

Figure 4.6: Hands-on training allows students to perform skills that they will use in their careers.

[on the job]

Chef de Cuisine

In large establishments, the chef de cuisine is responsible for handling all daily operations in a professional kitchen: everything from training and supervising staff to ordering supplies. Typically, the chef de cuisine creates menus, oversees a budget, and serves as a mentor to employees. The job is very similar to what an executive chef would do in a stand-alone restaurant, except that a chef de cuisine is typically responsible for only one kitchen of several at a particular location (for instance, at a resort, hotel, or convention center). The chef de cuisine reports to the executive chef of the facility.

Certifications are available for this position. Applicants must have either a high school diploma/GED and 100 hours of continuing education or 200 hours of continuing education. They must also have taken extensive classes in nutrition, food safety, and management and spent at least three years as a sous chef with responsibility for two or more full-time employees. Finally, applicants must pass both a written and a practical examination before certification.

Other qualifications for the position of chef de cuisine may include a degree from a culinary school, familiarity with foodservice computer software, and excellent communication and management skills.

Workstations

A foodservice kitchen has multiple workstations. A workstation is a work area in the kitchen dedicated to a particular task, such as broiling or salad-making. Workstations using the same or similar equipment for related tasks are grouped together into a work section. Workstations help keep a kitchen running smoothly. Budget and space are the two major issues in determining the number of workstations. Table 4.1 on the following page shows the different workstations typically found in kitchens.

Table 4.1: Work Sections and Their Stations	
Sections	Stations
Hot-foods section	Broiler station Fry station Griddle station Sauté/sauce station Holding
Garde-manger section	Salad greens cleaning Salad preparation Cold foods preparation Sandwich station Showpiece preparation
Bakery section	Mixing station Dough holding and proofing Dough rolling and forming Baking and cooling Dessert preparation Frozen dessert preparation Plating desserts
Banquet section	Steam cooking Dry-heat cooking (roasting, broiling)
Short-order section	Holding and plating Griddle station Fry station Broiler station
Beverage section	Hot beverage station Cold beverage station Alcoholic beverage station

The guiding principle behind a good kitchen design is to maximize the flow of goods and staff from one area to the next and within each area itself. Maximizing flow creates an efficient work environment, keeps food safe, and helps reduce preparation and service time.

Figure 4.7 on the following page shows the several sections of a professional kitchen. It includes an area for front-of-the-house staff to circulate, drop off orders, retrieve finished dishes, and return dirty dishes. The design accounts for the flow of foods from receiving, to storage, to the food preparation area,

to holding and service areas, and then to the dining room. The workstations are arranged to take advantage of shared equipment. For example, when the bakeshop is placed next to the hot-foods section, they can share ovens. The beverage station is located near the dining-room entrance so that food servers do not have to walk through food preparation areas to fill beverage orders.

Kitchen Brigade System

In Chapter 1: *Welcome to the Restaurant and Foodservice Industry*, we noted that Escoffier is credited with developing the kitchen brigade system. A brigade is a system of staffing a kitchen so that each worker is assigned a set of specific tasks. These tasks are often related by cooking method, equipment, or the types of foods being produced. Escoffier created a distinct hierarchy of responsibilities and functions for commercial foodservice operations. Table 4.2 on the following page outlines Escoffier's kitchen brigade system.

