

Ch. 5. Kitchen Administration

Budgetary Control:

According to John Blocker, “Budgetary control is planned to assist the management the allocation of responsibilities and authority, to aid in making estimates and plans for future, to assist in analysis of various between estimated and actual results and to develop basis of measurement or standards with which to evaluate the efficiency of operations.”

In other words, the budgetary control device in the organization encompasses practically the whole range of management activities right from planning and policy formulation to the final function of control over various activities of the manufacturing enterprise.

Budgetary control has the following specific objectives:

1. Planning:

Budgets are the plans to be pursued during the designed period of time to attain certain objectives in the organisation. Budgetary control will force the management at all levels to plan various activities well in advance in the organisation.

Budgets are generally drawn on the basis of forecasts made about market forces, supply conditions and consumer's preferences in the organisation. This help in making and revising business policies in the organisation.

2. Control:

Budgetary control is an important instrument of managerial control in any enterprise.

Budgetary control helps in comparing the performance of various individuals and departments with the predetermined standards laid down in various budgets.

Budgetary control reports the significant variations from the budgets to the top management in the organization. Since separate budgets are prepared for each department becomes easier to determine the weak points and the sources of waste of time, money and resources.

3. Coordination:

Budgetary control involves the participation of a master budget, which helps in bringing effective coordination among different departments of a business enterprise in the organisation. It forces the executive to make plans as a group in the organisation. Delays involved in the red tapism and discussing matters with one another sets procedural wrangles aside.

4. Increase in Efficiency:

Budgetary controls lay down the standards of production, sales, costs and overheads taking into consideration various internal and external factors. This compels and stimulates every department to attain maximum efficiency over the use of men, machine, material, methods and money.

5. Financial Planning:

Budgets are generally expressed in financial terms in the organisation. They provide the estimates of expenditures and revenues in the organisation. This helps the management to make plans about the flow of cash in such a way that it would never run short of working capital in the organization. Cash budget is also useful to convince the financial institution that their loans will be paid back in time.

Types of Budget:

1. Long Term Budget:

The budgets are prepared to depict long term planning of the business. The period of long term budgets varies between five to ten years. The long term planning is done by the top level management; it is not generally known to lower levels of management. Long time budgets are prepared for some sectors of the concern such as capital expenditure, research and development, long term finances, etc. These budgets are useful for those industries where gestation period is long i.e., machinery, electricity, engineering, etc.

2. Short-Term Budget:

These budgets are generally for one or two years and are in the form of monetary terms. The consumers goods industries like sugar, cotton, textile, etc. use short-term budgets.

3. Current Budget:

The period of current budgets is generally of months and weeks. These budgets relate to the current activities of the business. According to I.C.W.A. London, “Current budget is a budget which is established for use over a short period of time and is related to current conditions.”

Various Records Maintained in the kitchen

The different registers and records maintained in this department are:

1. Log Book – to maintain daily information of the department
2. Duty Roster Chart – to distribute the manpower efficiently and mentioning off days.
3. F&B Inventory Register – to maintain the inventory of all equipments related to F&B service.
4. Kitchen Equipment Register – to maintain the inventory of all equipments related to kitchen.
5. Dead Stock / Scrap Register – to maintain the inventory of all discarded equipments.
6. Breakage and Condemn Register – to maintain the inventory of all breakages.
7. LPG / Fuel Consumption Register – to maintain the consumption of fuel used.
8. Machine Report register – register where machine operations are recorded.
9. Maintenance Request Register – to register the maintenance of all F&B equipments.
10. AMC Records Register – to maintain the annual maintenance records of all equipments.
11. Requisition Forms – these are forms where the departments are recorded for procurement from the stores.

12. Pest control Records/Fumigation records: to make sure that all the areas have been properly fumigated as per the allocated days mentioned on the notice boards and the scheduled thereby so prepared.

13. Temperature Records: These are in terms of the temperatures to be maintained for the buffet both hot and cold three times a day.

Various Formats

1. Complaint to engineering department

HOTEL XYZ							
Engineering Complaint Format							
Date	Complaint	Area	Complaint no.	Action/ remarks	Date of completion	Logged by	Signature

Fig. 2.10 Format for complaint to engineering department

2. Corrective action taken after a failed audit report of sample

HOTEL XYZ							
Corrective Action Report							
Unit Name:							
Executive Chef/Chief Engineer/Purchase Manager/Ehk							
Date:							
Food/ Water/Sw/Abs/Raw Material/Indoor Air Test Report							
S.No.	Date of sampling	Sample failed	Area	Responsibility	Action taken	Target date	Remarks
Any specific remarks:							
Please revert back at the earliest							
Date :						Sent by	

