre-preparations done like peeling, cutting, readying dishes to bake as required and refrigerating till required
— Getting kitchen cleaned and sanitized for use next day
— Locking up or handing over work to next person on duty.

**Figure 14.1: A sample job description**

Job requirements also provide a tool for supervisory staff to judge performance of operative and other staff objectively, thus maintaining good relations at work. In addition, job descriptions for each staff position clarifies the roles and responsibilities of those at work, as well as, assists managers to work out the staff requirements more accurately, in terms of skills required for each job. This leads to placement of the *right people for the right jobs* necessary for smooth work performance.

It is evident then that a number of staff with different capabilities and talents is required to carry out the tasks in any set up. The next issue focuses on this aspect.

### C) *Staff Talents*

Food institutions are providers of a very wide range of products and services, and therefore require a number of staff with different capabilities and talents. It is also imperative to be able to substitute one staff by another member who can carry out the work efficiently in case of absence, transfer or emergency leave. It is, therefore, important to know and record the talents of various people in the organization to be able to do this, without affecting the quality of food or service provided to the customer.

Identifying talents required for efficient performance of a job also helps in staff selection and the ability to place the right man at the right job. Further, with changing needs of the environment, customers and technology, institutions need to update the skills of the staff, and selecting them for training would depend on who has the potential for physical, mental or social and group skills that require to be upgraded.

Once the right kind of staff has been placed it is imperative that these staff members work in a cordial manner within the set-up. In other words a cordial relationship among different staff is an important issue in staff planning and management as highlighted next.

#### D) *Relationships*

Harmony at work is extremely important especially in food service institutions where heterogeneous groups work together in each unit. They not only speak different languages depending on where they come from but have different educational and social backgrounds. An effort to encourage pleasantness and harmony is therefore paramount to any successful operation. Some very simple measures can help in creating conditions where people look forward to their workplace. Some of these are *comfort, love, justice, praise for good work, benefits they can't afford at home, companionship, social order and friends*. In short, a workplace that provides vibrations, self development and trust is crucial for its success.

Finally, let us review the last issues dealing with staff development.

#### E) *Staff Development*

Development of individuals brings about a gain in knowledge and the motivation to practice it at work in their area of activity. Development is a slow process and generally requires advice to make it progressive. But, once started it becomes a continuous process. The principles involved in the process of development are:

- a) Need
- b) Small groups
- c) Learning
- d) Leadership
- e) Choice
- f) Participation

Let us understand these principles next.

- a) *Need*: First and foremost, the need to develop staff at a particular location must be felt not only by management but by the staff themselves. This can be assessed by the manner in which they operate, in terms of the routineness of their jobs, leaving them idle and bored, disinterested or not performing optimally, indicating that there is scope for improvement.
- b) *Small groups*: In order to develop staff, they need to be brought together in small cohesive groups involving people with similar levels of education, language skills and a willingness to improve their life in ways other than performing routine jobs. For this, leaders who can identify areas where improvement is needed in the organization is crucial and they need to form part of the group. Conflicts are bound to occur within groups but can be resolved by a shared appreciation of the situation and a conviction by the majority that changes are needed.
- c) *Learning*: Managers are generally inclined to believe that experience is the only contributor to any successful operation. This is because a lot of capital costs are incurred especially in kitchens, service areas and food storages depriving staff from being released from their jobs for training and development. Today, however, training and development of staff in every area and at every level of the

organization, has become the only way to improve utilization of fast dwindling resources.

A number of skills are learnt in the process of training and development such as communication methods, group behaviour, craft skills and so on leading to the development of confidence and motivation to practice what is learnt. This brings about improvements at work when people return to their job positions.

Training and development thus, go hand in hand both being important for the survival of the organization, because through it, the cost of people's mistakes can be reduced, training being the means of development.

With training and development, staff can provide more effective job performance, become more reliable and loyal to the organization while becoming more conscientious at work. Although sending staff for training and development is costly for the establishment, the investment is worth the long term benefits it receives through more committed employees who also promise continuity. It also helps to increase cohesion, and reduce conflict at work increasing harmony and preventing losses through regular job migrations.

- d) *Leadership*: Staff development creates fresh ideas, prepares staff for internal promotions and helps to develop leadership qualities in some members of the group who can then steer the others to achieve at higher levels of productivity. The process helps to identify leaders among groups who can then generate fresh ideas.

The leader of any group can help to build up its members into a well knit team sharing visions, goals and strategies. Team behaviour can be encouraged through good leadership that recognizes and rewards good work and discourages the team from breaking behaviours using disincentives.

Leadership skills can be developed by schemes or well designed programmes for imparting knowledge, developing correct attitudes and skills and following disciplined work habits. These have been detailed in Unit 13 on leadership earlier.

The necessary competencies learnt or acquired can then be adopted or adapted for application to actual work situations at different levels of the establishment. Good leaders produce progressively better team performance and the competition between different teams in the organizations keeps them improving to stay in the reward zone.

Team work has always been the strength of the family, community and society in India and, therefore, comes naturally to people in any work environment. Organizations therefore need to harness, develop and maintain this inherent unity in their work group culture to maximize gains that also reflect individual contributions that people make towards team goals.

- e) *Choice*: Staff can only be trained or developed by choice and not when forced by their superiors. There may be many in a work group, who would want to develop further in their careers and others who are quite happy and satisfied with their routine jobs. Staff will only benefit from development and training courses or programmes, if they want to.
- f) *Participation*: When staff participation is by choice, participation in the process is high. All training programmes which are well planned according to predetermined needs, will as a consequence bring about an inner change, called *development*, in the participants. This cannot be evaluated by any objective methods or instrumentation, except through a noticeable level of self confidence and a change in personality resulting in positive thinking. These changes in outlook, broaden vision along with skill training on or off the job, and produce dramatic results in organizations. A right balance between attitudes, skills, knowledge and habits for any job therefore, needs to be encouraged.

In today's constantly changing environment, trained staff is constantly in demand and, therefore, staff is easily picked up by competitors. Hiring staff is thus, a challenge for every establishment especially with unemployment on the increase and fake certificate rackets abounding too. In the present competitive labour market with hiring costs increasing, it is much better for establishments to collaborate with training and development institutions to build and develop existing staff and equip them with the right tools and environment to perform better.

The turn of the century has seen changes in staff management concepts with a shift of focus from salaries and monetary benefits to providing opportunities for learning and development to retain staff. Today, the forces that attract staff are individual development and extraordinary achievements through a mutually supportive environment created by friendly teammates. Work is now expected to satisfy the needs of power, achievement and social affiliation, and people expect *life satisfaction* from their jobs and not financial incentives alone.

Strategies for staff management therefore, would need to provide a clear vision, harmonious work environment with good industrial and public relations in addition to organizational capabilities, specificity in job designing and reduction of hierarchical structures in organizations. Individuals want to expand as much as organizations do and opportunities need to be provided if staff with commitment, vision and ambition is to be maintained and retained. Organizations of the future will need to develop images with which managers and other staff would like to affiliate.

In our discussion so far we have reviewed how management approaches, job requirements, staff talents, relationships and staff development are important issues in staff planning and management. Next, we shall learn about the steps involved in staff planning.

### **14.2.3 Steps in Planning**

You have already learnt about some important issues involved in staff planning. While planning staff requirements, it is essential to consider the goals of the establishments, its size in terms of number of departments and the jobs required to be performed to reach the goals.

Let us now see what steps are followed in the process of equipping the organization with the most suitable people who can ensure success. All planning involves three main steps. These include:

- 1) Gathering information
- 2) Developing staff structure
- 3) Setting goals and targets

Let us understand these steps now.

#### *Gathering information*

All kinds of information is needed for chalking out broad policies regarding staff needs with respect to building standards, finances, services to offer, laws affecting staff employment such as Minimum Wages Act, compensation and leave rules etc., as well as, customer expectations.

#### *Developing staff structures*

Staff structures need to be drawn with respect to space arrangements and activity details based on the requirements of each job and the time for which the establishment is expected to be kept open. In the case of night clubs the staff duty timings will differ

from those of hospital catering staff, or a restaurant. Certain jobs too require staff on call, as when there is a sudden rush of customers and more waiters need to be deployed to meet the situation. It is for this reason that in food services there is a need for a mix of staff ranging from permanent to temporary, daily wage and adhoc too, to enable managers to adjust to changing staff requirements.

### Setting goals and targets

Goals and targets need to be set to be achieved in a predetermined time frame. The goals must be related to a fairly accurate forecast of future events since they cannot be based on absolute certainty. It is important to look at existing staff composition and estimate the requirements of each department according to the skills required to meet future needs for expansion or change. In food services it is useful to look at multiple skills in staff so that they can easily be rotated in various jobs as required. In short, goals set for each department and the areas of work therein must fit into the broader establishment goals.

Once staff planning is done it is time for scheduling the staff to various departments or activities. The concept of staff scheduling is explained next.

