

CHAPTER 5 MANAGEMENT

GENERAL

Management is the act, manner, or practice of managing, supervising, or controlling the person who actually carries out the task. This chapter outlines the functions of managers within the TISA and dining facilities. Four functions that every manager must perform are planning, organizing, supervising, and controlling.

PLANNING PROCEDURES

Making plans involves looking at where you are and where you want to be or should be. The manager must set objectives for his operation in the categories described in this paragraph.

Routine

Routine objectives involve everyday operations. A typical routine objective for a dining facility might be to increase subsistence item accountability to a minimum of 95 percent on all sensitive or high-dollar items. Within a TISA, a typical objective is to achieve the authorized gain or loss tolerance of one-half of one percent during accountability inventories. Notice that the objective is specific, challenging, and realistic.

Problem-solving

Problem-solving objectives are geared toward solving the problems that exist in every operation. A typical problem-solving objective might read to determine the best method for eliminating the bottleneck in the self-service area. Again, it is specific. When solving problems, be sure to identify causes and try to eliminate them.

Innovative

Innovative objectives set your operation apart from any other. For each objective, make out a plan of action that includes procedures,

milestones, coordination required, and other important factors. An example would be to plan special menus, such as holiday meals, ethnic meals, and super suppers. Next, increase diner interest by advertising and by publicizing the program in installation newspapers and the local community news media. Finally, promote interest among the staff by spreading information through food service publications.

ORGANIZATION

Organization involves arranging a systematic plan and developing a step-by-step process to use in managing the staff. This process is described in this paragraph.

Job Description

To organize the dining facility, or TISA, begin with a job description for each position. Military job descriptions can be developed from the detailed duties in AR 611-201. Job descriptions for DA civilians are prepared by the CPO or for contract employees by the contractor. The job description is a management tool that should be used to orient new personnel. It is an important guide in planning training activities. Also, it is the starting point for developing the job breakdowns that establish job procedures. The job description at Figure 5-1 (page 5-3) gives the job summary, performance and supervision requirements, and promotion potential. Minimum qualifications can be added where needed.

Job Breakdown

A job breakdown (Figure 5-2, page 5-4) is the analysis of a job. It lists the steps to be done and gives the key points on how to do them. There should be a job breakdown for each job in the

dining facility or TISA. Personnel should refer to job breakdowns when developing training requirements as well as during performance of the specific job.

Performance Standards

Developing performance standards is the next process in organizing a plan. For contracted facilities, performance standards are listed as part of the PWS. For DA civilian employees the standard will be developed by the FSS or the TISO. Performance standards for soldiers tell how well they must accomplish a job. The soldier training publications (soldier's manuals) have tasks and job standards for soldiers in each skill level. The standards give the sequence in which the steps in the task must be done. These standards may be used as a training tool by both workers and supervisors. They specify what soldiers must be able to do at each grade level before they are eligible for promotion to the next grade. The four basic requirements for using a standard as a training tool are listed below.

Set an attainable standard. The standard should be what a qualified worker can do in a specific time by following established procedures.

Provide training. Provide daily on-the-job training and supervision to help ensure that the individual can attain and even exceed standards. Chapter 6 of this manual details training requirements and procedures.

Inspect completed work. If the individual does a good job, tell him. If not, provide additional guidance and instruction to help the individual do a better job the next time.

Maintain the standard. Once a standard is set, do not change it because of individual performances. At times, you may have an exceptional or a poor performer who will produce more than or less than is required by the standard. However, the goal is to train qualified workers, so the standard should not be changed.

Unity of Command

Each person should report to only one supervisor on any one action. The manager who grabs the first person he sees and gives him a task violates this rule. Instead, allow the shift leader or foreman to decide who will accomplish the task.

Span of Control

The span of control is the number of people one person can effectively supervise. The ideal span of control is between 6 and 10 workers. Since a manager cannot effectively manage every person or activity personally, he must delegate authority to subordinate supervisors to act and decide on certain matters. A word of caution--while accountability can be delegated, responsibility cannot be delegated. Letting subordinates make decisions helps to develop their management skills.

Training

A critical step in developing an effective organization, is training. A manager is responsible for ensuring that each person is trained to do his job and is cross trained in other areas. Chapter 6 lists several types of training available.

