

Edition 1.0



A Mise-en-Place Field Guide

The Brigade System

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Based on Mise-en-Place Season
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THE MISE EN PLACE
PODCAST
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season II

About

The Chefs' Table Society of British Columbia (CTS)

A province-wide collaborative that fosters essential dialogue between culinary professionals.

We support innovative, sustainable programs that inspire, educate and nurture cooks, producers and regional food industries.

We promote standards of excellence that strengthen our regional cuisines.

To ensure a valued legacy for all professional cooks, the Society is working to establish the CTS Culinary Library.

COOKSCAMP

An event to both celebrate and transform the hospitality industry in Canada. Participants can exchange knowledge and share camaraderie essential to the sustainability of our craft.

COOKSCAMP is produced by the Chefs' Table Society of BC in support of its upcoming legacy project, the CTS Culinary Library.

WOOD FIRE OVEN
FORNO A LEGNA



Introduction



Hello. Welcome to the **Mise-en-Place Field Guide**, produced alongside Season 2 of the **Mise-en-Place podcast** by the Chefs' Table Society of British Columbia.

We've created this e-book to **help everyone in the industry implement the kind of change we've been only talking about for too long.** And here's **another topic that deserves widespread consideration.**

This time out, we're giving the full field guide treatment to something that's been a **core element of professional restaurant operations for over 135 years.**

We're looking at Escoffier's Big Idea, **the brigade system** — the military-style hierarchy that serves to **organize kitchen work into distinct stations**, and sets up a **leadership system responsible for making it all work efficiently.**

For a lot of reasons, which we'll talk about in this ebook, the **ongoing need** for this foundational piece of modern restaurant culture is being questioned, primarily as to its **value and relevance** to the state of our industry in 2021.

But can we **overhaul** it, or should it simply be **replaced**? Are there any viable **alternatives**?

Our guests provide a **wide-range of perspectives**, including a novel experiment on merging back- and front-of-house roles.

It must be said that **Auguste Escoffier**, one of the masters of French cuisine in the late 19th and early 20th centuries, **gave us much more** than the brigade system.

He defined the **five 'mother sauces.'** He made it standard to send out **restaurant dishes in courses**, rather than all at the same time. He also helped elevate the chef's role to that of **steward of local food systems** — something lost to convenience and that many in this business are working hard to restore.

But it's **the brigade system**, with its military-style uniforms, tall hats and quest for efficiency that Escoffier's **most famous for.**

Of course, the downside of this foundational model is well-documented; in the **wrong hands**, it **enables abuse**, (verbal, physical and emotional) and often **stifles the innovation and adaptability** needed by every modern operation.

There needs to be some evolution that reflects the structure of the brigade system, but bound in the idea of mutual respect for all people in the workplace. We have to do everything we can as restaurant owners, chefs and managers to cultivate and grow the people who work with us.

I came up through the old-school brigade system, and I'm doing what I can to change.

I'm changing the way I do business.

I hope you'll be inspired to do the same.

A handwritten signature in black ink, appearing to read 'Robert Belcham'.

Robert Belcham, Host/Co-producer

Past President, Chefs' Table Society of British Columbia

Chef/Co-owner, Popina Canteen/Popina Cantina/Monarch Burger, Vancouver

Section 1

Yes, of course...

Yes, of course...

While it has a front-of-house counterpart, the primary goal of Escoffier's system is to organize both the **general and specialized work** of the kitchen, and **assign responsibility up and down the line**, from *commis de cuisine* up the ranks to *chef-de cuisine*.

Our first guest has spent a lot of his career in the company of famous chefs — exploring what makes them tick and writing it all down in books like *The Making of a Chef*, *The Soul of a Chef*, and the *French Laundry Cookbook*.

Author/chef **Michael Ruhlman** is uniquely qualified to offer his perspective on the current state of the system.



Your introduction to the brigade system?

I think the first time I knew of the brigade system was when I read an essay by John McPhee called *Brigade de Cuisine*. And it was about a chef who did everything himself. It was just a fabulous portrait of a chef in New Jersey, and McPhee explained what the brigade was.

I actually learned more about what the brigade system was from Escoffier. It was in skills class at the Culinary Institute of America. And just reading there that that Auguste Escoffier created a system called the brigade system in which everybody plays a role. There was a *poissonnier* who did the fish, there was a *saucier*, there was a *chef de partie* which is sort of an all-purpose chef.

And that's when I learned about it, because we were learning to be cooks.

