

The Responsibilities of the Person in charge of Food

By

Dr. Rajammal P. Devadas, B.Sc., M.A., Ph.D. (OHIO)

In food service, policies laid by those in authority are one set of directives, and as in any other business, the principles of scientific management should serve as the second set of directives. The responsibilities of an administrative dietitian in hospital food service are many: Planning and establishment of a satisfactory organization and the effective co-ordination of the food service department with others related to it; successful personnel direction, including delegation of responsibilities, supervision and building of morale, and the maintenance of high standards; adequate costs control; and teaching student nurses. In order to fulfil these functions, the person in charge of Food Service should possess the following characteristics:—

A large degree of managerial ability needed for administrative leadership.

Ability to : Influence through other means than force ;
Create a sense of responsibility ;
Share in the work of all ;
Inculcate pride in organization ;
Build satisfaction and security ;
Develop interest in improvement and alertness and
Convey sense of fairplay and respect for others.

The personal qualifications essential for the Food Service Manager are :—

Sound professional training and experience

Personality

Administrative ability

Self control

Sympathetic, but firm attitude

Ability to give orders clearly and briefly

Knowledge of every phase of the work and the theory behind it in fundamentals of buying, in food preparation and in service.

Physical and nervous energy, enthusiasm, imagination, knowledge of human nature, courage, persistence, initiative, tact, patience, self-confidence, sense of humour, purposiveness and attitude and personal integrity.

The purpose of Food Service Organization should be to accomplish the work of giving meals with the greatest efficiency, economy and minimum effort, and to secure the personal development of the people working and the satisfaction of the persons serviced.

The first requisite for the achievement of this purpose, is the formulation of a clearly defined ideal and its dissemination to the group; attainment of group one-ness; for instance, failure of even one or two employees in sanitation will cause health hazards; and lack of interest will lead to inefficient performance, consequent lack of profits.

The second requisite is the coherent thinking and weeding out of non-essentials—based on facts in an impersonal and logical way.

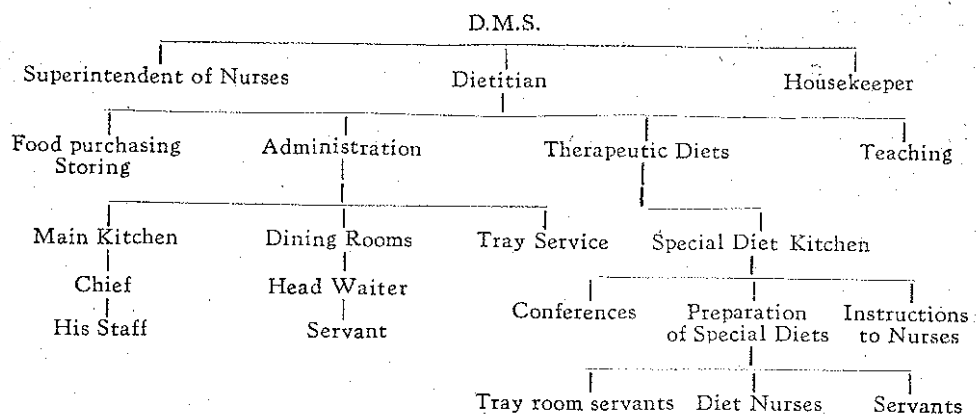
Type of administration.

- (1) **Line type**—In this type, one person is above the other. Each promotion means an increase in authority and each person is responsible to a supervisor above.
- (2) **Staff or functional type**—In this type, the executive will

have a person directly responsible to him in charge of each department.

- (3) **Committee type**—This type has a greater representation of people but is bound to be slower in action consequently.

These can be charted graphically.



The organization represented in the above chart shows the functions of the various parts, including the relation of each activity to those responsible (a) for that activity (b) for the whole enterprise. Through such a graph, it is possible to develop coordination among functions and strengthen the units.

Job analyses are necessary in addition to give the employer definite information regarding conditions of work. It will be helpful in planning

new equipment or a more efficient arrangement than that now in use.

Job analysis: consists of the following particulars:

Name of job; who supervises; equipment used on the job; outline of duties (whole day); description of work; qualification for work.

The following form gives some idea about the details to be noted while taking a job analysis:

Positions	Qualification	Duties	Hour of work	Salary and vacation
Administrator of Food Service				
Manager				
First Cook				
Second Cook				
Dining room				
Dish washers				

Budget. A carefully planned budget is essential for the success of kitchen management. All the items of expenditure must be accounted for under the various heads as given below :

Classification of Budget items

1. Food
 - Meal etc.
 - Eggs.
2. Labour
 - Supervision
 - Office
 - Employees.
3. Housing
4. Operating
 - Water
 - Gas
 - Electricity
 - Furnishing
 - Coal
 - Depreciation
 - Disposal of waste
5. Supplies
 - (a) Office stationery
 - Miscellaneous
 - (b) Cleaning
 - Soap etc.
6. Linen
7. Laundry
8. Decorations
- Profit
- Workout percentage.

Basic rules for the Food Worker.

Conservation of materials and human energy is the important factor :

- (1) Check all the work that is to be done so that there is no question as to what is to be done or how it is to be accomplished.
- (2) Plan work within the time limit. All items of work which can be done simultaneously must be arranged together and that which takes the longest time must be done first.
- (3) Assemble utensils, equipment and ingredients and arrange conveniently before beginning work.

- (4) Use proper equipment for the job.
- (5) Have work areas with logical sequence involving minimum movement for the worker.
- (6) Keep the working area clean and orderly. A tray on which to work or to place soiled equipment saves much time in cleaning. Assemble all the soiled utensils together on a tray before washing.
- (7) Accomplish something each time you pass from one part of the kitchen to another (e.g.) when soiled things are taken to the sink for washing, bring back something from the sink, cleaned.

By the application of the above principles of management, the person in charge of Food Service in hospitals can procure the maximum benefit for herself, for those who work under her and those for whom the food is being served.