### 14.2.4 Staff Scheduling

Staff scheduling involves the charting out of the work and time of each staff member of a department so that every one concerned knows when and where a person will be and the job that he is performing. In other words this represents an outline of the work to be done by an employee and also referred to as *work schedule*. Refer to Figure 14.2(a) which illustrates a sample work schedule for a self-service canteen. In some small establishments, a work schedule may be called a *time and activity plan*. For proper scheduling, it is important to analyze the tasks to be performed on any day. In catering, the production day can be divided into low and high production periods, an understanding of which is essential for staff scheduling. Staff and work schedules can be prepared for a meal, event or whole day's activities.

Now let us try and make a staff time schedule for a hospital kitchen, a sample of which is placed in Figure 14.2(b).

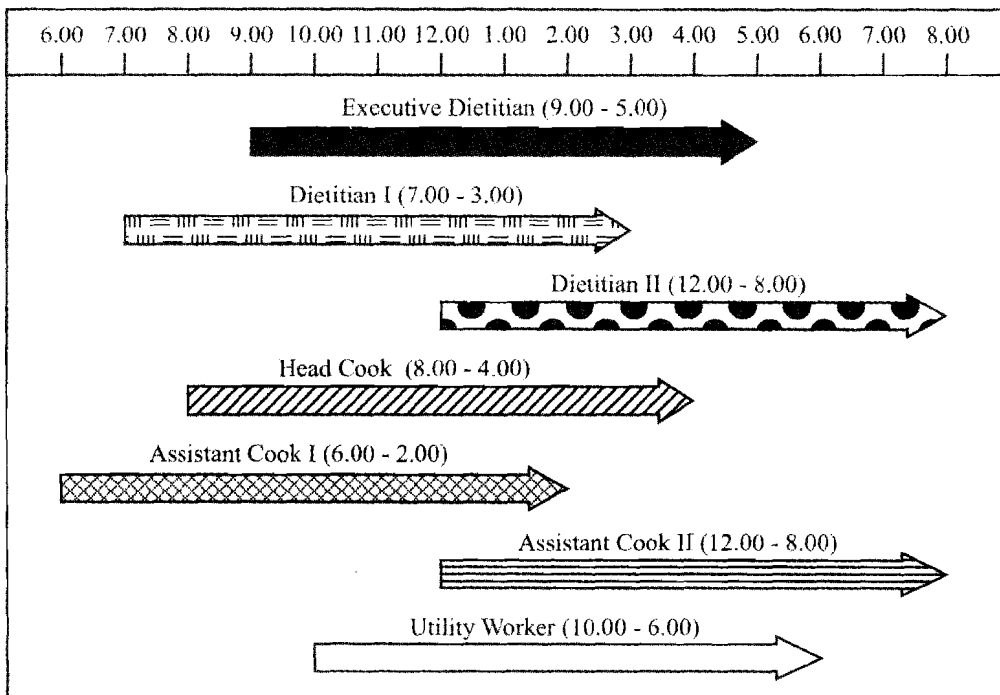


Figure 14.2(b): Staff time schedule for a hospital kitchen

## WORK SCHEDULE

MENU: CHICKEN CURRY RICE  
DAHI VADA  
VEGETABLE BURGER  
SAMOSA  
CAKE  
HOT AND COLD BEVERAGES

TIME	MANAGER	HEAD COOK	ASSISTANT COOKS		UTILITY WORKER
			I	II	
8.00-9.00	—	Check menu, Collect ingredients (raw and prepared) and equipment	Help head cook, boil potatoes	—	—
9.00-10.30	Check menu. Inspect Kitchen and service areas for staff on duty. Check stores for stocks. Prepare order sheets.	Prepare curry, Prepare cutlet for burger	Halve buns, oil them. Preheat oven. Grind dal for vadas. Prepare chutney	Prepare dough and filling for samosa. Cut salad	Pick and clean rice. Clean utensils and equipment
10.30-10.45	Continue work		TEA BREAK		
10.45-11.45	Office work. Put up menu for next day.	Complete curry. Fry cutlet, vads and samosa	Whip curd for Vada. Prepare garnishes. Boil rice	Prepare service counter. Check service area for trays, cutlery, spices, napkins etc.	Clean tables and service counter. Arrange trays and trolleys.
11.45-12.00	Inspect food and accompaniments. Get cash counter ready.	Portion food. Dishout and garnish. Record portions sent for service	Transfer food to service counter. Check service equipment and portioning guide	Arrange service counter and area	Wash up utensils. Clean kitchen tables
12.00-1.30	Cash counter. Supervise service	Provide back up service from kitchen. Plan preparation for next day's menu	Refill service trays. Serve	Serve	Clean service area. Prepare for dish washing
1.30-2.00	LUNCH Counter	Cash Counter	Serve. Clear service	Serve. Assist in cleaning	Clearing. Washing up
2.00-2.30	Close cash counter. Prepare kitchen and service analysis sheets		LUNCH BREAK		
2.30-3.30	Check stocks, Leftovers and requisition slips	Preparation for next days's menu. Portioning cake etc. for tea	Assist head cook match staff time schedule	Cleaning service area	
3.30-3.45	Putting up work schedules duty lists, rotas, menus etc.	TEA BREAK		Washing up	
3.45-4.30	Office work TEA	Storing prepared. Food, ingredients. Clearing kitchen. Switching off fuel connections	Tea service. Recording leafovers storing. Winding up.	Washing up. Cleaning tables, floors	
4.30-5.00	Office work. Checking establishment for safety and security		Giving service statements to Head cook.		

Figure 14.2(a): A sample work schedule

As a rule, tasks requiring minimum effort, time and attention should be scheduled for performance during periods of low production, as these normally follow periods of peak hour production and service. Such scheduling provides relaxation, as well as, a sense of achievement, and motivates staff to cope with the pressures of peak hour production and service.

The best time to schedule complicated tasks is early in the morning when the staff is fresh at work, and alert. Further, people who have worked more than eight hours or have been on night duty and continue in the morning should be allotted simple jobs which do not require a lot of care and attention.

Furthermore, jobs which are considered disagreeable to some people should be scheduled during peak hours, when their attention is not focused on them and they get done in their stride.

If all jobs are considered in the light of their physical, psychological, social and environmental effects on the staff, work has a number of advantages. These can be listed as:

- More work can be done in a day
- It results in a sense of achievement
- Resources are better utilized making work more productive
- A busy schedule leaves little idle time, gives greater satisfaction
- Raises staff morale
- Involvement is greater and staff perform to their best potential

Do you agree with the above advantages?

Sit down and think about the amount of work you get done just when the schedule for exams is announced, and see how many of the above statements apply to you. Think of other examples which excite you and how you react with speed and achieve. There is no time to say I'm bored.

Before we proceed on to our next section let us take a break here and review what we have learnt so far.

**Check Your Progress Exercise 1**

1) a) Name the *six* approaches to staff management.

.....  
.....

b) Which approaches would you use if you were the manager of a food service establishment. Explain why?

.....  
.....

2) Match the names in column 'A' with those in column 'B' to correspond with each author.

**A**

**B**

a) McGregor

i) Theory Z

b) Taylor

ii) Theory X

c) Quchi

iii) Scientific approach

3) Fill in the blanks:

- a) Athreya has stressed the ..... link between productivity and .....
- b) ..... is a mental exercise the results of which are ..... down for reference.
- c) The steps followed in planning are gathering ....., developing a ..... structure and setting ..... and targets.
- d) In small establishments, a staff schedule may be called a ..... and ..... plan.
- e) An inner change as a consequence of training programmes of referred to as .....

4) What are the issues in planning and development? Briefly discuss any one of them.

.....

.....

.....

5) List the *six* principles involved in the process of staff management.

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In our discussion so far we have reviewed the staff planning and management approaches, issues and the process involved. Once the planning step is over, the management begins the process of employment and recruitment. This important aspect is reviewed next.

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### 14.3 EMPLOYMENT PROCESS

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The employment process begins when there is a need for fresh or new staff in any department of the organization. The reasons for this can be one of the many such as, vacancies created by retirement, long leave, transfer, promotion or leaving for better job prospects elsewhere. Sometimes, a need may arise because of expansion of the organization or change in its goals. Long periods of absence due to sickness, maternity, training and so on can create the need for short term appointments for particular skills.

Every organization must therefore, have a well defined process of employment in place, along with a procedure for determining staff requirements, an employment policy and set procedures for inviting fresh people in an effort to get suitable staff to match needs. Let us learn about these prerequisites in the employment process one by one.

#### 14.3.1 Determining Staff Requirements

To determine staff requirements in an establishment, managers of each department need to write out their staff needs along with the job requirements required to be fulfilled by a prospective employee. When all these requests reach the personnel manager(s) he puts them together to assess the total needs of the establishment for

new employees. The salary structures of various job positions are then examined and the total salary expenditure determined, keeping in mind the employment policies and wage structures operating at the time. The personnel manager then re-assesses the staff needs through a number of meetings with unit heads, and tries to reduce expenses on staff by categorizing them into five categories namely, *permanent*, *temporary*, *under training*, *daily wagers* and *ad hoc* according to department needs.

