



**Management Assistance Division (MAD)  
Food Management Assistance Team (FMAT)**

**Trends and Analysis for FY 2010**



# Team Members

## ➤ MAD Team

- CW4 Ellen M. Magras, Chief, Management Assistance Division
- SGM Michael A. Dixon, Chief, Food Operations Management NCO
- MSG (P) Neil St. Helen, Senior, Food Operations Management NCO
- MSG Randolph Hill, Senior, Food Operations Management NCO
- Mr. Tommy Hill, Food Service Systems Analyst
- Mr. Ronald Bellamy, Food Service Systems Analyst
- Additional FMAT Team Members
- Personnel from Facilities and Equipment Division



# Mission & Objectives



- Render assistance in raising the quality of food service, achieve economy, and increase effectiveness of the Army Food Program.
- Ensure regulatory policies and procedures are uniformly applied to the Installation Food Service Program.
- Participate actively in an advisory and training capacity in the operation of the Installation Food Service Program.
- Record observations and recommendations to assist in improving the Installation Food Service Program.
- Exchange, search for, and collect new ideas regarding food service for possible adoption and dissemination to all installations.



The FMAT is not an inspection team!

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# Review Areas-Analyst

## Installation Food Program

- Food Program Management
- Special/Training Programs
- Dining Facility Utilization
- Subsistence Prime Vendor Program
- Major Subordinate Command Advisory Support
- Account Status
- Army Food Management Information System
- Contract Development & Surveillance



# Review Areas-NCO

## Dining Facility Operations

- Administration/ARIMS/AFMIS
- Account Management
- Inventory Management
- Food Protection & Sanitation
- Support Agencies
- Food Preparation & Service
- Menu Standards
- Operational Rations
- Subsistence Prime Vendor
- 92G Personnel Utilization/MSC Support
- Training
- Diner Satisfaction Survey



# Review Areas-FED

## Facilities and Equipment Division

- Dining Facility Infrastructure
- MCA/Major Renovation Projects
- Food Service Equipment
- Food Service Equipment Replacement Record in AFMIS
- Food Service Equipment Annual Budget
- Field Feeding Equipment Issues/Concerns
- Dining Facility Modernization Plan Development
- Maintenance Request Register
- Food Service Equipment Training
- Energy Conservation



# FMAT Team Composite



- The FMAT is tailored to the needs of the installation.
- Additional personnel are added to the 3-person FMAT if the installation requests specialized training in areas such as AFMIS or Contracting. The need must be justified and approved by the JCCoE.
- It is imperative the Installation representatives provide detailed information on their requirements. Failure to do so will directly impact (decrease) the assistance and training provided.
- The FMAT will provide an additional NCO when possible to ensure maximum dining facilities are visited.



# Missions



## Timeline:

- **CONUS:** 4-5 Days
- **OCONUS:** 10-18 Days
  
- Scheduled: Provide assistance in all areas of food service operations. Each CONUS installation is scheduled for a visit every 18 months. OCONUS installations (Europe, Italy, Japan, Korea, Alaska, Hawaii) are scheduled for a visit every 12 months.
  
- Requested: Respond to particular problems identified by the command. The visit is called a Special Assistance Visit (SAV).
  - FY08 - 25
  - FY 09- 28
  - FY10- 24 Scheduled
  - FY11- 21 Projected

**NOTE:** All areas of special emphasis are determined by Army G4, JCCoE, and/or IMCOM. All missions are funded by Army G4.



# Briefing & Memorandum of Visit

- A formal Entrance and Exit Briefing is conducted with the Installation Commander and staff, Food Program Manager and other food service advisory personnel.
- A draft Memorandum of Visit (MOV) will be provided to each visited Command.
- A finalized MOV will be mailed to the Command in approximately two to four weeks.
- Follow-up assistance to the Command will be provided as required.