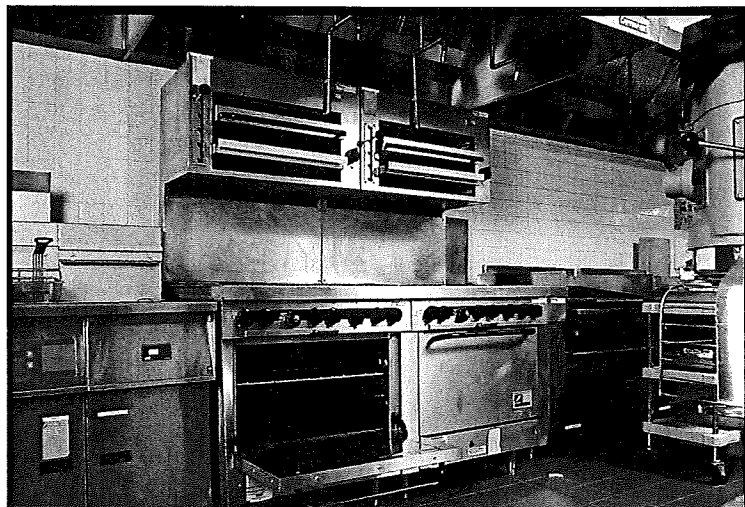
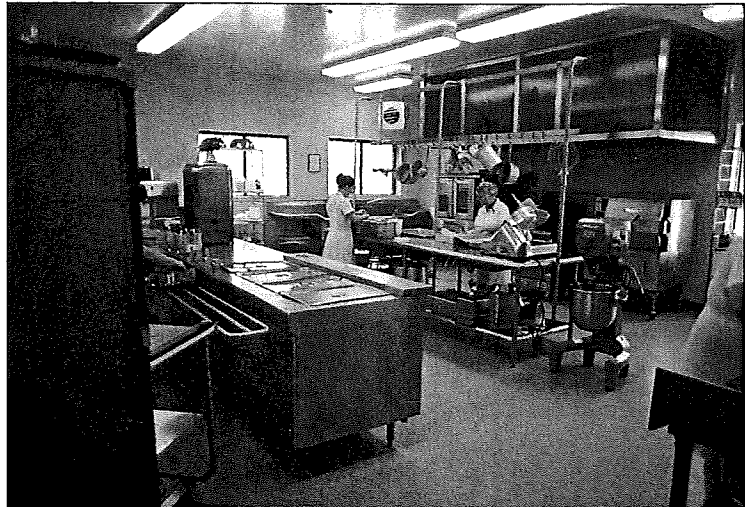


Figure 4.7: Food is received, stored, prepared, and plated for service in the professional kitchen.

Table 4.2: Escoffier's Kitchen Brigade System	
Kitchen Staff	Responsibility
Chef	Responsible for all kitchen operations.
Sous chef	Also known as the second chef. Responsible for scheduling personnel, and covering the chef or stations chefs' work as necessary. Also accepts orders from the dining room and relays them to various stations chefs, and reviews the dishes before service.
Stations chefs	<p>Produce the menu items under the supervision of the chef or sous chef. Under Escoffier's system, each station chef is assigned a specific task based on either the cooking method and equipment or the category of items to be produced. They include the following:</p> <ul style="list-style-type: none"> * Sauté station chef, <i>Saucier</i> * Fish station chef, <i>Poissonier</i> * Grill station chef, <i>Grillardin</i> * Fry station chef, <i>Friturier</i> * Roast station chef, <i>Rôtisseur</i> * Soup station chef, <i>Potager</i> * Vegetable station chef, <i>Legumier</i> * Pantry chef, <i>Garde-Manger</i> * Swing cook (works where needed), <i>Tournant</i>, * Pastry chef, <i>Pâtissier</i> * Demi-chefs (assistants), <i>Demi-Chef</i> * Commis (apprentices), <i>Commis</i> * Hot appetizer chef, <i>Entremetier</i> * Butcher, <i>Coucher</i> * Expediter, <i>Aboyeur</i> * Candy chef, <i>Confiseur</i> * Bread baker, <i>Boulangier</i> * Frozen-dessert chef, <i>Glacier</i> * Showpiece baker, <i>Décorateur</i>

Today, most foodservice operations use a simplified version of Escoffier's kitchen brigade. Figure 4.8 is an example of the kitchen brigade in action.



Figure 4.8: The kitchen brigade is a system of staffing a kitchen. Each worker is assigned a set of specific tasks.