This is common in food service organizations which are characterized by *peaks* and *troughs* of activity especially at operative levels. An example is the peak of activity in the kitchen demanding all staff to be present at meal preparation and service time after which there is a drop in activity till the next meal. To regulate the number of staff therefore where customer numbers and demands are variable and often unpredictable, permanent staff are trained and utilized for job rotation and incentives such as overtime payments offered to staff when required, instead of increasing their numbers.

Once the number and type of staff required are determined, policies for recruitment are laid down. Let us get to know about these next.

### **14.3.2 Establishing Policies for Recruitment**

Policies cover planning staff for the future of organizations in terms of the number of employees and types of skills required to man that job positions and that may be immediately required to be filled or projected in the future. There are a number of factors that affect staff policies of an establishment such as:

- Plans to expand the existing services
- Future plans to install Labour Saving Devices
- Changes in service style
- Opening satellite units
- Introduce mobile catering services, pick up facilities and so on in existing operations

The impact of all the above on staff policies is briefly discussed with suitable examples.

#### ***Expanding services***

Expanding services is accomplished in a number of ways, the aim being to increase the customer base of the establishment. Some examples are:

- i) A hotel which receives few customers between 10.30 and 12.00 in the morning decides to offer services for kitty parties at that time offering special discounts. Groups who would rather not hold them at home will use the facility, thereby increasing clients and revenue for the hotel, which effectively utilizes the idle time of staff.
- ii) Another establishment may offer conference facilities to organizations which then, also provide orders for beverage and food services to their participants and delegates ensuring an increase in customers.
- iii) A hostel can set up canteen services on the premises located so as to open it to day scholars and visitors during college hours to utilize staff and resources for greater productivity and revenue. This also provides choice to students to eat what they like and pay for it accordingly, instead of having to eat only what the hostel kitchen provides day after day.

Many examples can be cited. Can you think of any and share them with your friends and family or pass them on to those who wish to use your ideas for expansion of their organizations.

### *Installing Labour Saving Devices (LSD's)*

An establishment may plan to change its production methods by installing LSD's. Policies to introduce such devices may be taken to:

- Increase production capacity
- Make production more hygienic in the interest of food safety
- Provide a cleaner work environment
- Inculcate customer health concerns

### *Changing service styles*

Changing existing styles of production and service in an establishment involves developing operative staff by modifying their present skills. This may become necessary when:

- customer numbers fall,
- demand for menu changes arise,
- revenue enhancement is required, and
- spaces require redesigning.

You may have often seen food services closed down for redesigning to cope with all these changes in policies that become necessary from time to time to enable establishments to compete with newer ideas generated through customer feedback or by others in the competitive market. Let us take up each of these changes separately.

- *Customer numbers*

Customer numbers tend to fall when there are better options in the market, menu fatigue sets in, prices are too high and portion sizes of items or meals are not satisfying, the surroundings are not clean and attractive and so on. If managers are sensitive they will try to find out how many of his regular customers have dropped and why. Keeping records of repeat customers helps to analyze their requirements. The findings then need to be acted upon quickly enough to stay in business.

- *Menu changes*

Menus need to be revised from time to time in order to avoid menu fatigue. This can be done by simply adding a new dish as the *special of the day* or the total menu screened for those dishes that are not ordered regularly and therefore indicate a need for exclusion and replacement. It is also possible that the menu offers too many choices and the customer only reads a few items from the top of the menu, or gets confused with the menu card.

- *Revenue enhancement*

If the establishment is not making the desired profits methods to improve and enhance, revenue needs to be devised. For this, a number of areas have to be looked at that may have become barriers to profit making, since a number of factors can be involved. Some areas of focus include:

- Scrutiny of menus to remove non profitable items and replace by customer favourites.
- Looking at prices of items offered and adjusts them to suit customer purchasing power.
- Observing behaviour of staff in different departments and identifying training needs for customer orientation.
- Taking stock of resource use to identify areas where wastage occurs and taking preventing action.

- Redesign spaces for better utilization.
- Train staff to increase productivity and reduce over time and daily wage payments.

Once the above are acted upon, revenue enhancement is certain to occur and profitability increase. Redesigning spaces to help managers in the activities listed is discussed below area wise.

- *Space redesigning*

Since spaces cannot be expanded easily being the most expensive resource for any establishment, they need to be redesigned for better resource use. Redesigning enables organizations to cope with changes in policy that become necessary from time to time, helping to compete with newer ideas generated by others in the market. Spaces need to be redesigned periodically also to meet the changing needs of customers.

You may have seen many establishments trying to change from the restaurant arrangements to fast food and beverage set ups. This has become necessary in the light of the *always in a hurry* customer, the low spending high value customer. Majority of people do not find time to sit down and enjoy eating leisurely.

Similarly, an establishment can change its breakfast waiter service to buffet breakfasts where the customers can help themselves to what they like on a particular day. This policy is beneficial to both organization and customer. The staff numbers can be reduced appreciably, and customers can have breakfast when they like since the timing of the buffet is not too restricted and people can help themselves any time from 8 am to 10.30 am, being flexible for those who wake up late.

Another establishment may create a separate counter for take away orders for customers who are constantly on the run, or those who have come to work without breakfast and wish to replenish their energies midmorning.

Do you know of any establishments that resorted to redesigning their food production and service areas? What changes did you notice? Can you find out why they were redesigned? Try and list the reasons and see how redesigning helped the establishments to utilize their staff resources more efficiently than before.

### *Opening satellite units*

Many traditional hotel services have opened smaller units in different places while keeping the quality of their menus and services the same because of strict quality control. One such organization is *Nirulas*, which started by opening self service units in Delhi, but has expanded to quite a few other states in India. When close supervision is not possible, linkage and communication networks play an important role. When the control is done centrally the units are called *satellite* units. Can you name other establishments in the food and service sector who have set up satellite units?

### *Introducing new services*

New services can also be set up in the form of home delivery services, takeaway and drive in services. These help to cut down on space and staff requirements of the establishment, while satisfying the customer's need for speed of service while maintaining the quality of the food.

Thus we have seen that there are a number of factors that affect staff policies of an establishment. Further, before the staff is recruited there are a number of procedures that need to be considered. These are highlighted next.

## **14.3.3 Outlining Procedures**

There are a number of procedures that need to be put in place before staff is hired. These include:

- Terms and conditions of employment
- Administrative procedures

Let us see what these procedures are.

### *Terms and conditions*

It is important to outline the terms and conditions of employment which would be mutually acceptable to the organization (employer) and the prospective employee. This is because it is necessary for both sides to sign a contract which presents the terms and conditions of the employment.

The law requires every organization to outline the name of the parties involved in signing the contract; date of start of employment; service conditions such as nature of the employment – whether permanent, temporary or other; job title; pay structure; mode and time of payment that is, weekly, monthly by cash or check and so on.

Contracts need not always be signed as in the case of daily or weekly wage agreements. In this case, verbal agreements are made and are considered legally valid and contractual. A sample contractual agreement indicating terms and conditions is placed in Figure 14.3.

<b>STAFF EMPLOYEMENT</b>	
<hr/> <hr/> <hr/>	
Dear Sir,	
With reference to your application and subsequent interview we have pleasure in offering you an appointment as a catering management trainee on the following terms and conditions:	
<ol style="list-style-type: none"><li>1) <i>Appointment:</i> This appointment will be effective from 1 Jan. 2003. You will be on training for one year, followed by one year on probation before being confirmed. The training and probationary periods may be curtailed or extended at the sole discretion of the management.</li><li>2) <i>Duties and responsibilities:</i> During the training you will be placed in all the departments of the catering establishment for both operative and managerial experience. At the end of each placement, you will be expected to submit a report of your work which will be evaluated by your supervisor to assess your abilities.</li><li>3) <i>Remuneration:</i> A consolidated salary of Rs. 3,000 per month will be paid while under training, increased to Rs. 4,000 during the period of probation. On confirmation, a regular salary scale will be followed suited to position. Coveyance and house rent allowance will also be paid as per the rules of the establishment.</li><li>4) <i>Employee Benefits:</i> Provident fund, medical expenses, leave facilities, retirement benefits, etc. would be provided as set out for other employees.</li><li>5) <i>Termination of Service:</i> During the period of training or probation, the appointment may be terminated by either party, on a notice of one week or on payment in lieu thereof. This may be done without giving any reason. After confirmation, services can be terminated only if one month's notice for every completed year of service is given, subject to a maximum of three months or payments in lieu thereof.</li><li>6) <i>Verification:</i> This appointment is based on the information supplied by you in the application form and will become null and void if an error is discovered at any time.</li></ol>	
Please sign and return the duplicate copy if the appointment offer is accepted by you on above terms and conditions, so that this contract can be treated as concluded.	
	Your faithfully, Manager (Personnel)
Ref:	
Dated:	
Encl: As above	
I fully understand the terms and conditions of my service and accepts the same without reservation.	
	Signature of employee

Figure 14.3: A formal staff employment contract

It can be noticed from Figure 14.3 that both the employer and employee sign the contract to confirm that the terms are mutually agreed upon.

