

2. Short Profiles for BOH (Back of House)

The following profiles give you a **clear, practical overview** of the key roles in a hospitality operation, the kind of information that makes building an organisational chart feel a lot less like solving a puzzle with missing pieces. Of course, these profiles may shift depending on the size and style of your establishment. A cosy bistro does not need the same lineup as a 500-seat resort restaurant, and that is perfectly fine.

Think of these profiles as your starting point, **the first sketch before the blueprint**. They help you shape the structure of the business you are planning to build.

Every position plays its part in keeping the F&B Department running smoothly. Together, the team ensures **top-quality products, excellent service, and happy guests**, all while keeping an eye on profitability and following company standards, systems, and procedures (yes, even the ones everyone pretends to have memorised).

Kitchen Positions

Behind the scenes, there is **chopping, sizzling, sweating**, and a touch of magic. BOH roles are **the backbone** of every kitchen: precise, resilient and often armed with a sharp knife and sharper wit. This chapter introduces the unsung heroes of the stove, from pot washers to sous-chefs.



Pic 4|FnB Trio

! For more information about **OrgChart** and **Job Descriptions** or **Positions Guidelines**, go to www.PhiloDex.com/shop/en



Note

It is also worth noting that these profiles are intentionally general and may differ from the standard not only because every business has its own structure, but also because not every operation fills every position, and local customs, country-specific practices, and legal requirements can significantly influence how responsibilities are assigned or which roles are even necessary.

Summary in Brief

For an initial overview, this summary outlines the positions typically staffed in a hospitality business kitchen and their associated responsibilities and tasks. This way, everyone quickly knows who is responsible for what, long before any potential chaos even has a chance to appear.

Positions with Short Summaries

Station Chef, Chef de Partie	Responsible for a specific section (e.g., Saucier, Pâtissier), preparation, production, and organisation.
Pâtissier, Pastry Chef	Leads the pastry section, responsible for desserts, pastries, sweet creations, and innovation.
Saucier, Sauce Chef	Sauces, stocks, and stews play a key role in the hot kitchen.
Poissonnier, Fish Chef	Prepares fish and seafood: filleting, portioning, quality control, cooking, and presentation.
Entremetier, Vegetable Chef	Vegetables, side dishes, and soups; supports other sections.
Garde Manger, Cold Kitchen	Cold kitchen, salads, starters, cold platters, and buffet preparation.
Rôtisseur, Grill- and Roast Chef	Roasting, grilling, and frying meat and poultry dishes.
Potager, Soup Chef	Prepares all soups and their garnishes, and in some brigades may also handle egg and farinaceous dishes.
Pizzaïolo, Pizza Chef	Pizza production, dough handling, toppings, and oven work.
Boucher, Butcher	Meat and poultry preparation, cutting, portioning, trimming, and proper storage.
Boulangier, Baker	Produces bread, pastries, and baked goods, including dough preparation, baking, and quality control.
Chief Steward	Oversees dishwashing and cleaning areas, hygiene standards, workflow, and organisation.
Demi Chef de Partie	Assists the Chef de Partie and handles partial responsibilities within the section.
Commis de Cuisine, Commis de Partie, Line Cook	Basic kitchen tasks, mise en place, simple preparations, and support for station chefs.
Apprentice, Trainee	Training across all kitchen sections, simple prep work and learning techniques and procedures.
Kitchen Porter, Steward	Dishwashing, cleaning, kitchen hygiene, supports basic tasks.

