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ENQUIRY DRAFT

Code of Practice for Quality management in the restaurant service



GUYANA NATIONAL BUREAU OF STANDARDS
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Foreword

This Guyana Standard was developed by the Guyana National Bureau of Standards in 2003 by the Technical Committee (TC) – Tourism. In 2023, a revision of this standard was carried out by TC 11 – Tourism.

This standard was developed to guide efficient managerial skills, personnel skills and contractual arrangements that should be made on a daily basis in a restaurant establishment, and provides a skeleton onto which quality principles and practices may be added. It is expected that this standard will be a starting point in upgrading restaurant services in Guyana.

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Code of Practice for Quality management in the restaurant service

1 Scope

This Code of Practice specifies managerial requirements necessary to ensure the efficient operation of any restaurant establishment which seeks to provide customer satisfaction. This standard does not apply to institutional food services, such as school feed programmes and food caravans.

This Code of Practice specifies managerial requirements necessary to ensure the efficient running of any restaurant establishment which seeks to ensure quality in the sight of its customers.

2 Normative references

The following referenced documents are indispensable for the application of this document. For undated reference, the latest edition of the referenced document (including any amendments) applies.

ISO 22000: 2018, *Food safety management systems — Requirements for any organization in the food chain*

3 Definitions

For the purpose of this Code of Practice the following definitions shall apply:

3.1 food service:

The provision of food and beverage ready for consumption.

3.2 commercial food service:

A food service which seeks to maximise profits.

NOTE 1: This includes free-standing restaurants, in-hotel restaurants, fast-food restaurants, ice-cream parlours, coffee shops, and leisure facilities, for example, spas, cafeterias and sports grounds.

3.3 institutional food service:

Food service which seeks to minimise expenses while paying special attention to providing nutritious meals.

NOTE 2: This includes prisons, hospitals, non-profit meal organisations and school feeding programmes.

3.4 restaurant establishment (service):

Any commercial food service in which food is handled, prepared and served to customers, such that food is either consumed in or outside the facility.

3.5 personnel:

Any employee of the restaurant establishment.

3.6 quality documents:

Any type of form, report, work instruction, data, or reference material to be used as part of the quality system which are subject to document control.

3.7 service parameters

Measurable factors that define the quality management system in a restaurant.

Example: temperature food should be served at, if any special condiment should be added.

3.8 sub-contractor

An individual or business firm contracting to perform part or all of another's contract.

3.9 supplier

A person or organization that provides something needed such as a product or service as set out in an agreement.

3.10 traceability:

The ability to track an item back to its source.

4 Context of the organization

4.1 Understanding the organization and its context

The organization shall determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended result(s) of its QMS.

The organization shall identify, review and update information related to these external and internal issues.

NOTE 3: Issues can include positive and negative factors or conditions for consideration.

NOTE 4: Understanding the context can be facilitated by considering external and internal issues, including, but not limited to, legal, technological, competitive, market, cultural, social and economic environments, knowledge and performance of the organization, whether international, national, regional or local.

NOTE 5: These include but are not limited to GRA compliance, business registration, Health and Safety regulations.

4.2 Understanding the needs and expectations of interested parties

To ensure that the organization has the ability to consistently provide products and services that meet applicable statutory, regulatory and customer requirements with regard to food safety, the organization shall determine:

a) the interested parties that are relevant to the QMS;

b) the relevant requirements of the interested parties of the QMS.

The organization shall identify, review and update information related to the interested parties and their requirements.

4.3 Determining the scope of the Quality management system

The organization shall determine the boundaries and applicability of the QMS to establish its scope. The scope shall specify the products and services, processes and production site(s) that are included in the QMS. The scope shall include the activities, processes, products or services that can have an influence on the food safety of its end products. When determining this scope, the organization shall consider:

- a) the external and internal issues referred to in 4.1;
- b) the requirements referred to in 4.2.

The scope shall be available and maintained as documented information.

4.4 Quality management system

The organization shall establish, implement, maintain, update and continually improve a QMS, including the processes needed and their interactions, in accordance with the requirements of this document.

5 Leadership

5.1 Leadership and commitment

Top management shall demonstrate leadership and commitment with respect to the QMS by:

- a) ensuring that the quality policy and the objectives of the QMS are established and are compatible with the strategic direction of the organization;
- b) ensuring the integration of the QMS requirements into the organization's business processes;
- c) ensuring that the resources needed for the QMS are available;
- d) communicating the importance of effective food safety and conforming to the QMS requirements, applicable statutory and regulatory requirements, and mutually agreed customer requirements;
- e) ensuring that the QMS is evaluated and maintained to achieve its intended result(s) (see 4.1); f) directing and supporting persons to contribute to the effectiveness of the QMS;
- g) promoting continual improvement;
- h) supporting other relevant management roles to demonstrate their leadership as it applies to their

areas of responsibility.