Dining-Room Brigade System

Like the back-of-the-house staff, the front-of-the-house staff is also organized into a brigade. A traditional dining-room brigade is led by the dining-room manager (maître d') who generally trains all service personnel, oversees wine selections, works with the chef to develop the menu, organizes the seating chart, and seats the guests. The positions noted on Table 4.3 report to this manager.

Table 4.3: Dining Brigade System	
Staff	Responsibility
Wine steward	This person is responsible for the wine service, including purchasing wines, assisting guests in selecting wines, and serving the wines.
Headwaiter	This person is responsible for service throughout the dining room or a section of it.
Captains	This person is responsible for explaining the menu to guests and taking their orders. They are also responsible for any tableside preparations.
Front waiter	This person is responsible for assuring that the tables are set properly for each course, foods are delivered properly to the proper tables, and the needs of the guests are met.
Back waiter	This person is responsible for clearing plates, refilling water glasses, and other general tasks appropriate for new dining-room workers.

Depending on the nature and size of the restaurant or foodservice operation and the type of service provided, an operation may employ some or all of these positions. Figure 4.9 shows the dining-room brigade in action.



Figure 4.9: Most dining-room brigades are led by the dining-room manager.

Essential Skills

Scheduling Employees

Scheduling employees is an important part of a manager's job. But it can be difficult, especially in a large operation or in an operation open more than five days each week. You must respect individual employee's needs while making the right business decisions. A variety of software packages and Web sites can help, but you can also succeed by following these steps:

- ① Make a chart showing each day of the week you are open and each hour you need staff for prep work, deliveries, and cleaning. (Remember, you need staff even when the business is closed.)
- ② Figure out your busiest times and the number of employees doing each job that you will need to meet customer demands.

- ③ Anticipate any holidays or other events that may affect your normal patterns of work.
- ④ Schedule full-time and part-time employees so that everyone works the appropriate number of hours and has scheduled breaks.
- ⑤ Establish a policy requiring employees to request time off several days in advance to avoid last-minute surprises.
- ⑥ Post the schedule several days in advance so employees know what to expect.
- ⑦ Communicate with your employees so everyone understands the schedule and business policies.

This last step may be the most important one. Communicating with your employees shows that you respect them as individual human beings, not just workers. Treating them with dignity, while simultaneously requiring them to practice personal responsibility, will boost levels of professionalism throughout the operation.

