THE APPLICATION OF WORK STUDY IN THE HOTEL AND CATERING INDUSTRY

Work study has been and is being applied vary widely in the hotel and catering industry. Two extensive and authentic cases are described below:

John Gardner (London) Ltd

When serving coffee and clearing, two people each walked 2 000 metres per day. Walking has now been cut by half, and the whole operation can be done by one waitress in one quarter of the time which was previously taken.

Work study of this coffee lounge has cut labour costs by nearly R2 000 per year, reduced congestion and speeded the service.

The lounge operates on the cafeteria basis and supplies either black or white coffee from one point of sale between 11.30 am to 2.30 pin and at the same time, a limited range of cigarettes and confectionery is on sale.

During the service period staff is available to clear away crockery, empty ashtrays and tidy the lounge in general. Between 2.30 pin and 4.00pm equipment is washed, tables are cleaned and chairs re-set. The total labour hours per week used to be 130.

The accommodation consists of 34 tables, 187 chairs and 12 settees. At the coffee service point there are two double sets of stills, with a capacity of 10 litres for coffee and 10 litres for milk, a double sink unit, an L-shaped service counter with sliding doors and shelves fitted underneath, a confectionery stand plus 12 trays, and more than 400 cups and saucers.

Daily sales are approximately 500 cups of coffee and the rate of service varies from 5 to 10 cups per minute. 70% of the sales are between 12.30 and 7.30 pm.

Work Study revealed that there were sufficient tables and chairs for the capacity of the lounge, but that poor layout prevented the free movement of customers and the operatives who were clearing the tables.

The table clearing used to be haphazard, with the two people who were responsible working to no particular pattern or sequence.

The work which entails carrying a tray, also has a high fatigue rate. The total distance walked by each operative in a day's service was up to 2 000 metres.

In the new method, a table clearing trolley is now used, and eases the fatigue. To facilitate the use of the trolley a revised layout of tables incorporates a centre gangway together with the systematic clearing routine.

The routine is carried out six times per day. Walking has been cut by a half, clearing takes about ten minutes, and the whole operation can be carried out by one waitress in a quarter of the time which was previously taken.

In the old method, the cups and saucers were moved three times prior to filling. With the new system, only the occasional washing-up of small quantities of crockery is carried out, because it is more economical for the bulk to go to the main wash-up on another floor.

When a trolley load of crockery has been collected, it is transported to the wash-up, and the operative then returns with an empty trolley.

For the change to run smoothly, it was necessary for an adjustment of the number of cups in stock. Large and small cups of coffee are served. Large cups constitute 74% of sales, but only 31% of stock, whereas small cups constitute 26% of sales and 69% of stock.

Under the new method, these stock quantities have been reversed in order to achieve greater flexibility, and to provide sufficient cups at peak service, without the necessity of bringing clean cups from the main wash-up.

Coffee service has been altered as shown in Figures 6 and 7. Previously the operative worked in a position which was hidden from the. customer, and this necessitated moving to take an order and then back to make the coffee.

Under the new method, the operative obtains a supply of cups from a nearby trolley, fills them and places them in a position where they can be readily picked up.

The counter was found to be too wide, thus impeding the operative who was dispensing coffee, and the cashier. By reducing the width of the counter by 20 centimetres, the customers now have a faster service and they also have time to buy cigarettes and confectionery without hampering the flow. Payment is made before collecting coffee, at the last point.

The extra equipment consists of three trolleys and an adjustable stool for the use of the cashier. The existing equipment which was not needed was one double still unit.

The are two coffee lounges, but as the layout and the design are common to both, one investigation sufficed.

Marks and Spencer Ltd

With a large potato-peeling machine, costs totalled £IO,50 per week as against £15.75 for hand peeling. These figures are for daily usage of 75 kilograms.

Study of potato-peeling showed that a worker peels, by hand, about 10 kilograms, per hour, with an average wastage of 20%. Wastage and time vary with the ability of the worker and the quality of the potatoes. When hand-peeling goes on for long periods, output and quality tend to fall.

For kitchens using between 50 and 100 kilograms of potatoes per day, it was found that a 6 kg or a 12 kg peeling machine could be economically employed. For kitchens using between 25 kg and 50 kg daily, a 3 kg, portable machine is considered to be the most satisfactory.

Mechanised peeling becomes even more profitable as the quantity increases. Wastage is reduced and the product is of consistent quality.