

July 2008



Army Center of Excellence, Subsistence
U.S. Army Quartermaster Center and School
1201 22nd Street
Fort Lee, Virginia 23801
www.quartermaster.army.mil/aces
DSN 687- 4839 Tel: 804-734-4839

*The Army Center of Excellence, Subsistence receives direction and guidance from the Army G4 in matters pertaining to worldwide Army Food Service and serves as the executive agent for administration of the Army Food Program.
[Click here](#) for more information on ACES.*



Summer Greetings from the Army Food Net!



It's official! Summer is here! As the hot and muggy days approach us fast, let us remind you not to forget your sunscreen, bug spray and water bottles! Also, may you have safe travels to your favorite vacation destinations. **STAY COOL!!**



From the ACES Director

Welcome to the July 2008 issue of the *Army Food Net*. We hope that each and every one of you find some interesting and helpful information in this issue. At this time, I would like to say thanks to all our Warfighters who are out there supporting our country and fighting for what we, as a country, stand for....**INDEPENDENCE**. May you please keep them and their families in your thoughts and prayers. Each of you plays a vital role as a member of the Army Food Service Team, and as you go about your daily duties please never forget that at the end of the day it's all about **THE SOLDIER!!**

MAY YOU ALL ENJOY YOUR INDEPENDENCE DAY HOLIDAY!!!



ACES Mission

Assist in preparing the Quartermaster Corps for the conduct of its logistics support mission through effective and efficient leadership, training, and directorship of the Army Food Program.

Train soldiers, civilians, and members of other services/countries in Army subsistence and food service for wartime, garrison, and field training, hands-on training, training as we fight and training to standard.

Develop Army subsistence and food service concepts, doctrine, systems, force structure, and material requirements in wartime, garrison, and field training to include sustaining combat ready forces operating in both a joint and a combined environment to meet worldwide commitments.

Ensure the Army Center of Excellence, Subsistence sustains, maintains, and optimizes available resources to carry out its mission.

From the...

Director of Operations, Army Center of Excellence Subsistence

Changes at the Quartermaster Center and School

By Dave Staples

You may have heard there are some major changes ongoing at the Fort Lee, “Home of the Quartermaster” as a result of Base Realignment and Closure (BRAC). Well, if you have heard this, let me set the record straight; it’s true. These are major changes that will certainly disrupt business as usual, yet they are positive and will take the Army Food Program into the future better supporting our Army. Let us look at some specifics.

First, let’s talk the past. The Army Center of Excellence, Subsistence (ACES) came about through the realignment of the U.S. Army Troop Support Agency (USATSA) when the Army food service mission, training and Commissary Agency split and became two separate and distinct organizations. The ACES charter was established in February 1989, when the Army Chief of Staff, directed formation of an Army Center of Excellence, Subsistence to serve as the focal point for both garrison and field food service issues. The ACES consolidated and co-located with the Quartermaster School’s Food Service and Subsistence Department and the Directorate of Food Service formerly under USATSA.

Now, let’s look at future BRAC developments. All Army Logistics schools are moving to Fort Lee, Virginia. Names are changing and some responsibilities are moving but the main point is that the realignment provides enhanced training and support from Advanced Individual Training (AIT) to our senior level courses for both enlisted and warrant officers. Old titles like Army Logistics Management College (ALMC) will change to Army Logistics University (ALU); The Army Quartermaster Center and School will be aligned under the new Sustainment Center of Excellence (SCoE) along with all the other Army Logistics’ schools. ACES will change too. ACES as an organization will change to the Joint Culinary Center of Excellence (JCCoE) under which are two divisions: Joint Culinary Training Department (JCTD) formerly Directorate of Training (DOT) and ACES Directorate of Operations (DOO).