NOTE 6: Reference to “business” in this document can be interpreted broadly to mean those activities that are core to the purposes of the organization’s existence.

5.2 Policy

5.2.1 Establishing the quality policy

Top management shall establish, implement and maintain a quality policy that:

- a) is appropriate to the purpose and context of the organization;
- b) provides a framework for setting and reviewing the objectives of the QMS;
- c) includes a commitment to satisfy applicable food safety requirements, including statutory and regulatory requirements and mutually agreed customer requirements;
- d) addresses internal and external communication;
- e) includes a commitment to continual improvement of the QMS; and
- f) addresses the need to ensure competencies.

5.2.2 Communicating the quality policy

The quality policy shall:

- a) be available and maintained as documented information;
- b) be communicated, understood and applied at all levels within the organization;
- c) be available to relevant interested parties, as appropriate.

5.3 Organizational roles, responsibilities and authorities

5.3.1 Top management shall ensure that the responsibilities and authorities for relevant roles are assigned, communicated and understood within the organization. Top management shall assign the responsibility and authority for:

- a) ensuring that the QMS conforms to the requirements of this document;
- b) ensuring that the processes are delivering their intended outputs;

- c) reporting on the performance of the QMS and opportunities for improvement to top management;
- d) ensuring the promotion of customer focus throughout the organization; and
- e) designating persons with defined responsibility and authority to initiate and document action(s).

6 Planning

6.1 Actions to address risks and opportunities

6.1.1 When planning for the QMS, the organization shall consider the issues referred to in 4.1 and the requirements referred to in 4.2 and 4.3 and determine the risks and opportunities that need to be addressed to:

- a) give assurance that the QMS can achieve its intended result(s);
- b) enhance desirable effects;
- c) prevent, or reduce, undesired effects;
- d) achieve continual improvement.

The organization shall plan:

- a) actions to address these risks and opportunities;
- b) how to:
 - 1) integrate and implement the actions into its QMS processes;
 - 2) evaluate the effectiveness of these actions.

6.1.2 The actions taken by the organization to address risks and opportunities shall be proportionate to:

- a) the impact on food safety requirements and customer service;
- b) the conformity of food products and services to customers;
- c) requirements of interested parties in the food chain.

NOTE 7: Actions to address risks and opportunities can include: avoiding risk, taking risk in order to pursue an opportunity, eliminating the risk source, changing the likelihood or consequences, sharing the risk, or accepting the presence of risk by informed decision.

6.2 Objectives of the Quality management system and planning to achieve them

6.2.1 The organization shall establish objectives for the QMS at relevant functions and levels. The

objectives of the QMS shall:

- a) be consistent with the quality policy;
- b) be measurable (if practicable);
- c) take into account applicable food safety requirements, including statutory, regulatory and customer requirements;
- d) be monitored and verified;
- e) be communicated;
- f) be maintained and updated as appropriate.

The organization shall retain documented information on the objectives for the QMS.

6.2.2 When planning how to achieve its objectives for the QMS, the organization shall determine:

- a) what will be done;
- b) what resources will be required;
- c) who will be responsible;
- d) when it will be completed;
- e) how the results will be evaluated.

6.3 Planning of changes

When the organization determines the need for changes to the QMS, including personnel changes, the changes shall be carried out and communicated in a planned manner. The organization shall consider:

- a) the purpose of the changes and their potential consequences;
- b) the continued integrity of the QMS;
- c) the availability of resources to effectively implement the changes;
- d) the allocation or re-allocation of responsibilities and authorities.

7 Support

7.1 Resources

7.1.1 General

The organization shall determine and provide the resources needed for the establishment, implementation, maintenance, update and continual improvement of the QMS. The organization shall consider:

- a) the capability of, and any constraints on, existing internal resources;
- b) the need for external resources.

7.1.2 People

The organization shall ensure that persons necessary to operate and maintain an effective QMS are competent (see 7.5). Where the assistance of external experts is used for the development, implementation, operation or assessment of the QMS, evidence of agreement or contracts defining the competency, responsibility and authority of external experts shall be retained as documented information.

7.1.3 Infrastructure

The organization shall provide the resources for the determination, establishment and maintenance of the infrastructure necessary to achieve conformity with the requirements of the QMS.

NOTE 9: Infrastructure can include: — land, vessels, buildings and associated utilities; — equipment, including hardware and software; — transportation; — information and communication technology.

