

# Functional Administration

## Chapter 8

### Canteen Management

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In the industrial belt, there are many industrial units that operate round the clock, and run their production units to the full capacity.

The workers spend at least ten hours for their duties from their day's schedule if we include walking from the residence, transport, walking to the factory, reporting earlier than the duty hours, and similar time spent while returning home.

If we count time from starting from home to returning home, we find that it is sometimes much more than ten hours.

Naturally, these workers need to be fed properly. This requires the establishment of the catering unit on the premises of the industrial unit.

It is obligatory for industrial units having more than 250 employers to provide the canteen facility.

Many units having less than 250 employees in their workforce, also provide the canteen facility on their premises for the convenience of their workforce, though it is optional for them.

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**Section 46 of the Factories Act 1948** insists that, for the use of workers, a canteen or canteens shall be provided and maintained by occupier in a factory wherein more than 250 workers are ordinarily employed.

Maharashtra Factories Rules Chapter 79 is dedicated to Canteens.

Chapter 80: Dining Hall

Chapter 81: Equipment

Chapter 82: Prices to be displayed

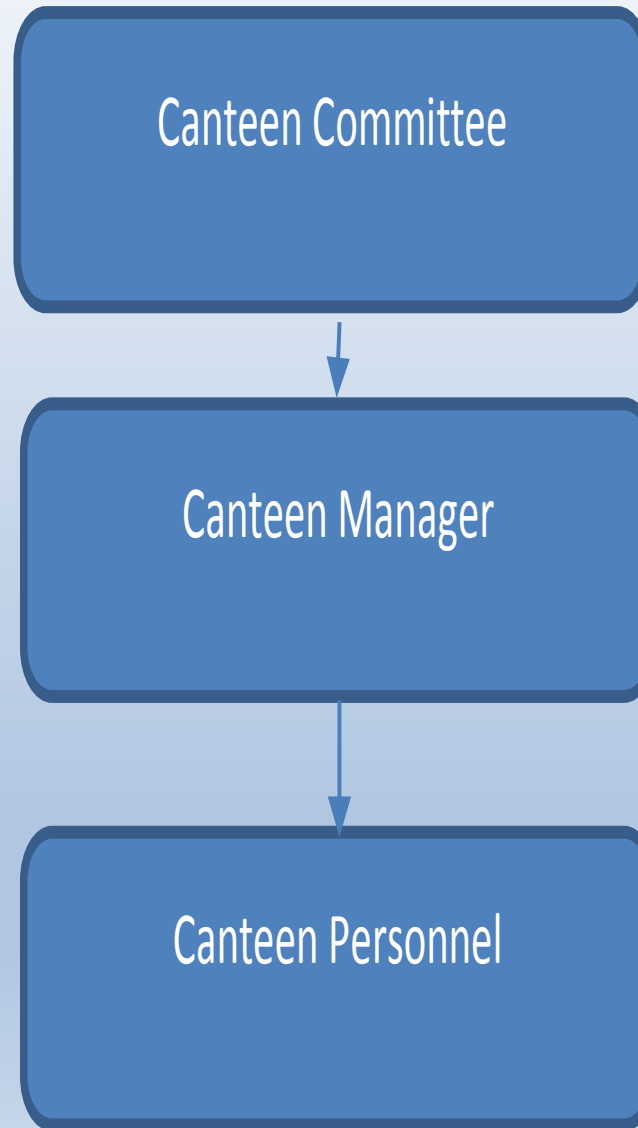
Chapter 83: Accounts:

Chapter 84. Managing Committee

Chapter 85. Foodstuffs to be served and prices to be charged

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# The administrative set up:



## **Line Structure and Line & Staff pattern:**

The two types of authority relationships that most often exist in food services are line and line staff relationships.

**In the line structure**, each individual is responsible to the person ranking above him on the structural pattern. Thus authority and responsibility are passed downward.

**In the line and staff pattern**, specialists are positioned at various levels to advise those along the line structure as the activities of the establishment get diversified. The expertise of staff is utilized to maximize the efficiency of line personnel to the utmost.