Fig. 2.8 Format of corrective action taken after a failed audit report of sample

3. Interview format of new staff

HOTEL XYZ			
Interview Form			
Name of Applicant:		Date:	Location
1 st Interviewer:		Date:	
Suitability Factors		Comments	
<ul style="list-style-type: none"> • Quality standards • Multi-skills • Process improvement • Technology • Competencies • Revenue/profit • Communications • Team building • Creativity • Age 			
Suitability		Comments	
<ul style="list-style-type: none"> • Potential to grow • Languages • Strengths • Weaknesses 			
Package		Comments	
<ul style="list-style-type: none"> • Present • Expected • Marital status 			
Administrative factors		Comments	
Rating/evaluation		Outstanding possible	Good Average

Fig. 2.11 Sample of interview format for new staff

4. Key withdrawal authorization format

HOTEL XYZ						
Key Withdrawal Format						
Date:				Kitchen:		
Keys withdrawn	Time of withdrawal	Items withdrawn	Person withdrawing	Time of return	Person returning	Security signature
Authorized by: Name:						
Signature:						

Fig. 2.12 Key withdrawal authorization format

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Coordination with other department



Fig. 2.9 Kitchen and its coordination with internal customers

i. Food and Beverage Service:

It is a most common sight to see the kitchen staff arguing with service people and vice versa. The age old animosity between the two departments results from the fact that both do not appreciate each other's job. However, in spite of such differences, they are completely interdependent and cannot do without each other.

The kitchen depends on the service for the following things:

1. Service operates sales in various outlets. It takes the food order and serves it to the guest.
2. Service acts as a bridge between the guest and the chef and helps to communicate the requests and opinions of the food by providing constant feedback.
3. For cooking, wines and liquors are required from F&B on daily basis.
4. Service sells the food and markets the chef's specialty, thereby bringing in more sales and happy customers.

ii. Housekeeping:

Following are some important points related to the coordination between the kitchen and housekeeping.

1. Kitchen requires clean uniforms, aprons, and dusters on daily basis, which are provided by housekeeping.
2. Kitchen also needs to coordinate with housekeeping regarding the pest control and fumigation in the kitchen.
3. Special uniforms if required for particular functions or theme parties are obtained from housekeeping.
4. Festive decorations if required in the restaurants or outlets, is again taken care of by housekeeping.

iii. Front Office:

Following are the important points related to the coordination between the kitchen and the front office.

1. Front office communicates the daily arrival list to the kitchen and it helps the chefs to forecast their production so that the wastage is minimized. The daily arrival list also contains guest history and the chefs come to know if there was any problem with food or service during the guest's previous stay. Hence, they could make it up this time by exceeding his/her expectation.
2. The front office circulates VIP lists in the kitchens for any special requests of guests and for the room amenities to be placed in the room.
3. Sometimes welcome drinks are prepared by the kitchen for some VIPs.
4. Front office also assists guests in making their dining choices and helps in marketing the restaurants and outlets.

iv. Purchase and Stores:

Following are the important points related to the coordination between the kitchen and the purchase and stores department.

1. This department procures raw materials at the best possible prices, not compromising on the quality of ingredients.
2. Chefs help the purchase department to create the standard purchase specifications for commodities.
3. Chefs must give sufficient time for the orders to be procured and so maintaining of par stock levels are decided by the chefs and the purchase managers depending upon the frequency of withdrawals and availability from the market.
4. Chefs also receive the goods at receiving bay, thereby ensuring that the right quality of ingredients as per the standards specified is purchased.

v. Finance:

Following are the important points related to the coordination between the kitchen and the finance department.

1. Finance does the costing of the recipe and this helps the management to decide upon the selling price to get the desirable profits and maintain the agreed food cost.
2. Finance helps chefs and the purchase managers to go for regular market surveys and see if any new and better quality products are available.
3. Finance helps chefs to keep a check on their expenses by giving a periodic report mentioning their profits and losses.

vi. Sales and Marketing:

Following are the important points related to the coordination between the kitchen and sales and marketing.

1. This department helps the chefs to promote new menus and festivals.

2. Sales department promotes the chefs so as to increase the sales of their product.
3. Banquet sales works in close coordination with the kitchen to sell the menus and bring in more business. The banquet sales, however, form a part of F&B service rather than direct sales and marketing.
4. Sales people entertain VIP guests to bring in the business.
5. Sales department coordinates with the kitchens in times of festivals for providing hampers and gifts to VIPs.

vii. Engineering:

Following are the important points related to the coordination between the kitchen and the engineering department.

1. Engineering department does the preventive and breakdown maintenance of the machinery used in the kitchen (refer to Fig. 2.10).
2. Helps in installation of new machinery and equipment and trains the staff in its usage and precautions.
3. Coordinates with chefs to utilize the resources effectively to minimize costs and increase profits.
4. Maintenance schedules are made and followed up by chefs.
5. Fire fighting and safety procedures are laid down by the engineering and followed up by the chef.