7.1.4 Work environment

The organization shall determine, provide and maintain the resources for the establishment, management and maintenance of the work environment necessary to achieve conformity with the requirements of the QMS.

NOTE 10: A suitable environment can be a combination of human and physical factors such as:

- a) social (e.g. non-discriminatory, calm, non-confrontational);
- b) psychological (e.g. stress-reducing, burnout prevention, emotionally protective);
- c) physical (e.g. temperature, heat, humidity, light, air flow, hygiene, noise).

These factors can differ substantially depending on the products and services provided.

7.2 Inspection, measuring and equipment testing

7.2.1 Top management of the restaurant establishment shall ensure that all equipment and instruments are accurate and in conformance with the appropriate requirements.

7.2.2 The calibration of these instruments shall be done based on the requirements of the instrument and details of the results of calibration shall be recorded.

7.2.3 Measuring equipment in a restaurant establishment may fall into two categories:

- (a) that which is used in storage, preparation and production of food and beverages; and

(b) that which is used in the service delivery process.

7.3 Purchasing

7.3.1 Top management shall have a proper assessment programme set up to ensure that sub-contractors providing the necessary goods and services are efficient and can be depended upon for quality service.

7.3.2 Top management shall establish:

- (a) quality requirements by means of purchase orders or specification documents;
- (b) a register of suppliers and/ sub-contractors) who can deliver to the organisation's requirements; and
- (c) document highlighting supplier and/ sub-contractor's track record with supplying quality goods and services, including:
 - i) the supplier and/ sub-contractor's past performances;
 - ii) the supplier and/ sub-contractor's ability to meet the restaurant's requirements;
 - iii) on site assessment and evaluation of the supplier and/ sub-contractor's capability and/or quality system;
 - iv) sampling of products and their evaluation; and
 - v) feedback from previous users.

7.3.3 All products and services purchased by an organisation shall be supported by purchase orders authorised by top management, which shall include:

- (a) items to be purchased or ordered;
- (b) requirements of the restaurant;
- (c) number of items; and
- (d) suggestions of quality requirements made available to supplier and/sub-contractor.

7.3.4 Inspection and testing

7.3.4.1 All products and services received by a restaurant establishment shall be assured against the relevant purchase orders to ensure that the items are received as they are ordered accordingly.

7.3.4.2 Prior to this, criteria shall be established for the selection of sub-contractors/suppliers such as:

- (a) their ability to provide consistent high-quality products;
- (b) their willingness and ability to meet the specific requirements of the restaurant;
- (c) their willingness and ability to guarantee supply; and
- (d) their willingness to provide a reasonable price range.

(i) The relevant sub-contractors shall be chosen.

(ii) Each sub-contractor/supplier shall be provided with specifications of the restaurant's quality requirements, (for example, number of crates of cabbages and colour) which they hold in-house, and giving each item a unique order number.

(iii) The order number shall be referred to when purchase orders are placed with sub-contractors.

Example: The quality of cabbages received from a sub-contractor can be assured at the kitchen facility in the following manner:

Personnel can be assigned to do checking of the delivered produce on arrival at the food storage facility to ensure that the correct items have been delivered.

7.3.5 Receiving, inspection and testing

7.3.5.1 Products obtained from sources outside the restaurant shall be quarantined until checked against quality requirements.

7.3.5.2 Only after such checks have been made and approved shall the delivery be carried out.

Examples: Upon delivery at the food storage facility, the crates of cabbages shall be checked for disease, discolouration, smell, etc., at the receiving area and then immediately transferred to the storage area.

7.3.6 Inspection and test records

7.3.6.1 The restaurant establishment shall maintain records which give evidence that the product or service has been inspected and that the defined levels have been achieved. The documentation shall

reflect the requirements of the standards.

Example:

- (a) The record of the person in charge of quality assurance could simply be his/her initials on the purchase order against the quantity ordered to indicate that the appropriate number has been received, and to indicate that the quality has been checked.
- (b) The chef shall initiate a procedure for undertaking spot checks to ensure that the person in charge of quality assurance is endorsing the purchase order and checking, quantity and quality. This procedure shall provide for recording the check, including initials and date.

7.4 Customer supplied product

7.4.1 Products and services provided by customers of a restaurant establishment for use in the service delivery process shall be used immediately, or properly stored and secured so that they are maintained in good order.

7.4.2 Top management shall also ensure that the customer receives the product he or she supplied and not a substitute. If the item is unfit for use, the client shall be informed.

Example: The chef and head waiter shall ensure that, if a customer brings pepper sauce to a restaurant, the customer shall receive that pepper sauce and not a substitute. The pepper sauce shall be appropriately refrigerated and stored until it is ready for use.

