

Unit 301: Developing opportunities for progression in the culinary industry

Handout 6: Types and reasons for staff development

Shadowing

Shadowing is all about an employee observing someone doing a job and then trying to understand how it is done. This is a good, cost-effective training tool in providing a standardised approach that a business undertakes.

Coaching/demonstrating

An employee who is tasked with coaching/ demonstrating tasks to another, probably new, employee has many roles to fill. This includes demonstrating new skills, assessing and providing feedback, facilitating the training and acting as a role model. A good use of this techniques is when carrying out induction training.

Mentoring

Mentoring is all about the person who the activity is aims at: the mentee. It is built around a relationship between the two people involved and, in a practical sense, the mentor is there to guide and advise the mentee without giving all the answers.

Qualifications

The provision of qualifications is an essential tool in the development of chefs in a professional kitchen. This can be seen across the industry, with the focus on the delivery of apprenticeships as a means to upgrade and upskill the workforce. Ideally suited to the employees new to the industry, in recent years it has been adapted to include the whole workforce.

Reasons for developing staff

- A workforce that is happy and content, with high morale and good retention figures. Less turnover means less costs associated with finding and training new staff.
- Staff feel valued as they feel the business is investing in them and providing opportunities to develop skills to progress in their careers.
- Productivity is increased and staff effectiveness is increased whilst costs are reduced due to less wastage.

- A highly motivated and trained kitchen will meet, or even exceed, their customers' expectations, increasing the customer base.
- Increased customers base will increase turnover, which may then increase profits.
- Increased profits may provide more money to keep training, looking for the continuous improvement.