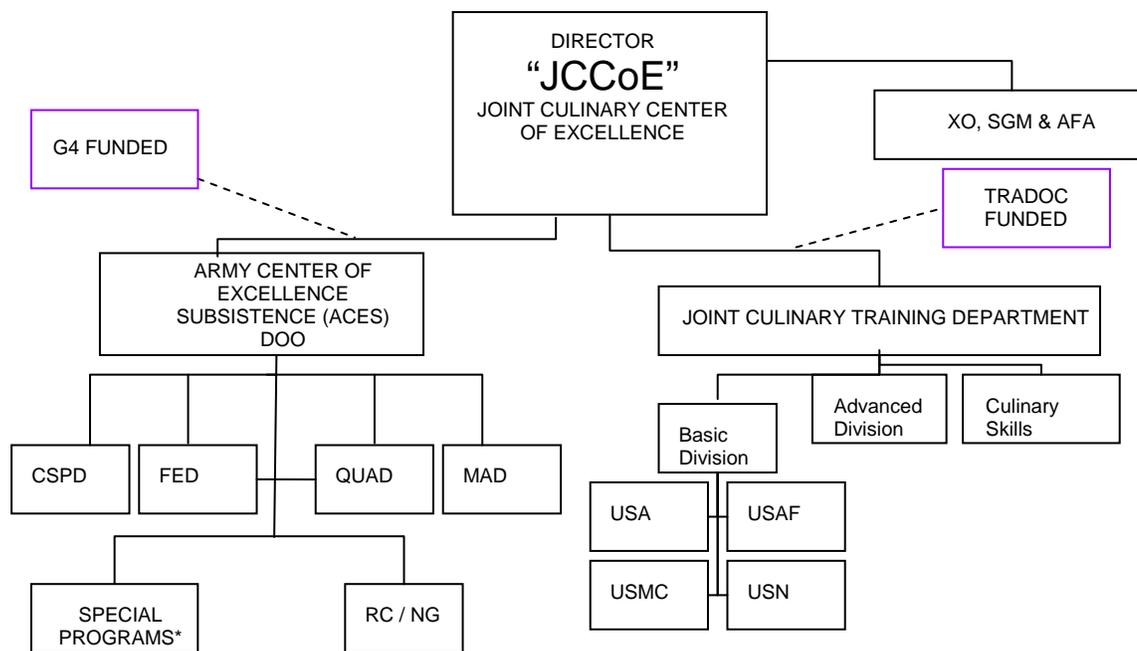
JCCoE Mission: The Joint Culinary Center of Excellence (JCCoE) serves as the focal point for all Army Food Program issues, including regulatory issues, training development, conduct of joint service basic and

advanced food service skill training for garrison and field operations. JCCoE retains the responsibility for the oversight and development of Army subsistence, food service concepts, doctrine, systems, force structure, material requirements, and food service management assistance in peacetime and wartime. JCCoE will provide oversight of subsistence products, quality assurance management, food service contracting, and monitoring of materiel development, dining facility design, and fielding of equipment supporting the Army Food Program.

Currently Army and Marine Corp food service students have been training together at Fort Lee since 1999. The Joint Culinary Training Division (JCTD) will combine all Services (Army, USMC, Air Force and Navy) food service schools under one Division by 2010. While all Services food service operations are not the same, there are fundamental core skill areas that are the same for all food service personnel. Consequently, the core skills will be trained together and then each service will train their Service specific skills and tasks separately. But the mission will remain the same: “Training the Force”.

ACES DOO Mission: ACES DOO is responsible for the central direction, management and oversight of the worldwide Army Food Service Program for DA G4, and CG, USAQMC&S. As shown in the diagram below, ACES DOO will not change under the reorganization. ACES DOO will continue to be responsible for the Army Worldwide Food Service Program and continue to be the “Eyes and Ears of the DA G4 and the Quartermaster General”. ACES will continue to provide the mission requirements and vision as it has in the past for the Army. ACES will also continue to develop doctrine, regulations, and policy to guide the Army Food Program

Organization Structure:



* Philip A. Connelly and United States Army Culinary Arts Team (USACAT)

While change is inevitable, it brings new beginnings and concentrates improved focus on our mission objectives. The ACES team fully supports the new joint services training mission, reorganization of senior level food service training, and management responsibilities that Army senior leaders are implementing. In the future when the rumors start to fly concerning the realignment of the Army Food Program and food

service training you'll be able to identify truth from fiction. In the future, when you arrive at Fort Lee, Virginia to attend training or a conference at ACES DOO; you will quickly see how these positive organizational changes have improved the quality of the training being delivered and the positive impact on worldwide Army food service operations.

Army Strong!

From the...

Army Food Advisor's Corner

Replacement Plan for the Mobile Kitchen Trailer (MKT)

By CW5 Jack Van Zanten

In the 1970s the Army introduced the (MKT) in an attempt once again to push subsistence support forward on the fast-moving battlefield. The time has come to look at replacing this battle tested piece of food service equipment. A working group is making the initial plans for the Battlefield Kitchen (BK). The purpose of the working group is to provide the Product Manager Force Sustainment Systems (PM-FSS) and Field Service Equipment Team (FSET) with the user community's feedback and suggested guidelines as PM-FSS prepares to develop future kitchens. The BK will replace the MKTs on a one for one basis. Procurement for the BK is planned for FY2015.

The initial meeting was conducted on 14 Dec 07 and a follow-on meeting on 30 May 08 at the Combined Arms support Command (CASCOM). The working group discussed the development of the BK and comprehensively addressed the user's desired product improvements, transportability requirements, equipment type, and feasible options to support the Army's future modernization program.