7.4.3 If the customer supplied product has to be modified significantly, the customer shall be appropriately informed.

7.5 Competence

The organization shall:

- a) determine the necessary competence of person(s), including external providers, doing work under its control that affects its food safety performance and effectiveness of the QMS;
- b) ensure that these persons, including the food safety team and those responsible for the operation of the hazard control plan, are competent on the basis of appropriate education, training and/or experience;
- c) ensure that the quality team has a combination of multi-disciplinary knowledge and experience in developing and implementing the QMS (including, but not limited to, the organization's products, processes, equipment and food safety hazards within the scope of the QMS);
- d) where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken; e) retain appropriate documented information as evidence of competence.

NOTE Applicable actions can include, for example, the provision of training to, the mentoring of, or the re- assignment of currently employed persons; or the hiring or contracting of competent persons.

7.6 Awareness

The organization shall ensure that all relevant persons doing work under the organization's control shall be aware of: a) the food safety policy;

b) the objectives of the QMS relevant to their task(s);

c) their individual contribution to the effectiveness of the QMS, including the benefits of improved food safety performance;

d) the implications of not conforming with the QMS requirements.

7.7 Communication

6.3.1 Management shall determine the internal and external communications relevant to the restaurant's quality management system, including;

(a) on what it will communicate;

(b) when to communicate;

(c) with whom to communicate;

(d) how to communicate; and

(e) who communicates.

7.8 Document and data control

7.8.1 The quality management system put in place shall be clear and well documented. Allowances shall also be made for effective transitions or contingencies that may arise with the system in place. As these transitions occur, there is need for an official approval system for their authorisation.

7.8.2 The following procedures ensure that restaurant establishments have organised methodologies of handling data and documents on the issue of quality.

7.8.2.1 There are four major types of documentation:

(a) quality manual;

(b) quality plans;

(c) quality procedures; and

(d) quality documents (forms, reports, work instructions, data, reference material and similar quality system documentation)

7.8.3 Quality manual

7.8.3.1 The quality manual is a permanent reference which covers six areas:

- (a) the organisation's quality policy (**See 6.2**);
 - (b) a statement of the organisation's quality objectives:
 - (i) quality objectives shall state clearly the objectives of the service, targets, goals and anything on the lineage of the quality policy.
 - (ii) these objectives are mainly on the corporate level and include:
 - 1) financial goals, for example, targets for return on investment; revenue generation; and cost reduction;
 - 2) marketing goals, for example, targets for market share, reputation and position within the industry and gaining customer satisfaction;
 - 3) human resources, for example, gaining the adequate number of workers to suit the demands of the tasks at hand, setting morale levels for workers, and involvement of staff in an improvement of service and problem solving;
 - 4) physical resources, for example, efficient use of resources; and
 - 5) specifications, such as those for the types of products and services to be provided.
 - (d) a description of the organisation's quality practices and specifications. These standards and practices shall be clear as to what shall be done.
- Some of the areas that shall be addressed are as follows:
- (I) customers, for example, the importance of putting customers first;
 - (II) human resources, for example, the role of staff in bringing about quality service for customers;
 - (III) physical resources, for example, principle for safe, effective and efficient utilisation of resources;
 - (IV) specifications, for example, procedures and practices for specifications to be achieved in the preparation of products and delivery of service; and
 - (V) measurement, for example, statistical techniques to determine the level of service quality achieved.
- (e) the structure of the quality system documentation and procedures for distribution throughout the organisation. The following information on the restaurant's quality system documentation shall be provided:
 - (i) documents to be produced;
 - (ii) people responsible for preparation of documents;

- (iii) turn-around time for preparation of documents; and
- (iv) filing and distribution to workers.
- (f) job description for each job type.

7.8.3.2 The quality manual shall be accessible to everyone working in the restaurant, and shall be understood by everyone.

7.8.4 Quality procedures (procedures manual) and work instructions

7.8.4.1 Quality procedures are detailed methods to be followed in preparation for, and in delivery of the service. A procedures manual is the document which contains this information.

7.8.4.2 The procedures manual shall be available to anyone who may need it in the course of day-to-day work activities.

Example: In a procedure's manual for a restaurant establishment the following may be present:

- (a) details on how to lay tables;
- (b) diagrams which clearly illustrate how to lay tables; and
- (c) instructions on different styles of table preparations for different occasions.

The procedures manual shall not however, specify words of greeting to be given by the host or hostess on the customers arrival or departure unless their absence adversely affect the quality of service.

7.8.4.3 There is no need for all procedures or work instructions to be documented.

7.8.4 Document control

7.8.4.1 Documents shall be authorised in the following manner:

- (1). by means of issue numbers;
- (2). date of issue/ date of review; and
- (3). approval by signature of the appropriate manager.

