

Supervisory skills in the hospitality industry

Scenario for Tasks B and C

Read the following case study and staff profiles below, and carry out the tasks that follow, assuming you are the supervisor in charge.

Café Pipe Dream Café Pipe Dream has been in operation for 3 years. The restaurant has gone from strength to strength over that time but in the last 6 to 9 months, four of the original six staff have left. The four replacement staff have started to get the hang of things, but you think the team could work more effectively. The sort of things you have noticed happening are:

- The revenue over for the last month in comparison to the same time last year has fallen by 10%,
- Waiting time for the completion of orders from the kitchen has increased, with a number of customers commenting on how slow service has become.
- Irregular portion sizes are being served, especially from dishes that are made to order.
- Dishes are being garnished differently, dependant upon the chefs on duty at the time.
- Waiting staff are not able to explain dishes to the customers correctly when asked, and orders are being taken incorrectly.

There is obviously a need for some training and development for the team. You should be able to identify what each team member is doing, against what they should be doing and put together a training plan.

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The restaurant is open Tuesday to Sunday serving lunch, and Tuesday to Saturday for dinner, with 30-40 covers.

Staff	Role and length of service	Main duties and current skills
Julie	Chef 3 years	Looks after the pastry area, good skill level, completed NVQ level 3 pastry qualification, has 9 years' experience. Works 9 – 3.30 Tuesday to Friday, as well as Saturday evening. All preparation for pastry area completed each day and check lists completed.
Jamal	Chef 2 months	New to the area, has 3 years' experience gained while completing a part time level 3 college course. Tends to try and do his own thing, especially if he has seen something on TV, tends to make each dish look elaborate by adding extra ingredients, has good craft skills, wants to lead but doesn't like to clean. Can complete all dishes on the menu.
Joe	Commis Chef 9 months	Joined the team direct from school, doesn't like to complete paperwork. Works hard, although a little untidy at times, has difficulty working with Jamal at times. Gets flustered when busy, afraid to ask for help.
Joanna	Restaurant Supervisor 4 months	Completed a level 3 hospitality supervision course, has knowledge of wines on the list, worked in a larger carvery restaurant locally prior to joining the team. Has good awareness of customer need, but tends to rush service at times and misses the little extra of customer care.
John	Waiter 3 months	In his 2 nd year at college. Works one evening a week, plus weekends, so that he can fit in with college work. A little slow and shy at times and needs to be guided once customers arrive, will wait to be told when to clear tables. Good at laying up the tables and getting the restaurant set up for service.
Janet	Waitress 3 years	Joined the restaurant from school, known by most of the regular clientele. Confident young lady who is ambitious aware of customers' needs and quick to respond to those needs. Gets on well with Joe in the kitchen.

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Task B

From the information you have been provided,

- describe how the change in team members may have caused the issues you have noticed and identify the possible effects on the business
- describe the steps you would take as the supervisor to address the issues identified, ensuring the staff develop the characteristics of a good team
- identify the styles of leadership you may need to adopt explaining how this will support the changes.

Task C

Develop a training plan for the team, indicating the methods of training you may use, and produce a schedule for delivery of the training incorporating a review.