Have you been in any kitchen that you think epitomized the best of the brigade system?

Yeah, I always have to go back to the French Laundry. I went from the CIA as an entry-level cook and was suddenly thrust into the most important kitchen in the world at the time (in 1997). And there was a *poissonnier*, there was a *garde-manger*. There was a guy in meat, there was a guy on pastry. Everybody had their job. And it works. And what Thomas Keller, the chef/owner of the French Laundry, did was enhance and make the system better. At Per Se, his New York restaurant, every cook has all the stuff they need in lowboys and coolers at their stations, so they don't have to go to the walk-in during service. So it makes everybody super-efficient and in-charge, really, like the chef of their station.

It works really well.

Have you seen a kitchen not in the traditional brigade style, but that still runs very efficiently?

I haven't. It would take an extraordinary kitchen. When I was writing The French Laundry cookbook Thomas envisioned an ideal kitchen where you'd have eight cooks and you just come in and cook whatever you want, and you'd serve whatever you had and whenever you felt like. I don't know if that's even possible, but it was a nice idea. But again, the brigade system was created for efficiency and it works and I haven't seen anything else that does.

On the flipside, it can lead to a managerial style that becomes toxic and detrimental to the health and well-being of cooks. So how do we change that mentality but keep that brigade system going? Is that possible?

I don't think that brigade system is responsible for that kind of behavior. I think that kind of behavior was just endemic to the work and I don't know why it became that way. But it was brutal. You ask any chef who came of age before the 1990s they will have experienced that kind of sadistic behavior.

I think that really started to change in the in the mid 1990s. And I think it's just gotten better and better, as you know, as people demanded more respect in the kitchen, and as more women entered the kitchen. So it's really up to the chefs to say we have a standard of professionalism here. And if you don't maintain it, you're fired.

Is this something that can be taught in culinary school?

I definitely think that culinary school is the place to introduce that. I just think it's common sense. It's becoming more and more common sense. The general ethos of our day, which is becoming more and more fair and equitable to all people. Also the media is coming out and writing about chefs who are abusive. There've been the stories on Mario Batali's abuse and David Chang's temper and so on. That stuff just doesn't fly anymore.

Ultimately, it's the chef who's in charge. It's his or her mindset that trickles down. And I've seen this in every business, not just kitchens, it's the head of the kitchen, the executive chef, and what they allow and does not allow. It really is greatly influenced by a single person. And then everyone following them all the way down from his sous chefs to all the other members of the brigade.

The current generation expect and demand more collaboration in the workplace. Is there a way to make a kitchen more democratic where the different members of the brigade have more of a say in what happens day to day?

No, I don't. There are two parts to this system. One is the functional. efficient kitchen. the other is equality of opportunity and equality of treatment, where everyone's treated the same and with the same respect. But this is not a democratic system. It's a kingdom. And the king is a chef. Now it's up to that chef to make sure that even the dishwashers are treated with enormous respect and have opportunity to have input and speak their minds. And that's it. But that's a different thing from a hierarchical brigade system.

Section 2

Yes, but...

As Michael mentioned, the professional kitchen brigade is more than just an operating system.

It's also been the heart of the education, training and mentoring process for cooks, starting at culinary school and through to the workplace.

Someone who's probably forgotten more about all that that most cooks will even know, is a longtime member of the Chefs' Table Society and one of the most respected culinary educators in the country.

With his well-travelled perspective is Julian Bond.

What informed your view of the brigade system?

My first real cooking job was in North Yorkshire in a giant stately home with a Michelin star restaurant, a rosette restaurant, a cafe and banquet facilities. A very obnoxious German chef, a French sous chef in a mining town in England. That was my first real experience with a brigade system.

However, that hotel restaurant operation could not have operated without a brigade system. Making the Beef Wellington, the *saucier* made the sauce, the butcher prepped the beef and then to the pastry chef to wrap the beef. We had *demi chef-de-parties*. Every level of the brigade system and the front of house *chef-de-rang* had their brigade system as well. So it was you know, the two brigade systems coming together.

I was very fortunate under the British, actually the European system with its two tracks, to becoming a chef — you go to school with its fast track for learning, and you go through the apprenticeship system, and the apprenticeship system does not exist without the brigade system.