SUPERVISION

When a plan has been developed and a team is organized, the next step in the management process is supervision. Supervision is also called the leadership function. While you manage assets such as materials, money, time, and personnel (as a physical asset), you must lead people. Leadership involves a very personal thing called motivation.

You cannot motivate anyone to do anything. Each person decides on his own what he will or will not do in any situation. What you do as a leader is to create the environment for self-motivation. The style of leadership used will depend on the manager's personality, the group being lead, and the situation at hand.

Most management experts feel that, in routine cases, the manager should have a high concern for the employees' welfare as well as a high concern for productivity. This can be achieved by including subordinates in decisions affecting them. The leader that is strictly authoritative and the one who is strictly a nice guy usually do not get the same level of results that are achieved by a participative leader.

A good practice is to praise your personnel on the spot for doing a good job.

Reprimands, however, should always be in private. Reprimands should always be specific, be immediate, and show concern. A reprimand should be followed, however, by an expression of confidence in the subordinate. Explain how the behavior can be corrected, and restate the performance standards expected.

The key is to concentrate on the specific behavior, not the person. A person who feels good about himself will usually produce good results. The reverse is also true.

JOB DESCRIPTION	
JOB TITLE: Cook	DATE:
JOB CODE: 94B10/20	
I. JOB SUMMARY:	
A. Prepares meats, main dishes, soups, and gravies.	
B. Cleans and washes special equipment used in cooking.	
C. Keeps working area clean.	
II. PERFORMANCE REQUIREMENTS:	
A. Responsibilities: Responsible for the preparation of meats, main dishes, soups, and gravies to be served at a stated time.	
B. Job knowledge: Knows basic principles of quantity food cookery and how to use all food service equipment.	
C. Mental application: Mentally alert, reads and understands recipes and production schedules.	
D. Dexterity and accuracy: Accurate in weighing and measuring of food ingredients and portions.	
E. Equipment used: Scales, food chopper, mixer, ovens, warmers, ranges, grills, steam cookers, steam-jacketed kettles, fryers, broilers, and meat slicers.	
F. Standards of production: Preparation of specified quantities of foods in accordance with applicable recipes.	
III. SUPERVISION: Under general supervision of first cook.	
IV. PROMOTION POTENTIAL:	
A. Promotion from: Rotational assignment.	
B. Promotion to: First cook (if education and ability warrant).	

Figure 5-1. Sample job description

JOB TITLE: Frying eggs

EQUIPMENT AND SUPPLIES: Grill, eggs, shortening, cereal bowl, plate, and food turner

IMPORTANT STEPS

1. Take eggs out of refrigerator.
2. Turn on grill, set thermostat at 325 degrees Fahrenheit.
3. Ask diner for preference.
4. Put melted shortening on grill.
5. Break one egg at a time.
6. Pour eggs on grill.
7. Cook.
8. Turn eggs over lightly.
9. Remove eggs and place them on a plate.
10. Scrape grill.

KEY POINTS

1. Remove at least one hour before serving time.
2. Allow time for grill to preheat.
3. Ask how the diner prefers his eggs.
4. Use only enough shortening to make a light film.
5. Break two eggs into a regular cereal bowl.
6. Pour eggs gently so the yolks do not break.
7. Cook until white is set.
8. Cook to diner's preference.
9. Place to side of plate to leave room for other foods.
10. Scrape grill gently with food turner so as not to damage grill.

Figure 5-2. Sample job breakdown

ORIENTATION

All newly assigned personnel must be provided some training in the layout and operations of the dining facility or TISA. Even experienced personnel may not be skilled in all areas of your operation. Some of the more important areas are described below.

- Identify the designated supervisor.
- Discuss specific duty assignment, job standards, and promotion and training potentials.
- Discuss the work hours and work schedules. There are peak and slack times in all operations, and most employees will have to work during the peak times. Emphasize the importance of personnel reporting for duty at times specified.

WORK SCHEDULES

Effective scheduling will provide for the best use of all personnel, improve morale, lessen stress, and reduce the potential for alcohol- and drug-related problems. Work schedules are developed based on mission work load and as established by the commander.