# Accounts & Surplus Inventory

| <u>Accounts</u>          |          |          |
|--------------------------|----------|----------|
| FY09                     | FY08     | FY07     |
| (\$26) M                 | (\$38) M | (\$47) M |
| <u>Surplus Inventory</u> |          |          |
| FY09                     | FY08     | FY07     |
| \$1.4 M                  | \$600 K  | \$1.1 M  |

- **Account Status totals include the AOR**
- **Surplus Inventories do not include the AOR**



# Installation Surplus Inventories FY09

|  | CONUS              | OCONUS           | Total                                      |
|--|--------------------|------------------|--|
| <b>Total Installations</b>   | <b>37</b>          | <b>11</b>        | <b>48</b>                                  |
| <b>Installations with Surplus Inventory</b>  | <b>21</b>          | <b>9</b>         | <b>30</b>                                  |
| <b>Average surplus per Installation</b><br><i><u>(Based on 30 installations)</u></i> | <b>\$61,279.19</b> | <b>\$50,356</b>  |  |
| <b>Total Surplus Inventory</b><br><i><u>(Based on 48 installations)</u></i>          | <b>\$915,748</b>   | <b>\$439,258</b> | <b>\$1,355,006</b><br><br><b>\$1.4 Mil</b> |

**Note: These are funds that could be used elsewhere to support the Army Food Program.**



# Dining Facility Accounts

| <b>Installations</b>       | <b>FY09</b>      | <b>FY08</b>      | <b>FY07</b>      |
|----------------------------|------------------|------------------|------------------|
| <b>Total Installations</b> | <b>60</b>        | <b>58</b>        | <b>51</b>        |
| <b>Under spent</b>         | <b>52 (87%)</b>  | <b>33 (57%)</b>  | <b>33 (65%)</b>  |
| <b>Over spent</b>          | <b>8 (13%)</b>   | <b>25 (43%)</b>  | <b>18 (35%)</b>  |
| <b>Dining Facilities</b>   |                  |                  |                  |
| <b>Total DFACs</b>         | <b>412</b>       | <b>365</b>       | <b>351</b>       |
| <b>Under spent</b>         | <b>227 (55%)</b> | <b>203 (56%)</b> | <b>217 (62%)</b> |
| <b>Over spent</b>          | <b>185 (45%)</b> | <b>162 (44%)</b> | <b>135 (38%)</b> |



# Food Program Management Office (FPMO)

**CW4 Magras**



# Overall Good Trends

## Analyst:

- Food Program Managers
- Subsistence Prime Vendor
- Recognition Programs

## NCO:

- Recipe Cards
- Support Agencies
- Motivation



# Food Program Management Office (FPMO)

## Trend:

- FPMOs are not properly staffed
- Some FPMs do not have food service backgrounds

## Contributing Factors:

- Budget restraints
- Hiring Practices

## Recommendations:

- IMCOM must consider and budget for an adequate amount of personnel based on installation needs in order to properly staff the FPMO



# Food Service Management Board (FSMB)

## Trends:

- FSMBs are not supported by mandatory voting members
- Voting versus Non Voting Members

## Contributing Factors

- Members not clear on roles/purpose

## Recommendations:

- Schedule FSMBs on a set date quarterly
- Ensure widest dissemination of date for attendance
- Reemphasize regulatory requirements of attendance and participation



# Food Program Manager (FPM) Contingency Plan



## **Trend:**

- Contingency Plans are not prepared

## **Contributing Factors:**

- FPM wearing too many hats

## **Recommendations:**

- Prepare the Contingency Plan as required by regulation-  
Consequences of not preparing the Plan can significantly alter food operations in the event of a catastrophe or contractor failure
- Food Advisors must know what the Plan dictates so they can keep respective commands informed on how it will affect their organizations



# Nutrition Program

## ➤ Trend:

- Nutrition Programs are not established in accordance with regulation
- Dietitian not attending the Food Service Management Board

## ➤ Contributing Factors

- Dietitian oversight is lacking or not contacted by the FPM for assistance
- Lack of available dietitians assigned

## ➤ Recommendations:

- Nutrition Program is a vital element in Soldier readiness and can positively affect menu planning and overall Soldier welfare, therefore the Program must be established and executed IAW AR 30-22
- Dietitian should be present at all FSMBs and provide assistance with menu development and nutrition related questions or concerns
- The FPM must work closely with the dietitian to monitor the Program
- Training must be provided to food service personnel and diners alike
- Major Subordinate Command Supervisory Personnel can provide training



## Major Subordinate Command (MSC) Advisory Support Personnel

### ➤ Trends

- Proper oversight of dining facility operations not provided
- Lack of basic food service knowledge in dining facility operations
- Substandard Action Plans being prepared

### ➤ Contributing Factors

- Food Advisors are not engaged in daily operations
- Training programs and oversight not established, implemented, and enforced
- Food service personnel not using the regulations

### ➤ Recommendations:

- Respective MSC personnel must be proactive in the daily operation
- Training programs must be established, taught, documented, and enforced
- Use regulatory guidance to assist in the proper administration of actions



