



**Food Management Assistance Team  
Systemic Trends, Challenges  
&  
Corrective Action**



# Personnel



## Chief, MAD

- **CW4 Arnaldo Montiel, Chief, Management Assistance Division**
- **CW4 James Donaldson**

## Current FMAT Members

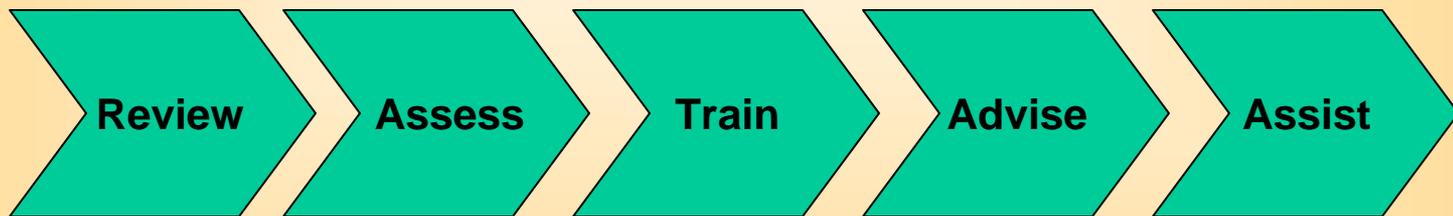
- **Mr. H.T. Hill, System Analyst, Management Assistance Team**
- **Mr. Andy Pisney, Systems Analyst, Management Assistance Team**
- **SGM Michael A. Dixon Food Program Ops NCO**
- **MSG Derek Rivers, Food Program Ops NCO**
- **MSG Ronald Bellamy, Food Program Ops NCO**



# Mission Objectives



- **Render assistance in raising the quality of food service, achieving economy, and increasing effectiveness.**
- **Ensure regulatory policies and procedures are uniformly applied to the installation Food Service Program.**
- **Instill food service management discipline.**
- **Record observations to assist in improving the program and provide a basis for follow-up actions.**



**Not an Inspection! No Ratings will be given.**



# Systemic Trends



- **IMCOM/Tactical Food Advisor Roles**
- **Food Program Manager**
  - \* Contract Oversight
  - \* AFMIS Recipe Cards
- **Responsible/Tactical Food Advisor**
  - \* Account Validation, Analysis and Remedial Actions
  - \* Action Plans
- **Dining Facility Manager**
  - \* Inventory Control
  - \* Food Risk Management
  - \* Training Programs



# IMCOM/TFA Roles



## Trend:

- Confusion exists with IMCOM/TFA and their roles with the garrison dining facility.

## Contributing Factors

- Minimal oversight of garrison dining facility operations
- TFA loss of garrison technical expertise

## Bottom Line:





# Contract Oversight



## **Trend:**

- Government is not providing adequate oversight of contracts.

## **Contributing Factors:**

- Full Food Service/Dining Facility Attendant
- Subsistence Prime Vendor

## **Recommendations:**

- Know what's in the contract
- Keep it strictly business
- Document (Contract Discrepancy Report) and provide to FPM



# AFMIS Recipe Cards



## **Trend:**

- AFMIS Recipe Cards are not being updated.

## **Contributing Factors**

- Menu planning (costing of each meal)
- Subsistence Ordering
- Kitchen Requisitions
- Inventories

## **Recommendations:**

- Establish procedures to fix recipes (DFAC must identify)
- Provide to FPM
- Provide manpower if able; Check during DFAC evals



# Account Validation, Analysis and Remedial Actions



## **Trend:**

- Responsible Food Advisors are not validating, analyzing and developing remedial actions when the account is out of tolerance.

## **Contributing Factors:**

- Accounts continue to run overspent until end of FY
- Never establish a beginning point to fix the account

## **Recommendations:**

- Make it a way of doing business-If it is important to you, it will be important to the DFAC Manager
- Be a “Technician” and get specific with your recommendations



# FY 2006 Dining Facility Accounts



➤ **Dining Facilities**

✓ Under Spent – 232 (79%)

➤ **Over Spent – 97 (21%)**

➤ **Installations**

✓ Under Spent – 35 (69%)

➤ **Over Spent – 16 (31%)**

➤ **Regions**

✓ Under Spent – 7

➤ **Over Spent – 0**

➤ **Army** –

**Under Spent - \$1,728,957**



# Action Plans



## Trend:

- Actions Plans are not being done or are reports of inspections only.

## Contributing Factors

- Commander doesn't know what the status of the DFAC is:
  - \* Doesn't know what is important
  - \* Can't help resolve issues
- Nobody uses the Action Plan as a management tool

## Recommendations:

- Write action plan from “Big Picture” perspective
- Focus on:
  - \* Checks and Balances
  - \* Issue Resolution



# Inventory Control



## **Trend:**

- Dining facilities continue to have excessive inventories.