If personnel problems develop, the work schedules should be reviewed and changed as required. Consider the following questions:

- Is the maximum staff in place when required?
- Does the schedule allow individuals to be off two consecutive days each week?
- Are leaves, passes, holidays, and scheduled field operations considered when developing the schedule?
- Have dining facility operations been consolidated on weekends if possible?
- Are all personnel given an equal opportunity to have weekends and holidays off?
- Are personnel arrival and departure times staggered so that personnel are not standing around with nothing to do?

Schedule more people to work at peak times and fewer to work at slack times. In consolidated facilities, ensure that senior personnel are placed in responsible positions as shift leaders or foremen. Or ensure they are placed in specific areas.

For example, place them in the pastry area, in stock control, or in training programs. AR 30-1 provides additional guidance and sample work schedules for food service personnel.

MORALE AND MOTIVATION

An efficient program provides a well-trained and effectively managed work force. It also provides dining facilities that are sanitary and offer adequate portions of well-prepared food. A superior food service program goes a step further--it keeps diners and staff members involved and interested, builds morale, and aids unit cohesion. Each installation should have a program that recognizes superior dining facilities by establishing best dining facility awards and encourages friendly competition among dining facility managers. Promote cooperation by ensuring personnel are advised of successful innovations.

Support the incentive awards program by ensuring personnel are recognized for making suggestions that provide an improvement or save resources. This program, described in DA Pamphlet 672-5, provides guidance for giving employee cash awards for suggestions that are adopted. Cook or employee of the month programs build motivation within the staff.

The Department of the Army Philip A. Connelly Award is a very prestigious and effective program that helps promote motivation. The objectives of this program are as described below.

- To improve the professionalism of food service personnel, thus providing the best quality food service to supported soldier diners.
- To provide recognition for excellence in preparing and serving food in garrison and the field.
- To provide added incentive to competitive programs of major Army commands by adding a higher level of competition and appropriate recognition. The Connelly award to winners and runners-up in each category of competition consists of a silver bowl or plaque, presented at the annual International Food Service Executives

Association conference. Also, a special training scholarship to attend the Culinary Institute of America or Johnson and Wales College may be awarded to each winning FSS. Additional guidance is in AR 30-1.

STRESS MANAGEMENT

Stress management must also be considered as a vital responsibility of management. Causes of stress, techniques for preventing and controlling stress, and stress counseling are discussed below. Complete discussions of stress, its effects, and its management are in FM 22-9, FM 22-100, and FM 26-2. All supervisors should have, and be familiar with, each of these manuals. Stress plays a major role in most lives today, affecting decision making as well as individual actions.

Causes

Causes of stress include job frustration and pressure. Frustration may occur when an individual fails to attain a goal. Pressure may result from a fear of the consequences of failure. For example, an FSS may be ordered to serve several expensive meals each month. If he cannot serve expensive meals and also keep the required account balances, he may become frustrated. If the FSS concentrates on how failure to meet one or both of the goals may affect his career, he may feel pressure.

Prevention and Control

Stress should be prevented when possible. Leaders and managers at all levels should be involved in the prevention as well as control of stress. Each manager should ensure that persons

are not exposed to stressful situations for long periods. Also, each manager should--

- Allow time for rest and personal needs.
- Keep subordinates informed.
- Provide adequate training.
- Put people in the right jobs.
- Keep personnel changes to a minimum.

Counseling

When supervisors notice symptoms of stress in subordinates, they should schedule counseling immediately. FM 22-101 describes counseling techniques that may help to resolve underlying problems. Supervisors must be trained to attack the cause of the stress, not the symptoms. If the supervisor cannot help resolve the problem, the employee should be referred through the chain of command to an agency trained in this area.

CONTROLLING FUNCTION

Controlling is the last function, but it is perhaps the most important. In planning, you looked ahead to determine where you wanted to be. In organizing, you developed a systematic process to achieve the plan. In controlling, you look at past and present activities to determine if the plan is still on target. If not, the problem affecting progress must be identified and eliminated. Again, attack the cause. Reports, headcount data, observation, inspections, and food management assistance team visits all serve as control tools for the manager. Use these tools to adjust plans as needed. New objectives may be created as a result of controlling.