# Certification

## Trend:

- Contract Officer Representatives (CORs) and Performance Assessment Evaluators (PAEs) are not certified

## Contributing Factors

- Newly assigned to position
- Budget restraints
- Not aware of the online Fort Lee Food Safety and Protection Certification Course (FSPCC)

## Recommendations:

- Contact CSPD to schedule the required training in order to perform the function of COR/PAE
- Take the online FSPCC (Free and self-paced for 6 mos)



# Financial Liability Investigation of Property Loss (FLIPL) and Letter of Determination (LOD)

## ➤ Trend:

- FLIPLs/LODs are not being conducted on dining facility accounts that close the Fiscal Year (FY) overspent or Contracting Officer not conducting appropriate LOD

## ➤ Contributing Factors

- Food Advisors are not initiating the process
- FPMs not following up

## ➤ Recommendations:

- Per regulation, any account that does not close the FY at zero or under spent requires a FLIPL (unless under \$500 and Commander uses alternative )
- For contract dining facilities, a Letter Of Determination is required



# Dining Facility Operations

**SGM Dixon**



# Record Keeping

- **Trend:**
- Dining Facility files are not maintained in accordance with Army Records Information Management System (ARIMS)
- **Contributing Factors:**
- Confusion with the old Modern Army Record Keeping System (MARKS)
- **Recommendations:**
- Training on development, implementation, and execution of ARIMS
- Training on Record Holding Area (RHA)
- Conduct refresher training by including in Training Plan



# Surplus Inventory

## ➤ Trend:

- Dining Facilities continue to have surplus inventory

## ➤ Contributing Factors:

- Excessive ordering of subsistence
- Not conducting proper inventories
- Deployments/closures
- Lack of communication between Managers
- Improper menu planning

## ➤ Recommendations:

- Check inventory for items that have been in stock for prolonged periods
- Implement cyclic menus
- Train and emphasize inventory management
- Managers need to know the Days of Supply (DOS)



# Food Safety

## ➤ Trend:

- Improper use of Army Food Risk Management Program

## ➤ Contributing Factors:

- DA Forms 7458 and 7459 are available; however, not properly documented
- Lack of knowledge and training
- Forms completed before the meal
- Improper amounts of items being monitored

## ➤ Recommendations:

- Additional training needed in accordance with DA PAM 30-22, Chapter 3-7
- Focus on information outlined in Table 3-1, Minimum Monitoring Requirements, page 21
- Develop SOP book with sample forms, temperature charts and monitoring requirements



# Menu Standards

## ➤ Trend:

- Dining Facilities are not meeting the Army Menu Standards

## ➤ Contributing Factors:

- Personnel are not aware of the standard required by DA PAM 30-22, paragraph 3-70

## ➤ Recommendations:

- Conduct refresher training
- Additional emphasis on cereal, breads, salad dressings
- Major Subordinate Command Advisory Support personnel must provide training and oversight



# 92G Personnel

- **Trend:**
- 92G Personnel are not working in their MOS at the dining facilities
  
- **Contributing Factors:**
- Deployments
- Unit leadership
- Training schedules
  
- **Recommendations:**
- Major Subordinate Command Advisory Support personnel must provide training and oversight
- Training schedules for pre and post deployment
- Return all 92Gs to the dining facilities



# Sanitation

- **Trend:**
- Sanitation practices must be reviewed for compliance with regulation
  
- **Contributing Factors:**
- Attention not given to food service equipment, furniture, and topiary (Dining facility attendants)
- Dining facility managers not producing and incorporating cleaning schedules
- Improper glove use
  
- **Recommendations:**
- Major Subordinate Command Advisory Support personnel must provide training and oversight
- Ensure Sanitation Program is in place and enforced
- Ensure contract personnel are following requirements in the Performance Work Statement and corrective action taken by the Contract Officer Representative



# Customer Service

- **Trend:**
- Dining facilities are not using customer service techniques
  
- **Contributing Factors:**
- Personnel are not aware of the process
- Personal concerns
- Maturity factors
  
- **Recommendations:**
- Training on the benefits of customer service



# Training and Counseling

- **Trend:**
- On-the-job training (OJT) and counseling is not used as a developmental tool
  
- **Contributing Factors:**
- OPTEMPO
- Lack of leadership focus
  
- **Recommendations:**
- Develop training plans incorporating the use of OJT and developmental counseling



# Updates

- Revised Management Assistance Division link on the Joint Culinary Center of Excellence (JCCoE) website
- FY11 Schedule will be posted



**Questions?**



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