## **Contributing Factors**

- Subsistence spoilage, waste, theft
- Overspent DFAC accounts

## **Recommendations:**

- Utilize SPV as intended
- Study the SPV Catalog
- Train and emphasize inventory control management techniques



# Food Risk Management



## **Trend:**

- DFAC personnel are not following food risk management procedures.

## **Contributing Factors**

- Taking temperatures, not documenting
- Paper whipping, not taking temperatures

## **Recommendations:**

- Train & Emphasize
  - ✳ Train taking temperature first, paperwork second



# Training Programs



## Trend:

- MOS training not being conducted or documented.

## Recommendations:

- OJT is dead! =MOS sustainment training
- Prioritize (required first):
  - ✳ Sanitation, Nutrition, Safety, MBU/Generator/Equipment Operating
- Utilize 92G STPs
  - ✳ MOS training plan/frequency
  - ✳ Task, Conditions and Standards
  - ✳ Document on tracking chart in Soldier's training folder



# Management Assistance Division



## Customer Service



# Verbal Communication



- **Greeting by Headcounter**
- **Greeting by Servers**
- **Servers Clarify Order**
- **Server Exit Greeting**
- **Noise Level in Dining Facility**



## Nonverbal (Visual) Communication



- **Clean & Orderly Entrance/Headcount Area**
- **Clean/Attractive Staff Uniforms**
- **Body Language of Headcounter/Server**
- **Attractive Menus**
- **Attractive Service Lines**
- **Order/Completeness of Foods on Menu/Service Lines**
- **Clean Service/Dining/Restroom Areas**
- **Waiting Time in Line**
- **Management Visible in Facility**
- **Server Places Food on Plate**
- **Foods Served at Proper Temperatures**
- **Foods Taste Good!**



# Principles



- Employee Satisfaction
- Visible Managers
- Diner/Employee Feedback
- Mystery Shopping
- Improving Customer Service Process



# Employee Satisfaction



- Happy Cooks make Happy Food. Unhappy Cooks:
  - \* Less productive
  - \* Absenteeism
  - \* High turnover.
  
- Job Satisfaction equals positive customer interactions.
  - \* Productive
  - \* More Teamwork



# Employee Satisfaction



## ➤ Survey Employees

- \* Survey Questions should get to the heart of the working environment issues
- \* Keep it short as possible

## ➤ Interpret the Results

- \* Obvious areas of discontent – issues contributing to
- \* Easy to Fix problems

## ➤ Share the Results

- \* Be timely
- \* Be candid and direct
- \* Tell what will happen next
- \* Ask for suggestions



# Visible Managers



- **Manager is the person most directly responsible for the diner's total experience**
  - ✳ Manager wears many hats
  - ✳ Involved in all aspects of the dining facility operation
  - ✳ Staff eyes are on the manager to see if he walks the walk as well
  
- **The Manager sets and maintains the customer service standards for the dining facility**
  - ✳ Taking a couple of minutes to work the dining room to stop and ask “How is everything?” is the key to business success
  - ✳ You must be on the front line with the customers earning their respect
  - ✳ Smart Managers set the bar high and keep it there



# Visible Managers



- Some managers seem to love to do everything but focus on the customer.
- A strong manager models behavior and provides feedback.
- Remember, it's all about the customer.
- Lead by example.



# Diner/Employee Feedback



- **Walking around asking specific questions.**
- **Diner/Employee meetings**
  - ✳ **Enlisted Dining Facility Advisory Councils**
- **Diner Surveys**
- **Diner Comment Cards**
- **Employee Suggestion Cards**



# Mystery Shopping



- **Majority of dissatisfied customers don't complain, they just don't come back. But they tell their friends.**
- **Mystery Shopping is done from the Guest's point of view.**
- **What the staff is doing right and provide insights on where improvements need to be made.**
- **See Mystery Shopper Report.**



# Improving Customer Service Process



## ➤ Analyze

- ✳ Get to know your customers
- ✳ Do a “walk-through” of the diners experience
- ✳ Focus on areas of improvement

## ➤ Train

- ✳ Consistency is crucial
- ✳ Don't assume
- ✳ Schedule time to properly train
- ✳ Focus on procedures first, then how to interact with customers.



# Improving Customer Service Process



## ➤ **Teamwork**

- ✦ Spend time with staff
- ✦ Lead by example
- ✦ Hold short team meetings-keep them informed
- ✦ Pay attention to their opinions and suggestions
- ✦ Create atmosphere of support and cooperation

## ➤ **Follow Up**

- ✦ Set the bar high – Whatever level of service you are willing to accept is what you are going to get
- ✦ Be there – Hands on
- ✦ Be positive & corrective
- ✦ Give focused and specific feedback



# Improving Customer Service Process



## ➤ Do It Again

- ✦ Never become complacent
- ✦ Ask your customers to tell you what you can do to improve
- ✦ Tune in and listen closely to their replies
- ✦ Act on suggestions for improvement