Multiple copies of documents shall also be authorised and accounted for by means of issue numbers and records of personnel who are issued copies of the documents.

7.8.5 Changes and modifications

7.8.5.1 Changes or modifications made to documents shall be:

- (a) checked for corrections;
- (b) approved by authorised personnel; and
- (c) enclosed with dates and version numbers, so that the latest issue may be identified.

7.8.5.2 Documents should be reviewed periodically to ensure relevance.

7.8.5.3 Obsolete documents shall be removed and replaced by updated documents.

7.8.6 Control of quality records

7.8.6.1 There shall be an organised and systematic approach to the maintenance of records which assess and define the quality of products and services. Records shall be:

- (a) easily identified;
- (b) collected in a systematic manner;
- (c) indexed and filed systematically;
- (d) securely stored and maintained; and
- (e) disposed of, with documentation being reused, as appropriate.

7.8.6.2 Quality records provide the following information:

- (a) the degree of achievement of the quality objectives;
- (b) the level of customer satisfaction or dissatisfaction;
 - i) trends in customer satisfaction levels;
 - ii) opportunities for providing improved services;
 - iii) problems being experienced in delivery of service;
 - iv) corrective action taken and its effectiveness;
 - v) supplier's or sub-contractor's performance; and
 - vi) skills possessed by personnel and the need for training, where necessary.

NOTE 11: Follow-up studies shall be undertaken to determine the effectiveness of corrective measures.

NOTE 12: When products and services are provided by other organisations for supply to customers, checks of the quality of such products and services shall be recorded.

7.8.6.3 Records shall be kept of quality system outputs, for example, management reviews, contract reviews, evidence of design control, evidence of document control, inspection and test results, control of measuring equipment, control of non-conforming products and statistical data.

7.8.6.4 Information contained in the documents shall be:

- (a) verified as valid before being entered in the documentation system;
- (b) suitably indexed and filed;
- (c) readily retrieved when needed;
- (d) retained for as long as it is required, for example, a minimum of one year; and
- (e) protected from damage, loss or deterioration while in storage.

7.9 Materials and resources

Management should determine the necessary materials resources required for the restaurant establishment.

8 Operation

8.1 Handling customer requests

8.1.1 Based on availability of the restaurant, the customer shall be supplied according to his or her needs as per the quality procedure set out by the restaurant.

8.2 Strategic management level

8.2.1 This involves defining customer's needs, wants and expectations as part of the product and service development process. Once these needs are identified, a range of products and services may be developed to satisfy those needs.

Example: The managers of the restaurant establishment may undertake developmental research seeking prospective markets for their products.

8.3 Day-to-day operational level

8.3.1 In the restaurant establishment daily operations may involve the:

- (a) production and supply of products and services at any time during the work period, as customers may desire to eat at the restaurant establishment or take their meals with them; and

- (b) receiving orders in advance of the supply of products and services, as customers may order prior to collection of their meals at or from the restaurant establishment.

8.3.2 Appropriately, some form of record shall be taken of the customer's requests. For example:

- (a) order forms or records shall be part of office documentation of a restaurant establishment where the customer's requests shall be clearly and legibly written or typed; and
- (b) supervisors shall be present in case of a customer's need to converse on a one-on-one basis about the service provided.

8.3.3 Final checks are important to ensure that, whether or not the customer makes a change to their request, the service is accurately delivered.

9.3.4 The recording of cash sales may be done on a Point Of Sale, with receipt as an acceptable form of documentation.

8.4 Service brief

8.4.1 The service brief shall be given to all personnel. It shall include the customer's needs, wants and expectations in relation to the proposed new products and services.

8.4.2 It shall establish criteria against which detailed design and development decisions are made and shall state who makes these decisions.

8.4.3 It shall define the service parameters and requirements, and designate responsibility to the relevant personnel.

Example:

- (a) The food and beverage manager or designate has the responsibility of developing the service by communicating with other departments.
- (b) Meals shall be delivered within a safe temperature range as defined by industry and public health standards.
- (c) The service provided shall meet customer satisfaction.
- (d) There shall be no restrictions to effective and polite communication between the customer and service personnel.

8.5 Service

8.5.1 The main goal of a restaurant establishment shall be to provide services that attain customer satisfaction. Such an establishment shall know that three aspects of quality management in the food service directly affect the customer: personnel, material resources and effective operation of the

service.