As a *chef de cuisine*, you're watching so many angles you don't have time to train. So it's critical that the person above you is training all the skill sets needed to produce the station. So not only did I go to culinary school, I went, through the London brigade system with eventually brought me to Canada to work for CP Hotels, which again was within a brigade system within a hotel. And the reason why I was brought to Canada was to train...to teach cooks beyond the confines of a menu. And you cannot do that without, in my opinion, without having some kind of structure within the kitchen, because that structure defines the kitchen. It really does. That structure gives young cooks something to strive for i.e. the next person's job, and it helps with the resumé because people can actually see your skill level as you go through that process.

Now those were in restaurants that plated a dish with 25 components, and someone spent two hours making *tomates concassées*. That luxury is not there anymore, especially with labour shortages regardless what's going on in the world presently. So today's brigade system is a simplified version with a *chef-de-cuisine*, *sous-chef*, *chef-de-partie*, and a *commis*, or stripped down to *chef*, *sous chef* and some *commis*. And I think that structure is necessary.

What are the pros and cons of the brigade system, as you see them?

The first one is that structure leads to education. It cuts out the bullshit, it really does. You've earned the right to go to the next level.

When I was teaching, I managed a certified Red Seal program and run the three levels of exams. I'm not throwing anyone under the bus here, but I've got chefs who run extremely reputable restaurants who've never made a risotto, or don't know what a galantine is or can't break a chicken down to eight basic pieces. These are fundamental skill sets for our industry, because we have to know where we've come from to where we're going.

Having a brigade system, you've always got a mentor. And as a busy chef/owner, you can have someone under you that you've trained really well, that knows how you want to do things and that gets passed down and down and down. That's the brigade system in a nutshell. That's how it started essentially.

Cons? This industry has changed a lot, or I really hope so. However, we are still artisans, craft makers — we can turn a carrot into something beautiful. But to also take control and manage an operation while teach and mentoring? Very few can do it well. People say there are great chefs and there are great educators but there are very few that are both, and that's what you need to be a chef. You need to learn how to lead the kitchen and have people follow you. And regrettably, when you're creative, and striving for perfection with something that's perishable or can burn very easily, there's a lot of stress on skills and egos.

Another con is that someone above you in a brigade system can hold you back. These can be incompetent people who have managed to get to a level by being a 'lifer.' They're a hindrance to the brigade system. And that's what makes a lot of faults and a broken system.

Being held back is one thing, but the power of the hierarchy can also be corrupted and lead to mental and physical abuse. Can we have a brigade system without that?

Two weeks ago, I had a conversation with a very popular Vancouver chef, who has a reputation of being one of the hottest chefs in the city. And he brought out one of my past students who's been working for him for three years now. I'd explained to my students that chefs like him can be extremely demanding because they want their team to learn. But he'll come across as one of the scariest human beings on the planet.

He has a very tough three-month probation where you need to understand his use of language and his hard-assed truth, and I'm not defending this, but it was evident how proud he was of this student, and how she's become a tour-de-force in his kitchen.

I make no apologies for a chef not saying 'thank you.' But overall, I think the culture is changing. We don't throw pots at people anymore. I've had clogs, because in Europe we have those big wooden clogs, tossed at me many, many times. I'm not making excuses for those chefs. I learned a lot and so I'm forever grateful. But in the modern world, I very thankful that we are able to have a real talk and that you can go to a chef and say, "Chef, can I have five minutes?" And being a modern leader means you can ask someone, "Are you okay?"

What is the best piece of managerial advice you could give somebody to make their brigade system work in the way you're talking about?

Whether I'm running a school or a business, and whether I'm dealing with someone in administration or young cook on a project or a new dish, I usually know how I want the end result to work or look like.

But my ultimate goal is to have whoever's working with me think it's also their idea. Make them a genuine part of the process, so everyone can learn the value of taking responsibility.

02 Yes, but...

Speaking to that, do you think that there's room for democracy or a collective voice in the kitchen?

I have a great example of how democracy can work in a kitchen in our Vancouver colleague and award-winning chef Andrea Carlson at her gem of a restaurant Burdock & Co. Every new weekly menu, which is usually only five dishes, is most often a collaborative effort.

Is that scalable? Absolutely not. Everybody talks about farm-to-table which not everybody can do successfully. At a certain volume, the bottom line, the cost of labor and minimum wage is what really affects the menu and how it can be produced and served.

A team of equals is healthy, but to operate efficiently the chef needs days off and needs someone else in charge. Structures make that work and having a democratic system within the kitchen makes that difficult.

But does the brigade system need to evolve even more?

I think the basics still need to apply. I don't like to use Executive Chef, but I do like Chef-de-Cuisine. Because you're the working chef in the kitchen. And you need a sous-chef. I think those two are essential titles that we should never lose those. And pastry chefs, of course.