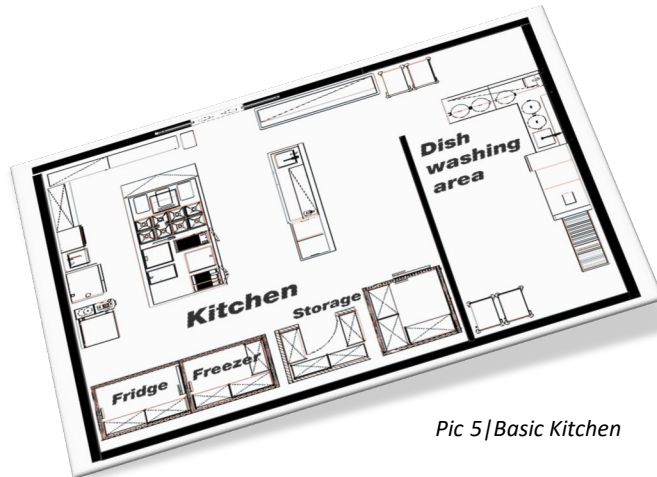
3. The Kitchen

Basic Size vs Fully Fledged

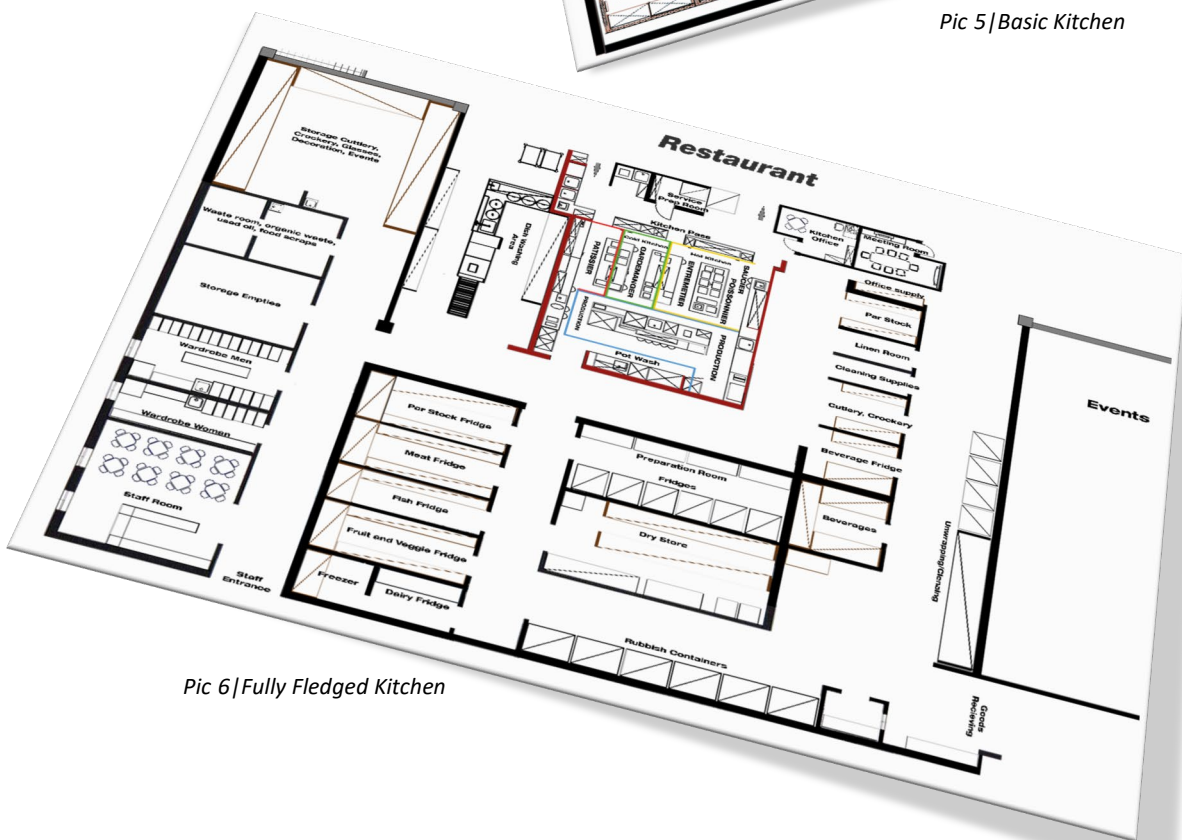
Restaurant kitchens are exciting and compelling places.

The scent of savoury dishes, the sounds of chefs shouting orders across the kitchen, and the busy movement of people magically produce pleasant-tasting treats and titbits.

The back of the house is the heart of every restaurant.



Pic 5 | Basic Kitchen



Pic 6 | Fully Fledged Kitchen

The Two Species of Professional Kitchens

In the grand culinary ecosystem, **kitchens come in all shapes and sizes**. Some are small, nimble creatures, perfectly adapted to feeding a cosy crowd. Others are sprawling, fire-breathing behemoths capable of producing meals for hundreds while simultaneously fuelling cafés, bars, VIP lounges, and the occasional ravenous staff member who “forgot” lunch again.

To help you navigate this jungle, let us introduce **the two main species** you will encounter: the Small Basic Kitchen and the Fully Fledged Kitchen.

The Small Basic Kitchen

Think of this as the culinary equivalent of a well-trained terrier. It is compact, energetic, and surprisingly capable when handled by the right people.

Typical Habitat

- ✗ Small businesses, canteen, coffee shop
- ✗ 50-seater bistro
- ✗ A team of 3 to 5 staff who know each other’s habits, strengths, weaknesses, and preferred radio stations

How It Operates

A small kitchen thrives on efficiency, teamwork, and the unspoken rule that everyone must slide sideways like a crab to pass each other. Space is limited, so every shelf, fridge, and chopping board must earn its keep.

The workflow is straightforward. Ingredients arrive, get prepped, cooked, plated, and sent out, often with the chef shouting something encouraging like “Behind!” or “Who moved my knife?”

There is little room for specialised stations or elaborate storage systems. Instead, the magic lies in multitasking. One moment you are grilling; the next you are plating desserts because the pastry chef is, in fact, also you.