Next, let us review the administrative procedures.

***Administrative procedures***

These cover maintenance of personnel or staff records, personal data of each employee such as date of joining, age, date of retirement, promotions, awards and achievements, relationships with others at work, manpower research, staff training and development, nature of job and so on.

All the above procedures are important for the employment process since the information about specific job positions will be required when vacancies arise, and need to be filled.

Answer the questions given here in check your progress exercise 2 and assess your understanding of the topic reviewed so far. Next, we move on to section 14.4.

**Check Your Progress Exercise 2**

- 1) a) Name the *five* factors that affect staff policies of an establishment.  
.....  
.....
- b) Which areas will a manager focus on if he wants to enhance the revenue of his department.  
.....  
.....
- 2) Explain the following briefly:
  - i) labour saving devices: .....
  - ii) satellite units: .....
- 3) What procedures are necessary before staff can be hired by any establishment?. Describe them briefly.  
.....  
.....  
.....

In this unit so far we have discussed the staff planning and management approach, issues and process and also described the processes involved in the employment process. Next, we shall find out how staff is recruited and selected.

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**14.4 STAFF RECRUITMENT AND SELECTION**

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Food service establishments being basically service oriented are totally dependent on the skills and motivation levels of their staff, and their willingness to make the establishment succeed. Staff need therefore, to be treated as the most important resource if they have to become an asset for the organization.

No amount of mechanization can give that *personal touch* to food which the production staff can do, or give the smile and courtesy so necessary to lure customers to the establishment.

The unique feature of catering staff is that they are all at different levels of literacy, and possess little to highly specialized skills according to the needs of various job positions. Getting the most out of people at work, making their individual tasks and goals fit well into the larger goals of the establishment, as well as, fulfilling the varying needs of customers, is a difficult and challenging job for every manager. This is because people as a resource cannot be equated with material resources which can be manipulated or changed at will. People behave and react to situations and pressures in different often unpredictable ways.

Employing staff therefore, requires expertise, skills and complex procedures all of which are time consuming and costly. It is therefore good policy to develop existing staff and retain them as far as possible, although it becomes necessary to recruit and select new hands as in the case of retirement, accidents, death, policy and environmental changes and so on. The recruitment process is described next.

#### **14.4.1 Recruitment**

Managers usually believe that recruitment and selection are synonymous and the terms have often been used interchangeably. While recruitment precedes selection, it is not the same. *Recruitment is the process of attracting qualified candidates for the purpose of filling vacant job positions in an establishment.*

Effective recruitment requires:

- A clear idea of job requirements.
- General information about the applicant's age, qualifications, experience, skills, objectives, interests, health status and background.
- Projection of a fairly realistic but favourable image of the establishment, in order to attract the right people.

On the basis of the above, a suitable advertisement is prepared with the purpose of inviting applications for the job. This is then placed in the print media for people to respond to. A typical advertisement is placed at Figure 14.4.

The sample advertisement presented shows that the personnel or staff manager is clear about the job requirements for the position to be filled and desires the age, qualifications and other information of the applicants who would respond within the stipulated time frame.

The advertisement also gives some impression of the establishment in a manner that will attract applicants. It illustrates what is required and how an establishment projects itself to invite people to apply. It will be noticed that all the above mentioned points are covered in the advertisement in a manner that people with the right qualifications will apply, and those that fit the job position from the point of view of the employer will be screened and then interviewed or further tested.

Like advertisement there are other different sources of recruitment. These are listed herewith.

##### ***Sources of recruitment***

There are a number of sources of recruitment such as:

- Media
- Colleges and institutes
- Recommendations

- Employment exchanges
- Professional associations

Let us have a look at each of these, next.

<b>ABC GROUPS OF HOTELS</b>	
<b>REQUIRES</b>	
<b>KITCHEN STAFF</b>	<b>FOOD &amp; BEVERAGE STAFF</b>
<p><b>1. CHEF de PARTIE (CODE 01/HSP)</b> Candidates with a Diploma in Hotel Management, with 2-3 years experience in a Luxury hotel/Restaurant in a similar capacity; or higher Secondary with a Certificate Course in Cooking and Baking with 6-8 years trade experience &amp; at least 1-2 years in a similar capacity. All candidates must have command over the English language. Age : Around 30 years.</p> <p><b>2. COMMIS-I (CODE 02/HSP)</b> Candidates must be Matriculates or Higher Secondary and/or have passed a Craft Course in Cooking and Baking from a Food Craft Institute, with a command over English language. Age : Below 35 years.</p> <p><b>3. COMMIS-II (CODE 03/HSP)</b> Candidate must be Matriculate having experience of 3-4 years with at least 1-2 years in a first class hotel/restaurant. Age : Below 35 years.</p> <p><b>4. COMMIS (CODE 04/HSP)</b> Candidates who have completed their apprenticeship training under the Apprenticeship Act/or having 3 years experience with at least 1 year in a first class hotel/restaurant may apply. Age : Around 25 years.</p> <p><b>5. KITCHEN STEWARDS (CODE 06/HSP)</b> Candidates should be a graduate with a minimum 2-3 years experience in the Kitchen Stewarding department of a first class hotel. Diploma in Hotel Management from a recognised institute will be an added qualification. Must speak English fluently and have a pleasing personality. All posts carry attractive emoluments plus other benefits as per Company's rules. Please apply within ten days with full particulars and a recent passport size photographs to :</p>	<p><b>1. CHEF de RANGS (CODE 02/HSP)</b> Candidates should be Matriculate or Higher Secondary with a Certificate in restaurant &amp; Counter Service or 3 year Diploma in Hotel Management from a recognized Craft Institute. Must speak English fluently and have a pleasing personality. Experience : 1-2 years in a similar capacity in a leading hotel. Age : Around 25-30 years.</p> <p><b>2. COMMIS de RANGS (CODE 03/HSP)</b> Candidates must be Matriculate or Higher Secondary with a pleasing personality and good command of spoken English. Experience in a similar capacity is desirable. Age : Around 20-25 years.</p> <p><b>3. TRAINEE ASSISTANT COMMIS DE RANGS (CODE 07/HSP)</b> Candidates must be Matriculate or Higher Secondary with a pleasing personality and good command of spoken English with aptitude to work in hotel industry.</p> <p><b>4. ROOM SERVICE ORDER TAKERS (CODE 05/HSP) FEMALE</b> Candidates should be Higher Secondary or Diploma holders in Hotel Crafts with a good command of English. Knowledge of a foreign language is desirable. Experience of work in a Luxury hotel in a similar capacity preferred. Age : Below 28 years.</p> <p><b>5. RESTAURANT HOSTESS (CODE 06/HSP)</b> Candidates should have presentable personality, graduates/Diploma holders in Hotel Management with fluency in English. Knowledge of foreign language is desirable. Age : Below 26 years. Relaxation in age &amp; qualification may be considered in exceptionally good candidates.</p>
<p>The Personnel Manager ABC Group of Hotels, New Delhi – 110057</p> <p>All envelopes and applications must bear the code Number of the post applied, with the name and post.</p>	

**Figure 14.4: A sample advertisement issued by a food service**

- **Media**

Besides placing advertisements in the print media as mentioned above, other media that can be exploited are television, radio, billboards, notice boards, voice mails, SMS messaging, handouts, postal, telephone and internet services.

Thus, there are a number of media options available today, therefore, some thought is required to choose the most suitable one. Food institutions have generally chosen the print media but this is done by large establishments like hotels, tourist resorts, satellite services and so on. Budget is an important consideration in the choice of the media to use.

- **Colleges and Institutes**

Catering colleges and professional management institutes can be contacted for meritorious students looking for jobs, or a vacancy notice may be placed on their notice boards for attention. Campus interviews are another very useful way of judging potential, need ability and so on.

- ***Recommendations***

Existing staff of the establishment may be asked to recommend people they know in their trade, who can then be interviewed and tested for required skills. Friends and other catering establishments may be contacted for recommendations from their list of interviewed candidates, whom they found good but could not employ.

- ***Employment exchanges***

Employment exchanges or bureaus, maintain a list of unemployed members who may be recommended according to the job skills required.

- ***Professional associations***

These bodies such as the catering and restaurant associations, management associations, hotel and catering consultants etc. maintain a list of their members along with their CV's. These associations may be contacted for recommendations, or an advertisement placed in professional journals especially for senior management positions.

Today, the methods being used to advantage are campus interviews, recommendations, telephone and internet particularly be medium sized and small establishments.

From the sources of recruitment we move on to the recruitment procedure as such.

### ***Recruitment procedure***

All recruitment procedures require that candidates send their applications for the vacant position by a specified date. Some establishments provide a designed form to be completed by applicants, others may specify that the applicants submit their bio-data or CV for consideration and apply in their own handwriting.