But other than that, it's how we evolve the hospitality industry. I just hope that we'll write menus that include an educational goal of passing on our craft. For example, teach cooks how to buy ducks, and use the breast for a smoke and do a confit with the rest. There's still nothing wrong with that at all. And the confit will save money and create value and give a skill to a young cook. That's all I want and what I hope for.



Section 3

No, unless...

03 No, unless...

As we've discussed, the brigade system often gets tagged as the course of the 'toxic workplace' often associated with the foodservice and hospitality industry, and that everybody within it wishes to see gone ASAP.

Someone leading that charge for positive change is Hassel Aviles, the executive director of Not 9 to 5, a leading global voice, or coalition of voices, on mental health challenges in the food and beverage industry. Its aim is to "reimagine the industry by breaking stigmas and fueling hope."

When you were first introduced to the brigade system, what was your experience within it?

The very first day I entered into this industry. I was a host. We have this misconception that the brigade system only exists in the kitchen. I believe its influence seeps out of the kitchen as well, to the bar and to the door. I was 17 years old, and I entered into this industry because I loved anything to do with food and had really strong people skills. It just seemed like a natural fit, but that hierarchy/chain of command definitely showed up on Day One for me.

I wasn't even really aware of its influence on my career until a few years later, as I became more immersed in the industry. And then, over time, I became very aware of its influence and impacts on my emotional experience and my job.

We also know that in the wrong hands, the brigade system can enable toxic culture — the effects of which your organization is working to address.

Not 9 to 5 started out three years ago as a passion project. It's a love letter to my 20-year old self, with all the things I wish I'd heard and all of the resources I wish had been shared with me when I needed them most. As I said, I entered the industry at 17, so in my 20s I was really struggling, yet I still loved it. It was a very complicated love-hate relationship.



Initially, we didn't think of the brigade system as the problem, but rather the toxic work environments that deplete humans versus investing into people, overworking/under paying and the impact of all of that on our mental and physical health.

Part of reimagining the industry is not just getting rid of toxicity, but also its sources. For me, one of those sources is the brigade system. Obviously, there's naturally nothing wrong with authority, responsibility and function, but it can't all just be led by that. And when you put the focus and priority on efficiency, you're no longer caring about the emotional effect this has. And I was constantly told, as was everybody I worked with, to check your emotions at the door, check your humanity at the door. When you ask people to show up in a workplace and not allow them to be human, this repression and suppression of emotions ends up having severe negative consequences to their mental and physical health.

The other reason I don't believe the brigade system belongs in our industry is that it comes from a military hierarchy and the chain of command with absolutely no room for questioning things or challenging the status quo. Another major effect of that is the absence of innovation, learning, creativity, and, most importantly, psychological safety.

That's why I personally believe that the brigade system has to go, because I think the most important thing in any workplace is psychological safety.

03 No, unless...

The idea of changing the brigade system or just throwing it out completely, is very difficult to comprehend. What do you put in its place?

Of course, you can't just ask people to get rid of something they've maintained for decades. The solution is likely some kind of hybrid/2.0 system, built on principles of psychological safety (PS).

What is PS? For one thing, it's a concept that's been sorely missing from restaurants, bars and hospitality operations. It's the principle that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes. It also thrives in a work environment where you can take risks, make mistakes, and be vulnerable with one another without any negative consequences to how you're perceived, or to your job.

I remember fearing I was going to be fired or be looked over for promotion if I made a mistake or took risks. And being vulnerable was definitely not something that was encouraged in any restaurant or bar I worked in. But vulnerability is strength, as it's much harder to go to your co-workers or boss or manager and say, 'I'm really struggling right now.' It's not about revealing the intimate details of your life, but just about saying that you're struggling or that maybe you need to request a workplace accommodation, because something needs to change for you at that moment in that time. Especially after this past year, and what we've been through, I think it's really important to encourage vulnerability in the workplace, wherever it feels safe to do so.

So, giving staff more room to be who they are, but at the same time, giving them the same respect that you would give to anyone you meet.

Yes, it is about respect, but also about permission, and that's a big deal in our industry, because again, the old-school chain of command. For the most part, most workers don't feel they have the permission to challenge the way things are done, or even be involved in the decision making process. Leadership teams or owner/operators make decisions on their own and rarely get input from the team.