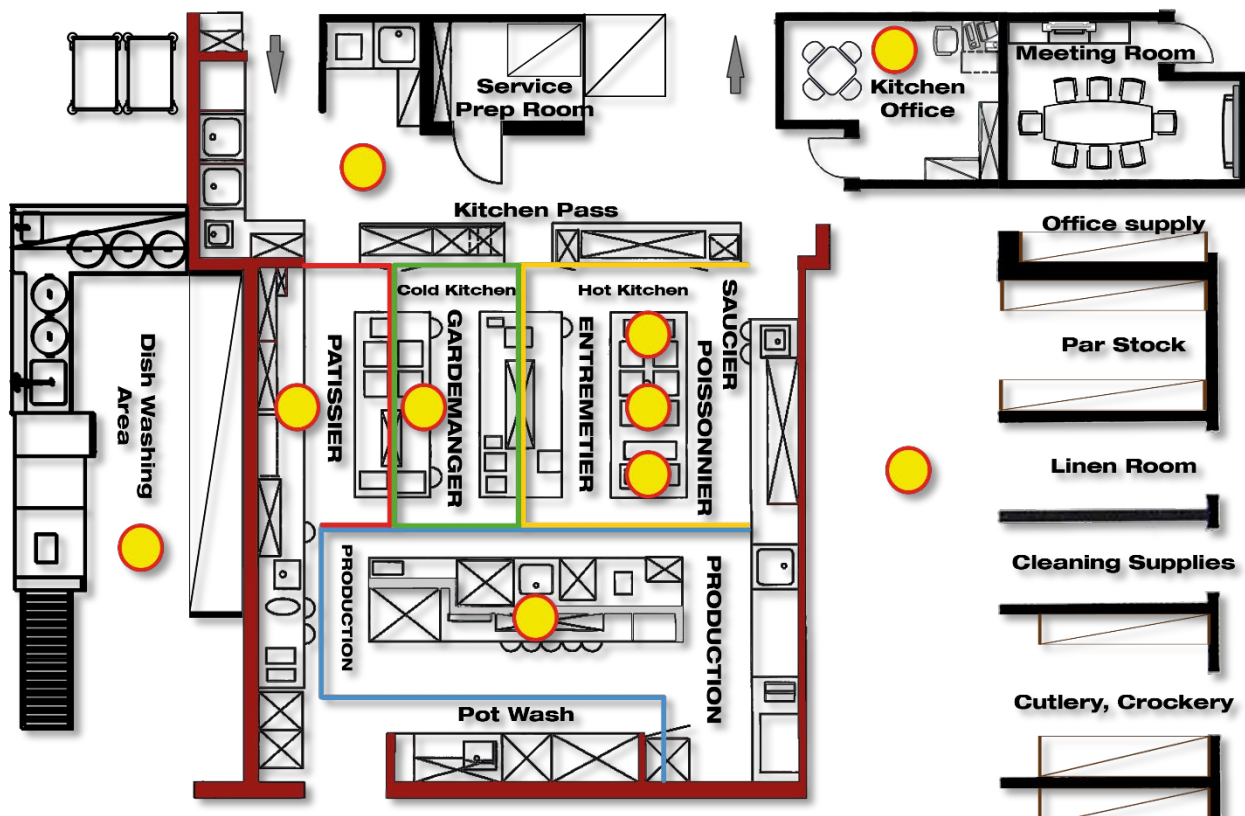
Pic 7 | Basic Kitchen

The Core of the Kitchen

When planning the core of a kitchen, several fundamental criteria must be considered to ensure efficient workflow, safety, and productivity.

Criteria for a kitchen

- ✘ Number of employees
- ✘ Available space per employee, for ingredients, equipment
- ✘ Space for trolleys with shelves
- ✘ Shelves for cleaning supplies
- ✘ Equipment at the facility
- ✘ Cooling and deep-freezing options
- ✘ Working tools, equipment and machines
- ✘ Identification of essential and non-essential devices



Pic 9|Kitchen Core

When developing an **organisation chart** and defining job profiles, it is important to consider not only the **management, service, and kitchen structures** but also the type of operation the organisation relies on. A structure may look perfect on paper, but if it does not match the actual workflow, unnecessary bottlenecks and friction will arise in day-to-day operations. It is also worth taking the service systems into account, as otherwise the structure may fit, but the service flow will not.

As if that were not enough, your **salary structure** could also influence your organisational chart. A tried-and-tested system that is unfortunately increasingly being forgotten is the **tronc system**, which not only promotes team spirit but also significantly increases guest satisfaction.

In addition to the remuneration model, the **gastronomic variation significantly influences** the design of your organisational chart.