8.5.2 This implies that the restaurant establishment shall have the following basic guidelines established:

- (a) the requirements of the service shall be clearly defined in terms of characteristics that are
- (b) observable or not observable and that are subject to customer evaluation;
- (c) management shall know the processes that are involved in the food service delivery and these
- (d) shall also be defined in terms of characteristics that are observable or not observable and that are subject to customer evaluation;
- (e) management shall know if the characteristics of the service are capable of evaluation against acceptable standards;
- (f) management shall establish whether the service evaluation is to be done qualitatively (comparable) or quantitatively (measurable); and
- (g) management shall establish how the evaluation is to be done whether it is by the service or by the customer.

8.6 Process control

8.6.1 There shall be adequate control of the process to ensure that the service delivery is achieved in accordance with needs of the customer and that the delivery is done right the first time.

8.6.2 The documented procedures shall define:

- (a) what work is to be done;
- (b) who is to do it;
- (c) how it is to be done; and
- (d) when and where it is to be done.

8.6.3 To ensure that service quality processes are effective, the restaurant shall have in place the following:

- (a) an established system of self-inspection by service delivery staff for determining the quality of service;
- (b) monitoring of the service delivery outcomes to ensure that specifications are met, and documentation of the findings;
- (c) documentation of clear and concise definitions of desired performance indicators in

preparation and service delivery processes as required;

- (d) service delivery staff with an understanding of the requirements, skills and resources of delivery as defined by the requirements;
 - i) the ability to adjust processes when deviations from specifications occur; and
 - ii) testing of the processes before implementation.

NOTE 13: The requirements may be presented in any of the following formats; a) flowcharts, b) photographs, c) charts (d) manuals, (e) illustrations and/or diagrams, f) video tape and g) audio tape.

8.7 In-process inspecting and testing

8.7.1 This refers mainly to the quality control procedures and practices that are applied while food and beverage services are being delivered.

8.7.2 There are three main steps, as follows, in the service quality control process:

- (a) identification of key activities in the process which have a significant influence on the quality of service;

Example: A key activity in a restaurant establishment would be the preparation of a meal and its effect on the timeliness of the serving of the meal to a customer.

- (b) analysis of activities to select those characteristics to be measured and monitored in order to maintain control of the process; and

Example: The time taken to prepare the ingredients for the meal.

- (c) definition of actions, in response to the measurement of the key activities identified, to adjust the process so that each service characteristic can be maintained.

Example: An adjustment required to maintain service time requirements might be the provision of additional staff or equipment.

8.7.3 To be effective and efficient, data collection and analysis shall be purposeful, disciplined and a planned operation, not left to chance or operated haphazardly.

8.7.4 The identification of common errors (that is, errors in the system), their cause and future prevention shall be the fundamental aim of data analysis.

8.8 Advertising

8.8.1 All advertisements shall be truthful.

8.8.2 In the restaurant establishment advertising via billboards, menus, etc. shall conform to quality standards in the catering, hospitality and service industry. It is expected by the customer that what is advertised is what is produced by the service.

8.8.3 If what is advertised is not available, the customer shall be so informed. Prior approval shall be sought from the customer if a substitute has to be provided.

8.9 Handling, storage, packaging and delivery

The restaurant shall establish effective controls for the handling, storage, packaging, delivery and protection of not only the purchased items but also customer's possessions which the restaurant is responsible for or comes into contact with, during the delivery of service.

8.9.2 Handling on receipt of items

Procedures shall be in place which ensure that items are not damaged and do not deteriorate during handling.

8.9.3 Storage

Procedures shall be in place to ensure that items are securely stored and do not become subject to damage, contamination or deterioration. Perishables shall be stored separately from non-perishables.

Example: Upon receipt into the kitchen and after a quality and quantity check, the produce would immediately be stored in the cold room or refrigerator at 22.2° C (40° F).

8.9.4 Packaging

Procedures shall be in place to ensure that items are correctly packed so that they will not be subject to deterioration.

Example: The chef would divide the produce into the appropriate serve sizes as according to the requirements of the menu and package them appropriately.

8.9.5 Delivery

Procedures shall be in place which ensure that items maintain quality during the process of delivery to customers.

Example: If fresh fruit or vegetable salad is requested by a customer, the package shall be opened only when an order is actually received.

8.10 Product identification and traceability

8.10.1 Identification

A proper process of identification of products and services to be provided shall be carried out by the restaurant establishment.

8.10.2 Traceability

8.10.2.1 The traceability system shall be able to uniquely identify incoming material from the suppliers and the first stage of the distribution route of the end product.

When establishing and implementing the traceability system, the following shall be considered as a minimum:

- a) relation of lots of received materials, ingredients and intermediate products to the end products;
- b) reworking of materials/products;
- c) distribution of the end product.