Can new employees start suggesting things to their boss around weekly mental health check-ins, or ensuring all legal breaks are taken? Most employees feel unsafe doing that. And every workplace is different so, unfortunately, there's no one-size-fits-all formula to enable these things. Which is why it's so important to gain input from, and involve your team in decision making—even if you don't actually end up doing what they want. The fact that you involved them and heard them out, still provides psychological safety for them.

This suggests that the brigade system's value to organize efficient work may not be broken, but too often the people operating the system are thrown into leadership positions without proper 'people management training.'

That speaks to a couple of other things. When you put people in roles without adequate training or compensation or appreciation, you're setting them up for failure...but you're also setting them up for burnout. Because burnout is actually a diagnosable condition, not to be confused with physical exhaustion.

But even with adequate training, though, and an empathetic management style, I still believe that in large part, it's a byproduct of the brigade system. As soon as someone tries to slow things down to address things, it becomes very uncomfortable and unnatural to the system. And so it tries to shut that down and keep moving forward. I've seen that happen over and over in kitchens and bars.

Is there a way to deal with an issue in the middle of a service rush?

Obviously not the right time. I've seen people try to address things in the middle of a service when adrenaline, cortisol and emotions run high. That's when you see, unfortunately, physical assaults and violence.

I would suggest always addressing things as soon as you can; the longer you wait, the more resentment can build up. I think the most important thing to admit when you're addressing an issue like this is to acknowledge that you yourself are figuring this out.

03 No, unless...

Take it slow, acknowledge that you're going to make mistakes, because this is new for everyone. When you acknowledge these things, and you say, as someone who's in leadership, "I want to talk about this thing that happened, but I'm going to tell you this is hard for me to talk about. And so if I say the wrong word, just bear with me, I'm trying to work through it myself." I think saying things like that immediately sets the tone for people to kind of exhale and relax. It's always better to say something, even if you make a mistake, than to say nothing at all. Because when you say nothing at all, there's a violence that comes with silence.

A few other things about this psychological safety and doing things differently outside of the stereotypical brigade system is role modeling. It's really easy to say 'I want to create a team where there's abundant psychological safety,' and it's really hard to put it practice. Part of psychological safety to being able to say to your entire team 'I made a mistake,' holding yourself accountable for it.

There are three staples actions to role-model for psychological safety:

- Active listening, which means you're listening to understand, not to respond. When someone focuses their mind on responding when someone's talking, that's not active listening. It also means that you're listening with your body and your mind, so put your phone down. Square yourself to the person, look at them and focus on hearing what they're really saying, even if you don't agree with what they're saying.
- Be approachable. Make yourself available. Oftentimes people don't share things with their chef or boss or manager, because he/she is always 'too busy.' Some bars and restaurants are setting up a regular drop-in time.
- Demonstrate engagement. Ask questions, even if you don't like the answers you get back. Or even if you don't like the ideas that come your way, you're still engaging them and you know, involving them.

See the Resources page for links to Not 9 to 5 guides and courses on psychological safety.

And there is a business case for all this, built on a proven, measurable return-on-investment (ROI) to workplace mental health.

The big one is retaining and attracting talent. Everyone's talking about the labour shortage, but even before the pandemic, a US study showed this industry has an average turnover rate of 75%, with the average cost to replace each person at about US\$6,000 per year. The math is horrifying, and that's money tossed out the door every year. So I think it's about time the hospitality sector focuses on improving workplace culture for our staff, if only to keep our businesses prosperous, which is a win-win for everyone.

People are your biggest asset. You don't deplete your assets, you invest into your assets.

So I think we need a mindset shift. Start putting people-first resources back into your business and watch your business grow.



Section 4

Yes, and...

04 Yes, and...

Lots of restaurant operations have experimented with alternatives to the brigade system, and solving the front- and back-of-house divide. One of the most successful has been put together by David Gunawan here in Vancouver. Originally from Singapore, Dave moved to Chicago and started a restaurant career that's passed through some top kitchens in Vancouver, Belgium, Denmark, France and beyond.

In 2013, Dave opened his own place, The Farmer's Apprentice, which showcased his commitment to community-based menus and operations. He was named Chef of the Year in 2016 at the Vancouver Magazine Restaurant Awards.

But another stand-out of that operation was its collaborative staffing model, with most every team member handling both kitchen and service roles as need be. Dave has evolved that approach at the Ubuntu Canteen, where he's listed his role as Project Manager.

When you opened your first restaurant you did more than install a local sustainable philosophy, you installed a new approach to the restaurant team? Where did that idea come from, and what motivated you to try it?