Application forms are expected to help the organization to obtain data regarding age, qualifications, experience, and health status and so on of the applicants.

Once the application date is over, the forms are collated and presented in a manner that will help to screen the applicants who appear to fit the job requirements. The rest are filed for further use, as and when required. The process of making the lists in order of priority is known as *recruitment*, and those on that list are called *recruits*, to be considered for further selection.

Let us review the selection process next.

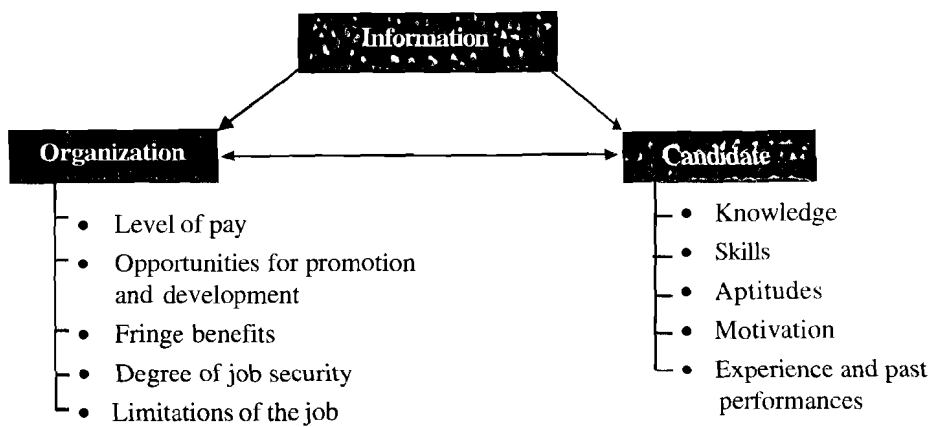
### **14.4.2 Selection**

Selection is a process of identifying and picking up people whose probability of success in the job is maximum, and who are likely to stay long enough with the organization to add to its development.

Irrespective of the nature of the job, a very large number of applications are normally received. The reasons for this are high levels of unemployment, people wanted to improve their opportunities or perhaps a very vague advertisement for the vacant position. Systematic procedures for selection are therefore essential. Let us get to know about the selection process in this sub-section.

#### ***The Selection Process***

The selection process is based on exchange of information between the organization and the prospective candidate. The former provides a fairly realistic description of the organization while the latter shows his capabilities as indicated in Figure 14.5.



**Figure 14.5: Information exchanged between organization and candidate**

While exchanging information, objectivity should be maintained and the image of the organization should not be projected in an unduly favourable manner. This will raise the expectations of the applicant and if selected will later result in low job satisfaction and absenteeism due to frustration. Such a situation proves very costly to the establishment. From the candidate only, information pertaining to the job requirement should be requested.

The criteria for selection should be limited to:

- Social skills indicating ability to work with other people
- Outlook whether optimistic or not
- Health status specially important at operative levels
- Special interests to judge overall development and personality traits
- Self confidence, presence of mind and initiative
- Ethical values

Let us look at the selection process next. The steps involved are enumerated herewith.

### ***Steps in Selection***

There are seven steps in the selection process such as:

*Step 1* Preparation of job requirements

*Step 2* Screening applications

*Step 3* Identifying skills through specific tests

*Step 4* Evaluation of tests

*Step 5* Holding interviews for personality and other traits such as confidence, poise etc.

*Step 6* Assessment by two referees

*Step 7* Medical examination

The steps listed above you would agree are self explanatory. Completing all these steps is very time consuming and expensive. Therefore, in food establishments, where vacancies are most frequent at operative levels, short cut methods may be used such as verbal references and decisions taken to employ staff on ad-hoc basis while testing and evaluating the candidate on the job before confirming the appointment. Most important is that the greatest turnover is at operational levels because jobs tend to become routine with little or no promotional avenues for staff to look forward to. It is, therefore, important to try and retain staff after selection, in the long run. How can this be done? Let us find out.



and understand the motivations of staff, they can retain them to develop loyal teams for a long time making institutions flourish.

Once the recruitment has taken place the next step is staff placement. This aspect is described next.

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## 14.5 STAFF PLACEMENT

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Staff selection is followed by a process of placement in the department where the vacancy needed to be filled. Placement requires the personnel manager of the organization to prepare a suitable contract of employment which is agreeable to both the organization and the candidate selected.

The different levels of activities involved in the staff placement are reviewed herewith.

### 14.5.1 Documenting Contract

For drawing up a document called the *contract of employment*, the manager must be well versed with the laws enacted in the country which regulate and affect policies and procedures for employment of staff. These will be discussed in section 14.7 as they affect employment documentation. Contracts of employment are basically of two types, *oral* or *verbal* and *written contracts*. These have been briefly outlined below.

*Oral contracts:* An oral contract is a word of mouth or verbal offer of a job at a stated salary along with permissible benefits to the employee and is based on mutual trust. It is binding by law and just as valid as a written and signed contract. The contract is deemed to have been accepted when an employee starts work. The terms of a verbal contract cannot be changed unilaterally by the employer unless the employee accepts those changes. In practice however all oral contracts should be followed by a written statement confirming the terms offered and the date of start of the appointment. This ensures that oral agreements are not misinterpreted and subject to recollection or memory lapses.

*Written contracts:* A written contract details the terms under which an employee agrees to be legally bound in the case of employment. It is signed by both, the employer and prospective employee, to indicate the obligations they are both expected to fulfill towards each other and the organization. Figure 14.3, given earlier indicates a sample of a written contract of employment and the terms stated by the employing organization.

As in the case of oral contracts, the written ones too, cannot be changed or amended without the agreement of the employee, or without due notice from either party.

Now that we have a good idea about the contracts let us get to learn how to interpret the contract.

#### *Interpretation of Contracts*

Contracts not only express the terms spelt out but also some *implied terms* as well, which may be read into the contract by a court in case of a dispute. Some such terms are those which:

- reflect established normal practice at work which are general, reasonable and definite referred to as *custom and practice*.
- refer to the primary rights and duties with the employment relationship such as *mutual trust and confidence*.
- are necessary for operating the contract, filling any gaps in the contract which were apparently intended.

If preferred, the employee may be informed that specific details about required information on pensions, deductions, taxes, leave and so on are contained in a reference manual with the employer.

Now then what are the advantages of writing an contract? Let us find out next.

### ***Advantages of Contracts***

While contracts have many advantages for employees, they also help employers in many ways. For the employer they:

- provide flexibility in operation,
- ensure confidentiality and a right to protect the ideas and information of the establishment,
- prohibit staff from leaving without notice,
- prevent leaving staff from taking away the best staff or customers with them, and
- provide the right to deduct money owing to the establishment from an employees salary.

These advantages for employers help to set the right conditions for meeting the challenges of the constantly changing business environment.

Once the employee has signed the contract and is part of the organization, he/she needs to be inducted. Let us see how.

### **14.5.2 Induction**

We have just learnt that the recruitment and selection process completes the formalities of bringing a new employee into an establishment. Every newcomer needs to be introduced to people with whom he will work and the environment in which (s)he is expected to work and perform their best.

The process of introduction to the work and its environment is called *induction*. If a new staff is allowed to find his own way even the best person for the job may get frustrated and feel lost. Induction is also called orientation in some establishments.

*Induction is thus, the guided adjustment of a new employee to the establishment, his work environment and the job.* It is the process by which employees are integrated into the organization and its expectations. The process communicates to the employee the basic philosophy of the organization, its policies, rules and procedures.

Let us next review the process of induction.

### ***Methods of Induction***

There are basically *two* methods adopted by establishments, *formal* and *informal*. The *formal* methods are planned and structured through sessions conducted at a fixed time and place. This usually is in large organizations and heads of departments concerned give talks on the various functions of each department and thereby introduce the organization. Formal slide presentation or CD's, demonstrations and get together may be organized to enable the new employee to interact with people and groups socially. Different methods are thus used to provide an overview of the establishment.

*Informal* approaches are used by smaller establishments and are often unstructured in content. The employee is taken around the various departments and facilities of the organization and informally introduced to staff at their places of work. Informal get together are organized and the new employee can meet and identify his superiors, ask questions, sort out any doubts and gradually learn about their jobs, all over an informal cup of tea in the department or canteen.

Induction or orientations however, only provides basic information about the organization such as working conditions, rules and regulations, pay and benefits, and the general structure of the establishment. Training in job performance and the responsibilities that go with it are learnt from superiors and colleagues while on the job in the relevant department. It is for the new employee to show his skill through his job in due course.

Remember, induction only marks the beginning of a process of socializing and development of work attitudes through which the employee is indoctrinated to the norms, values and procedures and culture of the organization. Training is crucial, which is described next in section 14.6. Before we move on to staff training let us try to answer the questions given in check your progress exercise 3 and recapitulate what we have learnt regarding staff recruitment.