# Canteen Committee

Representatives of  
Management+  
Canteen Manager

Representatives of  
employees

Representatives of members of  
canteen staff

It is observed that in some units, a **non-interference policy** is observed and so the task of decision-making is entrusted to those who are personally involved in running the industrial canteen and in such cases either the **canteen manager** or the canteen contractor becomes the sole administrator of the canteen.

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The canteen committee decides what and when to purchase provisions for the canteen, the quantity of provisions, of the mode of procuring the provisions.

The decision about menu planning is made by the canteen committee whenever it is found necessary.

The quality of food is also certified by the canteen committee by sample tasting.

**Canteen Manager** is the key functionary in the administrative set-up of an industrial canteen.

He occupies a central position between the higher level administrators and policy-makers who decide the policy framework of the functioning of the canteen and the canteen staff that actually brings into practice what has been planned to be executed in respect of food to be fed to the consumers in the industrial unit concerned.

The canteen manager thus holds a very crucial post in the administrative functioning and the managerial execution of the industrial canteen to which he belongs.

## Canteen Manager

He is required to look after the purchases to be made. It is his duty to fix the **quality and quantity** of the items to be purchased. It is he who decides when and where to make these purchases. He is responsible for making decisions about the rates to be approved while finalizing the procedure of making purchases of grains, cereals, spices, vegetables, fruits and other items required in the production of food.

The physical features are determined by the canteen manager such as the items of furniture, different fixtures and the seating arrangement and the space management for the store, the kitchen and the service area.

**The canteen manager** has to carry out the important task of deciding the menu and planning the menu per shift, per day, per week and even per month.

The material provision, the physical arrangement and the menu planning are for the canteen manager the basic functions of his administrative responsibility.

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The canteen personnel or the canteen staff works at the bottom of the pyramid like structure of the administrative set-up of an industrial canteen. These are called line management or lower management workers.

The different cadres make the canteen personnel. Apart from the canteen manager, most of the other employees as the staff of the canteen are included in the category of the canteen personnel.

In the kitchen there are cooks, assistant cooks, a maker of tea-coffee, dishwashing workers, the cleaning workers, those are required to cut, slice, peel, and clean the materials of the food items to be used for production of the items.

In the service area there are the steward, the captain, the waiters, the utility workers, the helpers and the cleaners.

There are the cashier, clerk, the accountant and the servants in the reception section.

The maid servants have to perform certain specific duties.

The administration, the management and the actual performance thus make the three-tier pattern of the administrative set-up of the catering units in the industrial canteens which are in general practice represented by the all-rounder personality of the canteen manager and the practical performance of the canteen personnel from cooks to cleaners who are busy in the store, in the kitchen and in the service area of the canteen.

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## The Administrative Records:

The records which need to be maintained for **administrative purposes** are records like the stock register, the attendance register, the record of leave of workers, the record of menu-sheets, the record of meetings such as the minute-book, and other such necessary records.

The **stock register** may be a single book for all materials or separate for consumables and non-consumables.



## **Records of financial transactions:**

The financial transactions of an industrial canteen are mainly the purchase of materials for the production of food and the sale of the items of food. What is significant is the determination of the cost of food items and the cost pricing of the items.

**The purchase register**

**The sale register**

**The cost register**

## **An example of a Project successfully completed in Bosch Company is cited below.**

In Bosch, lunch is being served free of cost to the workers. Earlier, the factory had 3100 workers and they were served with PURIs for their lunch. There were 17 canteen people engaged in preparing and frying PURI's. Every day, 3.5 tins of oil were consumed for frying the puris. 145 kg of atta was consumed every day. After frying puris, oil worth 2 tins was wasted every week. The food was becoming rather expensive.

Interestingly, there were complaints from the workers that the puris were spoiling their health and they had recurring problems of stomach getting upset. They wanted chapattis instead of puris.

The canteen manager used this situation to reduce the food cost. He trained his 17 people for the production workers job and transferred them to the workshop. He subcontracted the chapatti making to a local contractor.

**Savings achieved:** 17 workers, 3.5 tins of oil per day, wastage of 2 tins of oil every week.

**Workers morale improved:** Health of the workers improved and they became very happy.

**THANK YOU**

