

Training and Appraisals

9-Mark Question

The Imperial Hotel recruited a chef externally and the chef was given 3 targets:

- Reduce staff turnover in the kitchen
- Reduce food waste rates
- Reduce levels of customer complaints

The chef has met one of his targets after 6 months – reduce the levels of customer complaints. We know this as the customers have loved the new menu and quality of food.

However, 3 kitchen staff have left and 20% of food was thrown away since the chef started meaning two of his targets have not been met.

The chef could consider two options to meet his objectives.

On the Job Training:

On the job training is where the chef would receive training whilst remaining in the workplace. The chef could set up a project team where he would work closely with other members of his team to better understand processes in the kitchen and identify where waste is. This could also help him to bond with his team, and his staff could, at the same time, learn from him and they would feel more invested in meaning they might not leave. This would then tackle the staff turnover issue.

The advantages are that this is a more cost-effective method of training and would mean the chef would not need time off from his job. Both the chef and the kitchen staff would still be productive whilst learning as well as getting to know each other better.

The disadvantages could be that bad habits are passed on, and if the waste issue sits with the chefs staff they could pass these on to him or vice versa. It could also stop people from working as efficiently as they are focussing on the training rather than working.

Off the Job Training:

Off the job training would mean the chef was taken away from his place of work to be trained. This could be on day release, or in blocks, or even via evening classes.

The advantages are that a wider range of skills can be obtained, and the chef could learn from outside specialists and bring in new ideas to the kitchen. This would also prevent interrupting the work of the other staff in the kitchen.

However, the disadvantages are that this could be more expensive – the chef would lose working time in the kitchen and the hotel may have to hire temporary cover.

In this situation I would recommend off the job training. Whilst this could be more costly, the cost of waste and losing staff could outweigh the cost of the actual training. The chef could then use his new knowledge to re-train the current kitchen staff, which in turn would make them feel valued and may lead to them staying at the hotel, therefore reducing turnover. This would then enable all the staff to do their job more efficiently and make the atmosphere in the kitchen better as they would be happier.

The chef should also start conducting appraisals with the staff helping them to improve their efficiency and increasing their motivation. This would also identify any further training needs.