8.10.2.2 The organization shall ensure that applicable statutory, regulatory and customer requirements are identified.

9 Design and development of new products and services

9.1 Top management of restaurant establishments shall ensure proper planning and developmental procedures when introducing new products and services.

9.1.1 This can be accomplished by:

- (a) identifying the need for new products and services via feasibility studies, market research and planning;
- (b) employment of managers for activities surrounding the implementation of these new products and services;
- (c) ensuring the departments or work teams are notified and included in the design and development of these new products and services; and
- (d) there shall be control mechanisms to ensure that the design and development occurs according to plan.

Example: A well-recognised restaurant would like to introduce a home delivery system. The owners anticipate an increase in profits in this venture. A manager or designate responsible for the food and beverage section will have the responsibility for:

- (a) co-ordinating the research; and
- (b) designing and developing the product.
- (c) The typical order of activity of such a manager or designate can be one or more of the following:

- (d) he or she can advise top management (via board meetings or otherwise) on how a home delivery system can be developed;
- (e) the quantity of sufficient resources required has to be estimated for example; money for wages of delivery personnel, money for advertising, vehicles etc.; and
- (f) ideas can be sought from personnel in related fields, for example the kitchen personnel, so that valuable information concerning the delivery of food will not be excluded.

It shall be decided if these activities shall be carried out within a normal working day or if they shall be decided over a period of several days.

9.2 Design verification

9.2.1 Checks shall be made regularly in all aspects of the design to ensure that they continue to be delivered meeting quality objectives and that they continue to be relevant to market needs.

9.2.2 A survey or questionnaire can be given to customers receiving the service to assess the perceptions of its quality.

9.2.3 A checklist can be used to record details of the key service elements such as time of delivery, if the temperature of the food was satisfactory and any other difficulties experienced.

9.2.4 The food and beverage manager or designate shall be responsible for recording the data from the questionnaires and surveys, so that, future evaluation of this data can take place.

9.3 Changes in design

9.3.1 Changes or modifications shall be identified as the need arises. (New service briefs may be developed).

9.3.2 Changes or modifications shall be documented as the new approach is developed. Full discussion shall take place with representatives from all work groups affected by the proposed changes. (New service and service delivery specifications may have to be developed).

9.3.3 A system of checking shall be introduced for these changes in service brief, service and service delivery specifications and control specifications as designed for new products and services.

9.3.4 Changes or modifications shall be approved by top management before introduction into the existing process and before approval by any other authorities who endorsed the original process.

9.3.5 Appropriate communication processes shall be established to advise customers that the new or modified products and services are available.

9.4 Design improvement

The service brief dictates the effective delivery of the service; therefore, the next step is to design and develop products and services which define the needs and parameters of the market place.

9.5 Service specification

9.5.1 This forms part of the design output. This shall be a complete and precise statement of the service to be provided.

Example: A home delivery system can be introduced which involves the:

- (a) recording of orders for the service by telephone or other means;
- (b) packaging of meals in food grade disposable containers and safe delivery by any mode of transport; and
- (c) delivery of beverages along with condiments for meals such as ketchup, mustard, among others.

9.5.2 Once the service specification is defined, the next step is to specify in detail actual delivery processes involved.

9.6 Service delivery specification

9.6.1 These forms the basis of the contents of a procedure's manual. This specification can fall into three major categories:

- (a) details of the actual steps in the service delivery process (**See Example 1**);
- (b) statement(s) of the requirements to be achieved in delivery of the products or services (**See Example 2**); and
- (c) specifications of the resources required to deliver the products or services. Some examples of these resources are human, monetary and technical resources (**See Example 3**).

NOTE 14: Standards in the hospitality industry shall include statements of hygiene, safety, guest courtesy and general principles.

9.6.2 Where products and services are to be purchased or supplied from outside the restaurant establishment appropriate details shall be defined.

Example 1: Steps in a home delivery system for a restaurant:

- (a) answer the telephone for the initial order;
- (b) advise customers about the range of services available, particularly about the new home delivery service, if necessary;
- (c) take customer's orders, directions to home and arrange payment;

- (d) re-confirm the order;
- (e) close the telephone call;
- (f) process the order through the kitchen;
- (g) make arrangements for packaging and proper delivery of the order; and
- (h) ensure that the driver has directions and survey forms to assess the guest=s perception of the service quality.

Example 2: The specifications to be achieved shall be:

- (a) good hygiene, for example, protection of food by placing it in sanitised and secure containers while it is being transported;
- (b) safety, for example, safe movement and careful handling of packaged food;
- (c) courtesy, for example:
- (d) ensuring that customers are satisfied; and
- (e) ensuring that what they ordered is what is presented; and
- (f) general principles, for example, meals shall be delivered within the established time and temperature specifications stipulated by industry and public health standards.