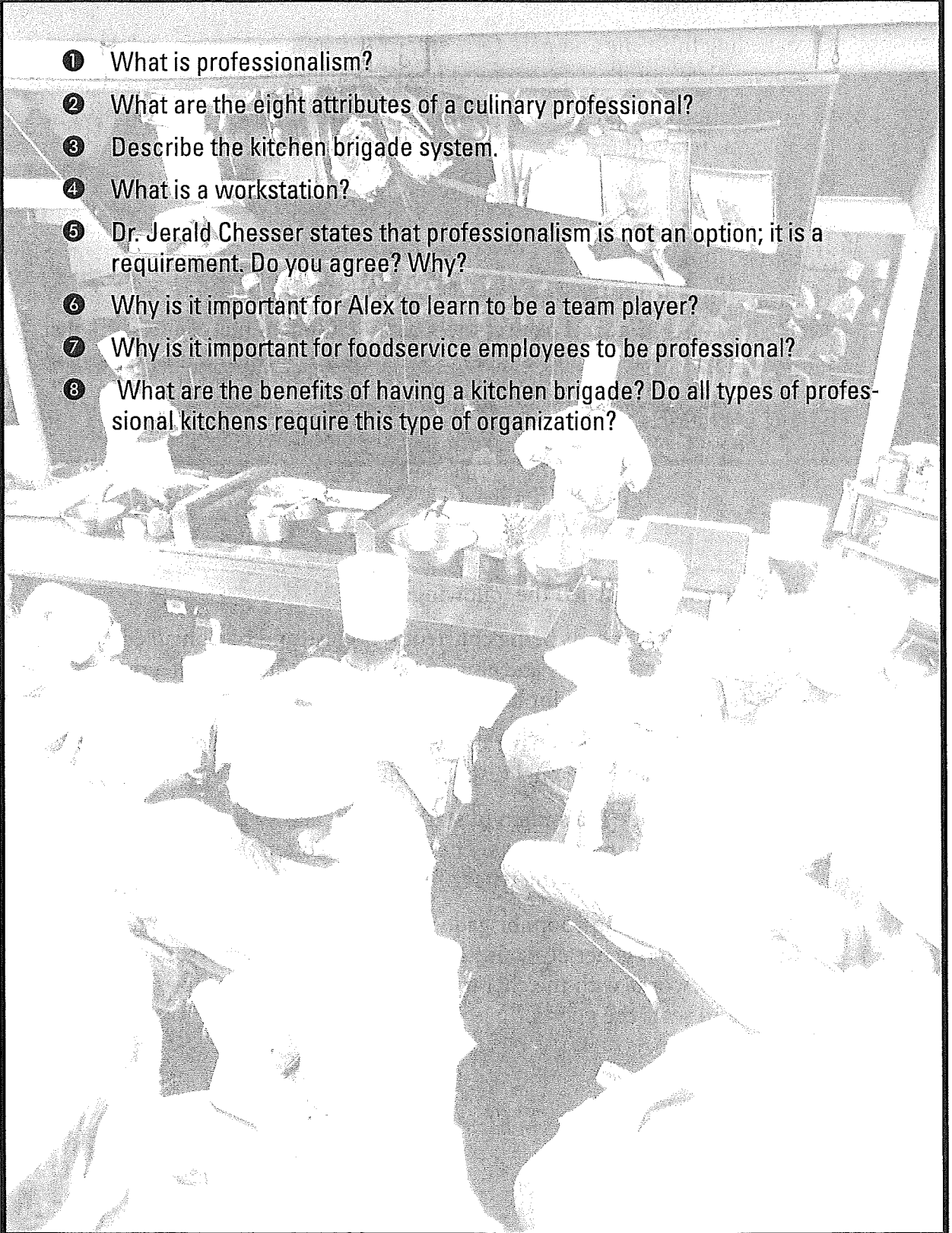
Summary

In this section, you learned the following:

- Professionalism means being courteous, honest, and responsible in one's dealings with customers and coworkers. It also indicates that a person is maintaining standards for his or her work and behavior.
- Professional culinarians have knowledge, skill, taste, judgment, dedication, pride, respect, and personal responsibility.
- A kitchen brigade is a system of staffing a kitchen so that each worker is assigned a set of specific tasks. These tasks are often related by cooking method, equipment, or the types of foods being produced.
- A traditional dining-room brigade is led by the dining-room manager (maitre d') who generally trains all service personnel, oversees wine selections, works with the chef to develop the menu, organizes the seating chart, and seats the guests.

Section 4.1 Review Questions

- ① What is professionalism?
- ② What are the eight attributes of a culinary professional?
- ③ Describe the kitchen brigade system.
- ④ What is a workstation?
- ⑤ Dr. Jerald Chesser states that professionalism is not an option; it is a requirement. Do you agree? Why?
- ⑥ Why is it important for Alex to learn to be a team player?
- ⑦ Why is it important for foodservice employees to be professional?
- ⑧ What are the benefits of having a kitchen brigade? Do all types of professional kitchens require this type of organization?



Section 4.1 Activities

1. Study Skills/Group Activity: Skit About Culinary Professionalism

Work with two other students and select one of the eight attributes of a culinary professional. Discuss this attribute and create a brief skit illustrating its role in a professional kitchen.

2. Activity: Culinarian's Code

Consider the Culinarian's Code. What does it mean to you? Why do you think it is or is not relevant in today's kitchens? Write two paragraphs describing your opinion.

3. Critical Thinking: Position in the Kitchen or Dining-Room Brigade

Research one of the positions described in either the kitchen or the dining-room brigade. Write two paragraphs on what the job entails and what qualifications it requires.