Pic 13|Hotel Sujet

Types of F&B Operations

The hospitality industry encompasses an impressive **variety of business types**, from classic restaurants and cafés to bars, pubs, and ice-cream parlours, as well as modern concepts such as ghost kitchens, pop-ups, and urban entertainment venues. In addition, there are **specialised formats** such as hotel restaurants, MICE catering, franchise systems, event catering, theatre and cinema food service, along with numerous **hybrid models**.

Each of these operation types brings its own requirements in terms of organisation, management, staffing structure, service processes and kitchen logistics. While a fine-dining restaurant relies on a clearly defined hierarchy and highly skilled professionals, a fast-food or self-service operation operates with a much flatter structure. Bars, nightclubs, and entertainment concepts, in turn, demand different competencies than those of a café, a pizzeria, or a non-profit operation.

When **developing an organisational chart**, defining departments or creating suitable job profiles, it is therefore essential to understand the **specific type of operation**. Only when the concept, target group and style are taken into account can a structure be created that **meets real operational needs** and ensures smooth workflows.

Pâtissier, Pastry Chef

The Pastry Chef is the creative mind behind all sweet creations in the establishment, ensuring that desserts, cakes, pastries and delicate treats not only taste exceptional but also look as if they have stepped straight out of a picture book. With a refined sense for textures, flavours and presentation, they develop new ideas, refine classics and ensure that every dessert meets the high standards of the house.

In daily operations, the Pastry Chef organises the pastry section's workflow, coordinates mise en place, oversees production, and works closely with the kitchen and service teams. They make sure that desserts reach the table on time, fresh and in perfect condition. Whether it is a delicate decoration, a spontaneous special request or a wedding cake, the Pastry Chef remains calm, focused and quietly confident, often with a small smile that says everything is under control.

Beyond day-to-day work, the Pastry Chef develops long-term concepts for the dessert offering. This includes seasonal menus, costing, purchasing, quality management and cooperation with suppliers. They ensure that the pastry section operates efficiently without compromising on creativity or quality.

Another key focus lies in training and developing the team. The Pastry Chef shares knowledge, supports young talent and fosters a working environment where precision, cleanliness and pride in craftsmanship come naturally. In many ways, they are the quiet artist of the kitchen, creating small masterpieces with patience and passion.

In the end, the Pastry Chef knows that all the effort is worthwhile when guests pause for a moment after the first bite and smile.

Indispensable Requirements

- ★ **Expert knowledge of pastry and baking techniques** (doughs, creams, tempering, decoration)
- ★ **Experience leading or supervising a pastry section** (production planning, workflow coordination, mentoring)
- ★ **Strong communication and collaboration skills** (with kitchen brigade, service teams, and cross-department cooperation)

Essential Competencies

- ★ **Creative and precise execution** (recipe development, consistent quality, aesthetic presentation)
- ★ **Organisation and discipline** (clean station, time management, adherence to hygiene and safety standards)
- ★ **Calm, focused problem-solving** (multitasking, prioritising, maintaining quality under pressure)

Demi Chef de Partie, Junior Chef

The Demi Chef de Partie, often referred to as a Junior Cook, is the reliable support of a kitchen section and ensures that daily operations run smoothly, cleanly and with a strong focus on quality. Working closely with the Chef de Partie, they take on clearly defined tasks and gradually build the confidence and routine that are essential in a professional kitchen. As their experience grows, they become an important link between the Commis and the station chefs, helping ensure dishes are prepared on time and to a consistent standard.

In daily operations, the Demi Chef de Partie prepares mise en place, cooks assigned components, plates dishes, and supports the section during busy periods. They maintain cleanliness, organisation and adherence to all standards, learning to stay calm even when the kitchen is buzzing. Whether rescuing a sauce, quickly preparing a garnish or explaining a task to a Commis, the Junior Cook grows with each challenge and brings fresh energy to the brigade.

Beyond the operational work, the Demi Chef de Partie continuously develops their culinary skills. They learn new techniques, deepen their understanding of products and workflows and gradually take on more responsibility for individual tasks. Through close cooperation with the Chef de Partie and Sous Chef, they gain valuable insight into organisation, costing and quality management.

The Junior Cook knows they are well on their way to running their own section one day and that every well-executed plate is a small step in that direction.

Indispensable Requirements

- ★ **Good foundational culinary knowledge** (basic techniques, preparation, hygiene, station organisation)
- ★ **Experience working in a professional kitchen environment** (supporting station workflow, assisting senior chefs)
- ★ **Strong communication and teamwork skills** (with kitchen brigade, service teams, and cross-department coordination)

Essential Competencies

- ★ **Efficient preparation and cooking** (mise en place, recipe adherence, consistent execution)
- ★ **Organisation and discipline** (cleanliness, time management, compliance with health and safety standards)
- ★ **Calm, adaptable problem-solving** (multitasking, prioritising, maintaining quality under pressure)