### Check Your Progress Exercise 3

1) Fill in the blanks:

- a) No amount of ..... can give the personal ..... to food.
- b) The unique ..... of catering staff is that they are at different levels of .....
- c) Recruitment is the ..... of attracting ..... candidates for the purpose of filling ..... job positions.
- d) Contracts of employment are ..... and .....
- e) Applicants on priority list for selection are referred to as.....

2) a) List the *five* sources of recruitment.

.....  
.....

b) Explain the difference between recruitment and selection.

.....  
.....

3) Explain the following very briefly:

- i) Staff retention: .....
- ii) Steps in selection: .....
- iii) Verbal contract of employment: .....

4) Define induction. What are the two different methods of induction? Explain any one of them.

.....  
.....  
.....  
.....

Now let us get to know about staff training.

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## 14.6 STAFF TRAINING

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Food management staff is generally inclined to believe that experience alone is all that is required to keep an organization progressing. This may have applied to operations a few decades ago when tastes of customers were very traditional and eating away from home was not the norm as it is today. Do you think that a food service can survive in today's competitive environment on experience alone? Let us list what these forces are that are making new demands on food services and their staff. These forces include:

- Fast changing environment
- Lifestyle changes
- Increasing demands of customers
- Inflation
- Shrinking labour markets

All the above factors have their influence on the success of organizations, and offer newer challenges that can only be met by upgrading the skills of staff through training in fields to which they have not been exposed before.

A brief discussion of the factors will indicate why staff training has become important for every food service establishment. An understanding of these will help to identify the newer skills needed to cope with the changes and design training programmes to suit particular goals of establishments. So let us get to know them.

- *Changing environment*

Globalization has opened the opportunity for the service of specialty menus which our chefs or cooks cannot cope with unless trained in the cooking of say, South Indian, Chinese, Italian or Mexican and other foods demanded in a restaurant. Further, competition has increased from specialty restaurants, which only serve the variety of food of a particular region or country. Training needs in other areas besides craft skills can also be identified as in the case of space, time energy management, resource acquisition and use and so on.

- *Lifestyle changes*

People now demand a great variety of menus as families eat out more often than before. The reasons for eating out are often for foods not generally prepared at home, or entertaining guests who require greater choices. The latter has been necessitated by shrinking size of homes, domestic staff and time and energy constraints to entertain at home.

- *Customer demand*

The demands of customers range widely according to physical, physiological, social and psychological needs that affect mood, purchasing power, eating alone or in company and so on. They may demand any thing from a coffee, tea and snack to a complete meal or event.

- *Inflation*

Inflation has increased costs and prices drastically for the food services and customers. This has increased the demand for different types of services such as fast food restaurants where establishments depend on arrangements that will increase their revenue through faster customer turnover with less space and time investments. On the other hand, the hurried customer demands home delivery or take-away services from the establishments. In general, the customer's focus has shifted on food quality providing value for money rather than paying for leisurely eating or service in a restaurant.

- *Labour market*

As more and more people are without jobs, training has become important both to job seekers, as well as, food institutions. The latter want to retain their staff by developing their skills while the former want to equip themselves with skills to beat the dwindling job market, by opening avenues for entrepreneurial activities in catering sectors. An increase in the number of institutions offering food, nutrition and catering education are proof of this fact and so is, the increase in entrepreneurial activity. In every area of any state, one can find even housewives using their best talents to provide services such as home cooked lunches, desserts for parties, bakery products, home-made pickles, jams, preserves and so on.

We have reviewed the forces which are making new demands on food services and their staff. Keeping these forces in mind the need for training and the types of training required must be specified as elaborated in the next sub-section(s).

### **14.6.1 Need for Training**

It is important for managers to establish the need for training before starting to chalk out plans for conducting it. The *first* step is to establish a process by which the needs of every department of the organization can be accurately determined in a manner that will meet the short, medium and long term goals of the establishment. This can be achieved through an appraisal for ear-marking areas of staff inefficiency or deficiency in performance.

The second *step* would be to identify areas which require training and list them in order of priority. This will lead to the type of training needed in each area.

The *third* step is to plan programmes for training and set time tables for their achievement.

The needs for training thus, need to be identified in every area of an organization to ensure that the organization progresses to meet the challenges offered by its dynamic internal and external environment.

Next, let us review the areas of training.

### **14.6.2 Areas of Training**

Let us try and identify some of the areas of training needed by staff at various levels i.e. at operational, supervisory, managerial etc. in a food service establishment through some examples.

#### ***At operative level***

One commonly observes that once a head chef puts on his cap, he is viewed by the kitchen staff as the knower of all things related to food preparation and presentation. It is seldom realized that the chef can only put together the ingredients given to him in the few ways learnt through his limited experience. Very often catering managers too, depend so heavily on chefs to plan the menus, get them prepared and so on, that they fail to sense the need for their further skill training and development.

#### ***Supervisory level***

Those in-charge of kitchen or food service supervision, are often not aware of the need to coordinate closely with catering managers, accounts and stores staff. Work at operative levels proceeds routinely from one day to another unless customers voice their grievances and sound an alert. In such cases also one often finds that the supervisors or managers are not available on the spot to satisfy the customer. There is therefore a need to train all staff in networking constantly, with related departments to ensure quality food and service.

For instance, a dish is not sold on a particular day to the extent expected. An analysis of the quality of raw ingredients supplied, method of cooking used, the staff who prepared it, the manner in which it was presented to the customer, behaviour of service staff can all reveal areas of training. Some of these can be networking with suppliers, ordering methods, assessing quality at receiving end, training service staff in service and behavioural skills and so on.

### ***Management level***

The need for training and development of staff in food services is a matter of management concepts and the vision they have for the future of the organization. Managers have plenty to keep abreast with, such as new equipment on the market, forms of goods available, types and prices of seasonal foods, tastes of customers, inflation management accounting, newer techniques of assessment and appraisal, control and much more.

Managers constantly need to identify needs in the light of the future progress of their departments, in terms of equipping staff with those skills that will impact sales revenue, through quality service. Customers too get menu and environment fatigue, and managers need to help staff to introduce newer food preparation techniques, service methods, space arrangements and so on to motivate both staff and customers. This would only be possible if managers are trained in the use of technology to be able to analyze the results of their efforts faster, to know the pulse of the customers in terms of changes in tastes, eating habits, reasons for repeat visits by customers, be open to suggestions and act fast enough to please their customers.

Such analyses will help to identify the needs for training in every department which when listed can be structured to fit into existing courses at institutes of catering or designed specifically for the staff.

Most importantly, managers also need to involve staff in their decisions to improve infrastructure, menus, introduce technology and so on. Once they are involved in identification of their needs and the decision process, their cooperation in implementation of newer concepts and devices can be ensured.

Now that the need and the type of training has been spelled out, the next level in the staff training activity is the training process itself. Let us get to know this process next.

### **14.6.3 Training Process**

The process of training involves steps taken to update knowledge and skills of staff, and should be an ongoing one. The training should enable staff to keep abreast with and be able to cope with changes in the internal and external environments of the organization. Thus, training is a means of bringing about change in people and the organization. *Katz and Kahn (1975)* pointed out *eight* ways of bringing this about, as enumerated herewith:

- Providing information
- Counseling staff
- Managing stress
- Group influence
- Sensitivity training
- Group dynamics
- Feedback
- Structural change

Let us take up each of these and get to know them.

- **Providing information**

This can be done through letters, pamphlets, magazines, journals or other media. This method is only useful in updating staff, if they are motivated enough to be affected by the new information. Without the motivation they are unlikely to bring any change in their thinking or actions to benefit the organization.

- **Counseling staff**

This involves constant interaction to create in people the desire to change their attitudes towards problems and together look at profitable solutions. The idea is to bring about changes in behaviour and through them a change in the organization. Once attitudes become favourable to change, they can be directed towards desired goals. Counseling may be done on individual basis or in groups. An important aspect of counseling is to assist employees in the art of managing problems or stress arising at work and affecting their lives.

- **Managing stress**

Stress is a syndrome which seeps into people's lives for various reasons affecting them at the physical, physiological, mental and emotional levels irrespective of their literacy levels, gender or economic status.

At work, stress may be due to heavy work load, inadequacy at the job, decreased leisure, sickness and so on. Stress related to work in general is common, more so in technologically advanced environments and among highly qualified professionals. This unfortunately affects the work environment too, as is seen in the emergence of the *hurried man or woman* of our times.

The possible techniques to use in stress management would be related to the cause of the stress which needs first to be determined in individuals or groups. Some examples are cited for guidance.

- 1) If the stress is due to *overwork* the actions that can help in relieving it are:
  - i) Redesign or redistribute the work to provide intervals of relaxation or rest.
  - ii) Readjust the way we look at work to increase our capacity to bear heavier loads.
- 2) If a feeling of *weakness* is the cause the remedy would be:
  - i) Build up physical and emotional strength to cope
- 3) If the mind is *not clear* because of many thoughts then
  - i) Control thoughts to work methodically, doing one job at a time
  - ii) Eat while eating
  - iii) Work while at work
  - iv) Do not take work home or bring thoughts of home to work.
- 4) If *worry or anxiety* affects performance at work then:
  - i) Learn to relax, remove negative emotions from the mind
  - ii) Act but do not think too much
  - iii) Concentrate mind at work
  - iv) Erase anger, fear, jealousy and hatred
  - v) Smile as often as possible while working
  - vi) Share and help
  - vii) Build inner strength through self surrender by acting as an instrument, and do not think about results
  - viii) Work with dedication.