Example 3: Resources needed shall include a budget for:

- (a) hiring of drivers for transport of meals;
- (b) purchase of boxes and insulated carry bags for meals;
- (c) ongoing training of internal and external staff; and

NOTE 15: All the clauses shall be adhered to by outsourced delivery personnel.

- (d) vehicular maintenance.

9.6.3 Contingency plans shall be prepared in case of failure of the service delivery process.

9.7 Final inspection and testing

9.7.1 Procedures shall be in place to ensure that products and services are ready for delivery to customers but they shall not be provided until final checks are made. They shall include subsequent checking to ensure that the previous checks were performed.

Example: The chef or designate shall make a final check of all food prepared by an apprentice before it is served in the restaurant.

10 Performance evaluation

10.1 Monitoring, measurement, analysis and evaluation

10.1.1 Monitoring and evaluation

10.1.1.1 Monitoring and evaluation shall be established to ensure that the quality system is maintained.

10.1.1.2 Monitoring and evaluation shall be done in the following areas of the service:

- (a) design and development of new products and services;
- (b) purchasing, receiving, storing, transporting and issuing of food and beverage items;
- (c) planning, production and food preparation;
- (d) preparation for service delivery;
- (e) service delivery; and
- (f) updating products and services for present needs of customers.

10.1.1.3 Monitoring shall be conducted daily and evaluation shall be conducted at least weekly.

10.2 Customer feedback

The organization shall monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. The organization shall determine the methods for monitoring and reviewing this information.

10.3 Analysis and evaluation

The organization shall analyse and evaluate appropriate data and information arising from monitoring and measurement.

The results of analysis shall be used to evaluate:

- a) conformity of products and services;
- b) the degree of customer satisfaction;
- c) the performance and effectiveness of the quality management system;
- d) if planning has been implemented effectively;
- e) the effectiveness of actions taken to address risks and opportunities;

- f) the performance of external providers;
- g) the need for improvements to the quality management system.

10.4 Internal quality audits

10.4.1 The restaurant establishment shall audit the effectiveness of its quality system in accordance with written procedures and schedules, using someone who does not have direct responsibility for the service or part of the service being audited. In particular, the audit shall determine if the service specification, the service delivery specification and the quality control specification requirements are being met.

10.4.2 The audit process shall be planned and the results shall be documented.

10.4.3 A primary method in the audit process is the establishment of a paper trail where one piece of accountable documentation leads to another.

10.4.4 Where the need for corrective action is identified, a formal follow-through system shall exist to ensure that the action is implemented.

10.4.5 The corrective action is the responsibility of the supervisor within whose work unit the activity is located.

10.4.6 Top management shall ensure that the audit recommendations are implemented.

11 Management review

11.1 Management review shall include the following:

(a) the findings of the service performance analysis which determine the efficiency of the service delivery in achieving set goals. This may involve the assessment of:

- (i) customer complaints; and
- (ii) customer feedback forms.

(b) internal audits in light of the quality system put in place:

- (i) staff suggestions and requests for improvement; and
- (ii) review of training in all aspects of the system.

(c) the changes in quality brought about by the introduction of new technology, and new concepts in training, marketing and environmental conditions.

11.2 This review shall be the responsibility of line managers who transfer the information to the manager in documented form and enable the required assessments for improvement to take place.

11.3 Management review shall be done quarterly or as needed.

12 Improvement

12.1 Control of a non-conforming product

12.1.1 If a product or service does not conform to defined standards, assuming that it cannot be readily recycled, it shall subsequently be separated from those which do conform. This occurrence shall be recorded and thorough review shall be undertaken in order to implement preventative measures, if this is possible.

12.2.2 Where quality standards are not attained the products shall be adequately disposed of by the authorised personnel.

Example: A customer rejects a glass of soda because of its quality. Subsequently, two other customers reject the same product. Withdrawal of the entire stock of soda would be adequate control for that product.

12.2 Corrective and preventive action

12.2.1 When quality requirements are not attained, formal procedures shall exist to:

- (a) record the instances;
- (b) investigate the causes;
- (c) initiate preventative actions for the future;
- (d) apply controls to ensure that the preventative actions are taken, and that they are effective;
and
- (e) implement and record resulting changes in the way work is to be performed, by modifying procedures and work instructions as appropriate.

12.2.2 The root cause of error is not always obvious but shall be pursued and eliminated as far as possible.

Example: The restaurant manager shall ensure that no other product lines received in the stock of soda are defective, by means of testing done by authorised personnel.

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