Scarcity, really. With limited resources, we had to think of alternative ideas, rethinking what hospitality means, what is really essential and what is simply opulence. Having worked in fine dining where resources weren't necessarily an issue, there was a lot of abundance e.g. we didn't care how many staff it took, as long as we could deliver what we envisioned.

So, we asked, 'Can we devote resources to the kitchen and have less front-of-house staff on the premise that the back-of-house also takes on some of that role and deliver hospitality to our guests? What do guests want to experience and can we give them the same sense of welcome without cutting any corners?' The model seems to work with, obviously, a lot of restructuring within the brigade system. But people are more adaptable when you're providing the skills necessary for them to execute what you wanted to see.



It took a while to adjust, and I was fortunate enough to have very, very capable staff as an opening crew. But eventually, we managed to set up a system that worked for us and transferred knowledge to the younger generation. And they like it because it allows them to see the bigger picture and collectively what we're trying to achieve as opposed to just what's on their cutting board.

Given the success you've had with this model, do you think Escoffier's brigade system is still necessary in 2021?

Well, I think from an educational standpoint, given the circumstance, I would love to have a brigade if I have the resources. If it was up to me, I would do it all over again, because there's a structure to learning and a devotion to the fundamentals.

I learned through the brigade system. I think it was great. Again, only when it's affordable, right? Having one chef to a very particular focus on, say, fish cookery. I think the brigade system's does that in structured way, which I love.

Back to your staffing approach, teaching your cooks to handle every station and every facet of the operation. What makes it successful?

It's less a very different approach, and more a devoted commitment to being a mentor. And mentorship to me is cultivating their growth as both a chef as well as a human being. We tend to their emotional well-being and physical well-being very carefully and maintain dialogue and communication.

It's a lot of reciprocity and a lot of respect to, again, emphasize what the bigger picture entails and have them see how important their role is... even the simple act of sweeping and mopping and how it is contributing to the bigger picture. There's a lot of emphasis on their creativity, freedom and thought processes. We always have meetings and take a very democratic view on things. We really empower our team.

Does it take a specific type of person to want to work in an environment like that? Is it easier to find people who embrace that approach or more difficult?

I think that for the next generation (Millennials and Gen-Z) it's a lot easier. It's what they want...they want to participate in a change for the world. Look at all the protests, at the environmental activists; they're young people frustrated with the current situation and how the previous generation has destroyed it for them. And so what they want is the position and power to make a change for themselves and create a world that they want to see for themselves.

And I love nothing more than to see young people who are driven to create change, rather than simply follow instruction. But yes, it takes a lot of energy and patience to harness that raw energy, because they don't really know where they're going, but they want to see the change, so they need thoughtful direction and support.

How do you come up with those directives and support the collaborative decisions on products and dishes for positive change?

It looks like an involved process from the outside, but I guess but it starts with the fundamental belief of caring for the Earth. We bring in all this product, we care for this product; there's a lot of respect generated around the ethos of our ingredients. So they start the menu and we meet them where they are according to their varying degree of skills. When they want to try something, you support it instead of denying it, and you teach them what they're interested in. Rather than me wanting to do something that they cannot execute. I leave the creativity to them, and then support them in whatever direction they want to go within the premise of our ethos, I like sustainability and local. And organic, of course.

One piece of advice for anyone who want to move towards this sort of staffing model...

Gratitude, in that there's a lack of gratitude all around. As a restaurant chef or owner, we don't really appreciate our staff enough. Even saying a simple thank you and greeting them in the morning. And just making sure they're well, and that their home life is as good as their work life...though for me, it's more about 70/30. If their home life is good. I'll take that 30%, if they can devote 70% to their home life. What good is it if they're sick and cannot take care of themselves and have to come to work?

It's about the leadership, right? Look at private versus public school system. Waldorf, Montessori and conventional public systems. They all have the same intention, but they lead with different views of what a well-rounded, healthy education means.

We should all keep the big picture in mind, now more than ever.

Resources

Famed chef Michel Roux offers both a tour and his perspective on Escoffier's Big Idea in this [video](#).
Hassel Aviles' [Not 9 to 5](#) offers a wealth of resources to nurture a healthy workplace,
including some handy [tools](#) and a [course](#) starting soon.
She also invites you to take this [survey](#) on mental health in your workplace.

If you have any suggestions, drop us a line at podcast@chefstablesociety.com and we'll add them to the Field Guide.