- **Group influence**

Friends or group leaders exert a strong influence on the behaviour of an individual. This is an effective way to reinforce ideas and harness group energy to introduce change or inject positive attitudes at work.

- **Sensitivity training**

This method of training utilizes the fact that people are more sensitive to their own strengths and weaknesses than to those of others. Training that can make people aware of their strengths can help to bring about changes by offering an environment in which the individual's strength is challenged.

- **Group dynamics**

Group dynamics deals with training all the employees in a group who are then involved in bringing about the change. They are made to participate in discussions say, when new equipment is to be introduced in their area of work, or computerization is to be introduced to speed up work and decrease wasteful time on record keeping and so on. The group is then, given time to think and the final agreement or disagreement comes from the group. If their doubts can be cleared by the trainer or management then the staff is ready to implement the changes.

- **Feedback**

Getting feedback through surveys, questionnaires and opinionaires, helps to produce a strong impact on staff for bringing about change. Such methods are often used to assess the need for redesigning jobs. The findings of research and opinions of groups in discussions with management through every level of the establishment, helps to involve staff in the thinking and suggesting process. Since all groups are involved, any decision arrived at is bound to have agreement of all staff and thereby their willing participation in efforts to achieve new goals.

- **Structural change**

The structural approach is the basis for redesigning jobs. *Singer (1977)* has aptly said:

*Training is no longer viewed as a process of doing things to people but rather as a structuring of situations in which the learning processes are optimized.*

When the learning process lasts for more than a few days, we say that training is taking place. While there is plenty of published material to help in training for all kinds of jobs, the best training takes place in the work situation where relationships with other people exercise their influences constantly at work. This is referred to as *on-the-job* training, and has the advantage of the learning process becoming immediately implemented at work, without losing any time of work. It also helps to create a climate at work in which people learn, experience and gradually use their own creativity to develop their skills, while seeing the results of applying their learning almost immediately. Demonstrations at work can be an effective way of training staff in new methods.

Having gone through the discussion above it must be evident that the process of training involves steps taken to update knowledge and skills of staff, and should be an ongoing one. Once the employee is on the job, appraisal and evaluation of work performance is crucial. Let us get to know of this process next.

#### **14.6.4 Evaluation and Appraisal**

Evaluation is a process of determining how well people perform their jobs, by ascertaining and comparing actual results with expected ones over a period of time. It is a way of judging the productivity and efficiency of staff, and provides a measure of how far set goals have been achieved.

If evaluation is done periodically by self or superiors and corrective actions taken the results will ensure success. But, when carried out at the end of a period of completed activity it only has theoretical value, since correction of procedures, functions and deviations from norms cannot be set right. It is therefore vital to remember that time once lost cannot be regained, and therefore appraisals made in process are more productive than after the production is over.

While appraisal is the process, evaluation indicates the result on which management decisions regarding needs for training can be based. However, these terms have often been interchangeably understood and used by managers because one cannot be used without the other to obtain information for achieving or setting future goals.

Let us then understand the self appraisal and the evaluation in greater details.

### ***Staff Appraisal***

The performance of staff needs to be appraised from time to time in order to determine how efficiently their potential is being tapped. Appraisal or monitoring brings to light work that has been carelessly done, but also assists in identifying staff training needs or the need for guidance that staff may require in the performance of a job.

Judgment regarding efficiency of staff can be made on the basis of recorded appraisal information on proformas, checklists, analysis sheets, production, sales and profit statements. Staff may also be appraised with the help of rating scales designed to judge the following attributes of a person's:

- knowledge and understanding of his work,
- quality of performance as being *unsatisfactory* or *outstanding*,
- compatibility and dependability,
- awareness regarding safety and cleanliness,
- integrity and loyalty in terms of cooperation with co-workers to help achieve organizational goals, and
- health status.

Very often, appraisal of the work conditions and procedures can point to areas that need rearrangement or designing to boost work efficiency and job performance of staff.

Next, let us review the evaluation component.

### ***Evaluation***

Evaluation of staff may reveal a high rate of absenteeism or staff turnover or sickness indicating a lapse on the part of management, who has not been able to provide enough motivation to the staff for efficient performance and interest in their work. Those who are regularly absent from duty may be sick often in which case managers should focus on their health improvement. A reason could also be overwork in which case a redistribution of jobs or investment on labour saving devices would be in order.

We have so far in our discussion looked at the need and types of training and studied the training process itself and highlighted the role of self appraisal and evaluation in judging the productivity and efficiency of staff, and also provide a measure of how far set goals have been achieved.

Our study on staff planning and management would not be complete without a review of the laws governing this important component. The next section focuses on this aspect.

## 14.7 LAWS GOVERNING STAFF PLANNING AND MANAGEMENT

Every country legislates through instruments called *Acts* that provides guidelines for the industry for managing their employees within the Constitution. In India too, many laws have been passed through the parliament and are binding on all organizations employing more than 20 people to work for them. Those concerned with employers and employees are outlined in sub-section 14.7.1.

### 14.7.1 Employee Laws

In considering the legal implications for any food service establishment, it is important for every manager to be aware of the fact that laws keep changing or get amended by courts or through Acts of Parliament from time to time, to make them applicable to the changing needs of society. Those laws affecting people at work in any organization are called *Labour Laws*. This term was used commonly because workmen in industries were all classed as *labour* in the days of early industrialization when only heavy work was entrusted to people. Today, the term employee is used in practice but the law has yet to change the term written generally to signify all employees in any industry.

Personnel managers need to know the legal implications concerning hiring of staff, their welfare and retention measures to take in order to avoid problems with employees, individually and through their unions.

Today legislation has come of age in India, and every year so many new laws are enacted for the benefit of employees and employers. These are briefly discussed herewith.

#### *Laws Concerning Employment*

There are over 120 laws concerning people at work, and more are either added to the list every year or old laws amended to suit the need of the changing environment and times. Every Act passed is named and followed by the year in which it was passed in Parliament. Once an Act is passed and details released in the official gazette, people have to follow it from the specified effective date. Laws are never discarded but changes called amendments are usually added on to bring the rules up to date with the requirements of the times. Let us get to know these laws next as enlisted herewith.

LAW	Essential Features
Apprentices Act, 1850 (Amended 4 times)	Creates an obligation for employers to train employees in skills that would safeguard their job security.
Fatal Accident Act, 1855	Passed to compensate families in case of fatal accident at work.
Breach of Contract Act, 1859	Ensured job security within the limits of the contractual agreement.
Employees and Workmen (Disputes) Act, 1860	Enabled settlement of grievances arising at work within guidelines provided.
The Indian Contract Act, 1872	Defined the nature of contracts and obligations of employers to abide by them.
Workmen's Compensation Act, 1923. (Amended in 1938).	Provided rules and guidelines for payment of compensation to employees or family in case of disability or death at work.
Trade Unions Act, 1926. (Amended 4 times till 2001).	Defines the responsibilities of employers and rights of employees.

Payment of Wages Act, 1936. (Amended 3 times).	Enacted to regulate the payment of wages to employees. Applies to all employees whose wage is less than Rs.1600, considered for amendment.
Insurance Act, 1938. (Amended in 1995).	Ensures that employees are insured by employers for theft, injury, death and disability.
Weekly Holiday's Act, 1942.	Laid down the guidelines for weekly holidays to be provided to all employees.
Industrial Disputes Act,1947. (Amended twice).	Made provision for harmonious working relationships and free communication between people at work.
Factories Act, 1948.	Covers obligations of employer for providing comfort, health, safety and welfare activities at work. Forbids employment of children below 14 years of age.
Minimum Wages Act, 1948. (Amended periodically).	Fixes the minimum wage for employees relevant to job requirements, nature of work and experience of employee.
Employees State Insurance (ESI) Act, 1948.	Provides for full medical care in kind and cash benefits in sickness, maternity and injury.
Employees Provident Fund and Miscellaneous Provision (MP) Act, 1952.	Provides guidelines for retirement benefits in the form of Provident Fund (PF), family pension and deposit linked insurance.
Shops and Establishments Act, 1954.	Covers conditions of work of employees to be fulfilled by employer.
Payment of Bonus Act, 1956. (Amended 4 times)	Ensures that employers pay a minimum bonus of 8.33% of basic salary to each employee, in establishments where 20 or more people are employed, irrespective of whether profits are made.
Monopolies and Restrictive Trade Practices (MRTP) Act, 1969.	This restricts unfair trade practices resorted to by organizations and employees and ensures justice to customers as well.
Equal Remuneration Act, 1976.	Provides for the payment of equal remuneration to men and women, preventing discrimination.
Child Labour Act, 1986.	Prohibits employment of children in any industry.
Payment of Gratuity Act, 1972.	Provides security to employees after Retirement and to family after death.
Air Prevention and Control of Pollution Act, 1981.	Provides guidelines for prevention, control and removal of pollution from the air we breathe. Insists on proper waste management techniques for establishments.
Information and Technology Act, 2000.	Facilitates the growth of e-commerce and electronic communication.
National Environment Tribunal Act, 1995.	Provides for strict civil liability in accident cases involving hazardous substances.
Gas Cylinder Rules, 1981.	Formulated to ensure safety at work and prevent exploitation of employees and customers.
Water (Prevention and Control of Pollution) Cess Act, 1977.	Meant to enhance water(cess) rules for augmenting the resources.

More Acts were passed by government in the year 2000, that applied directly or indirectly to employees, employers and institutions, such as The Trade Marks Act, Trade Union (Amendment) Act, Protection of Human Rights (Amendment) Act and so on. That was an exhaustive list. You would have noticed that laws cover all possible aspects of health, welfare and safety of people at work.

Other than the laws enlisted above, there are trade union contracts and negotiations which are reviewed next.

### 14.7.2 Trade Union Contracts and Negotiations

You have already learnt in the previous section about the Trade Union Act which was enacted way back in 1926 and then amended from time to time according to the changing needs of different industries. Now, let us define trade unions.

*What are trade unions?*

Trade unions are basically *associations of workers formed for the regulation of relations between people at work*, whether among employees, employers or both. These unions are expected to function in a manner that enables people to act together and strengthen their bargaining power to negotiate with employers on progressive or controversial matters that may arise at work.

You would realize that the trade unions get into contracts with their management. Let us see how.

*Trade Union Contracts*

Trade union contracts are *official agreements between workers of a particular trade say catering, with their respective managements*. In the case of grievances of employees as a group, elected union representatives communicate with managements on behalf of the employees of a particular trade to arrive at a mutually satisfying solution.

What is the role of government in this context? This is highlighted next.

*Role of Government*

The government has considered a comprehensive law on Industrial Relations (IR's) with a view to promote peace and harmony at work through good employer – employee relations. The law basically provides for registration of trade unions. Any seven or more workers may, by subscribing their names to the rules of a trade union, complying with the provisions of the Act, apply for registration under the Act. The Act also defines the responsibilities of employers and the rights of employees.

Next, let us see how the trade union work through negotiations.

*Negotiation*

Negotiation is the *bargaining power of a union with the trade's management to get for example, better working conditions, incentives or wages for the members of the union*. On the other hand, the management of the trade tries to put across their view point and arrive at a mutually agreeable solution to employee demands.

Sometimes however, both sides can not solve the problems or grievances and union representatives decide to go on strike, or a go slow at work affecting productivity and profits of the industry. In such cases, the government is requested to appoint an arbitrator ( could be a lawyer or a senior officer of the law ministry) who is seen as fair to both sides, and tries to bring about a fair settlement of issues to prevent industry or units from closing down. A closure usually is detrimental not only to the country, but to the employers and employees who may become unemployed over long periods of time.

Trade union representatives usually negotiate in the interest of employees, where as managements try to balance productivity and profits with payouts to employees in the form of financial or non-financial benefits.

With this we end our study on staff planning and management. We hope you now have a comprehensive insight into this important activity in a food service organization i.e. personnel management. Before we move on to the next topic we would like you to answer the questions given in check your progress exercise 4 and recapitulate what you have learnt under the section on laws governing the staff planning and management.

**Check Your Progress Exercise 4**

1) Why is there a need for training staff in a food service organization? Explain briefly.

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.....  
.....

2) Fill in the blanks.

a) Management ..... are generally inclined to believe that ..... alone is all that is required for organizations to progress.

b) As families eat out more often ..... demand a great ..... of menus.

c) Inflation has increased ..... and ..... drastically.

d) Customer demand is affected by ..... purchasing ..... and eating in company.

e) Laws affecting people at work in any organization are referred to as.....

3) What are the different levels in a food service establishment at which training can be imparted.

.....  
.....  
.....

4) List *four* important ways through which training can be imparted to food service employees.

.....  
.....  
.....

5. Define the following terms:

a) An Act: .....

b) Appraisal .....

c) Trade Union: .....

d) Negotiation: .....

e) Trade Union Contracts: .....

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## 14.8 LET US SUM UP

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In this unit, we learnt about the various approaches to staff planning and management, where we dealt with issues and steps related to planning. Next, we moved on to the employment process and policies for recruitment.

Further, we got to know about the recruitment and selection process i.e., what do these processes entail? How these two terms differ from each other? Then, we studied about induction process and how it is carried out and what are its benefits. Next, we dealt with the training process. Here, we discussed the relevance of training process, different areas of training and the actual training process. We also learnt about evaluation and appraisal of staff.

Finally, we briefly touched upon the various laws governing staff planning and management. In this section, we looked at the labour laws and trade union contracts and negotiations.

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## 14.9 GLOSSARY

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- Ad hoc** : a temporary worker employed for a specific purpose only.
- Dhaba** : in our country highways are dotted with local restaurants popularly known as Dhabas (*singular: Dhaba*). They generally serve local cuisine, and also serve as truck stops.
- Opinionaires** : a type of questionnaires seeking opinion of people.

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## 14.10 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

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### Check Your Progress Exercise 1

- 1) a) Autocratic, bureaucratic, Democratic, participative, scientific and technological.  
b) I would use all the approaches as required in different situations, because some require an authoritative approach others a more democratic or participative approach.
- 2) 1) b ; 2) a; 3) c
- 3) a) vital, teamwork.  
b) Planning, written.  
c) information, staff, goals.  
d) Time, activity  
e) development
- 4) Issues in planning are management approaches, job requirements, staff talents, relationships, staff development. Refer to sub-section 14.2.2 and describe any one on your own.
- 5) The six principles are: Need, small groups, learning, leadership, choice, participation.

### Check Your Progress Exercise 2

- 1) a) The five factors that affect staff policies of an establishment are: Plans to expand the existing services , Future plans to install Labour Saving Devices, Changes in service style, Opening satellite units and Introduce mobile catering services, Pick up facilities and so on in existing operations.

- b) A manager will focus on the following: Replace non-profitable menus; adjust prices to purchasing power of customers; prevent wastage; redesign spaces for better resource utilization; prevent or control wastage.
- 2) i) Labour saving devices are those equipment which when used reduce time and energy of staff and give an even, consistent product quality each time.
- ii) Extension units of a food service establishment are called satellite units. Their management though independent for taking spot decisions accountability is centrally controlled.
- 3) Administrative procedures and terms and conditions of employment are the procedures necessary before staff can be hired by any establishment. Refer to sub-section 14.3.3 and describe them in your own words.

### **Check Your Progress Exercise 3**

- 1) a) mechanization, touch.  
b) feature, literacy.  
c) process, qualified, vacant.  
d) formal, informal  
e) recruits
- 2) a) The five sources of recruitment are media, colleges and institutes, recommendations, employment exchanges and professional associations.  
b) The difference between recruitment and selection is that recruitment is the listing of probable candidates for a job, whereas selection is the suitability for appointment to the job.
- 3) i) Staff retention is the ability of an organization to keep employees satisfied and happy so that they do not leave the organization.  
ii) There are seven steps followed in selection of staff. Refer to sub-section 14.4.2 and write the steps on your own.  
iii) A verbal contract is a word of mouth offer of a job at a stated salary and benefits based on mutual trust. This is also legally binding as in the case of a written contract. A verbal contract becomes operative when the employee starts work.
- 4) The process of introduction of a new employee to his workplace and job is called induction. The methods of induction are formal or informal. The formal methods are talks, demonstrations, slide of other presentations. Informal are not structured and may be a guided tour of the establishment and introduction to the staff in the department.

### **Check Your Progress Exercise 4**

- 1) There is a need for training staff because the internal and external environment is constantly changing and organizations have to respond to the changes by upgrading their staff skills. Further, with lifestyles changing the demands of customers for variety in terms of non-traditional meals is increasing and therefore staff require training for meeting those demands. Because of inflation and increase in costs, attention needs to be focused on better resource use and cost reduction policies of establishments. The most important is shrinking labour markets and therefore, managers need to retain their staff through training and retraining.
- 2) a) staff, experience.  
b) people, variety.  
c) costs, prices.  
d) mood, power.  
e) Labour laws

- 3) The different levels are: Operative, supervisory and management levels.
- 4) Training can be imparted through providing information, managing stress, exercising group influence and bringing about structural changes in the establishment.
- 5)
  - a) A law passed by government for implementation.
  - b) A process involved in evaluation of staff, production, service, profits or in any area of the establishment.
  - c) Association of workers for regulation of relations between people at work in a particular trade.
  - f) It is the bargaining power of a union with the management of an organization for better working conditions, pay or incentives for employees.
  - e) These are official agreements between workers of a particular trade.