The BK will likely be on a larger platform for movement. The current MKT platform is not compatible with the Five Ton Medium Tactical Vehicle (MTV). The height of the MTV trailer presents some challenges as the trailer bed is five feet off the ground. The height of the trailer with kitchen equipment will make it difficult to meet the height restriction for internal transport in a C-130 aircraft. CASCOM is researching other options for a trailer platform.

Natick representatives proposed a thermal fluid heating system to operate the appliances. This option presents some challenges as it does not allow individual appliances to be removed from the trailer and be used individually. Users agreed unanimously that we must be able to remove and operate equipment independently. This concept also relies on a single heat source and single point of failure. If a single burner concept is used, it must have high reliability and it must be extremely easy to swap out a burner. Spare burners must also be provided. The advantage to this system is that it is quieter, more efficient heat transfer, burns cleaner, and emits less heat into the work area than individual Multi-Burner Unit (MBU).

The target capacity for the BK is 400 personnel per meal. Possible options for the BK include convection type ovens, internally heated serving line, warming cabinet, tilt grill, instantaneous hot water, environmental control for work environment, and an on-board sanitation center.

The next In-Progress Review (IPR) for the BK is scheduled in conjunction with the Defense Supply Center Philadelphia (DSCP) World-wide Customer Conference in November 2008.

A Balanced View of Supporting the Soldier

We have all heard and used the buzz words...

“We are here to support the Soldier”

 “‘This program will improve support to Soldiers”

 “By better supporting Soldiers, we will...”

 “‘It’s all about supporting the Soldier”

 “‘At the end of the day, it’s all about the Soldier”

 “‘We are doing this to better support the Soldier”

These sayings and others like them convey our collective intent to provide the best support to Soldiers that we can, specifically for this audience as it relates to the Army Food Program. I am not degrading these statements or those who make them, as I am sure they are sincere, but what do these statements really mean? Certainly, no one would admit to being “here to harm the Soldier” or claim to “not care about supporting the Soldier”; yet many times two organizations that both claim to be supporting the Soldier are working on programs and initiatives that appear to be contradictory to each other. How can two seemingly diametrically opposed initiatives both provide better support to Soldiers?

To some, supporting the Soldier may mean giving Soldiers whatever they want, without regard to cost, nutrition, or operational efficiency. Who wants to deny a Soldier, when it could be his or her last meal? Who wants to tell Soldiers who volunteer to defend American freedoms that they are only entitled to “three square meals per day” and “if you get hungry enough you will eat anything”? Who wants to risk low morale resulting from something as basic and easy to fix as food choices? On the other hand, giving Soldiers unlimited food choices that are cost prohibitive or excessively unhealthy would not be the best support either. As stewards of taxpayer resources, can we reasonably expect to spend exorbitant amounts of taxpayer money on luxury food items and special treats, when so many American taxpayers are struggling just to make ends meet? Can we run the risk of dietary excess, leading to Soldiers that are overweight and unhealthy, putting both them and our nation at risk?

To others, supporting the Soldier may mean limiting unhealthy choices in the dining facility to help maintain Soldier fitness. Reduce or eliminate unhealthy cooking methods and high-fat, high-sodium items. Increase the amount of low-fat items and fruits & vegetables. Educate Soldiers on the benefits of healthy dining options and how to identify them. The theory seems to be that our Soldiers are athletes and should be treated as such. This is a noble effort and has a lot of merit. On the other hand, if we make dining facility choices too limited, we may find that Soldiers will simply stop eating there. They will not use their entitlement to an Army

provided meal and instead take their own money to purchase meals in commercial restaurants and fast food establishments that are not so concerned with the health of the Soldier. These restaurants will give the Soldier whatever he wants, as long as he pays for it. The net effect could be that some Soldiers get more fit, while others become less fit. We may also find that some Soldiers have no intention of becoming athletes; a 180 on the APFT is good enough for them. To whatever extent Soldier dining options affect retention we may also find that some of these Soldiers chose not to remain Soldiers after the end of their obligation.

To others, supporting the Soldier may mean closing dining facilities or implementing other programs to save the Army money; money that can then be used to support Soldiers in other areas. Every dollar we don't spend on dining facility operations could perhaps be spent on other installation support services or be re-programmed for things like body armor or weapon systems, all of which would better support the Soldier in ways other than food service. On the other hand, if Soldiers are inconvenienced by the dining facility location, operating hours, or wait times, they will chose to eat elsewhere, just as if they were not happy with food choices.

To others, supporting the Soldier may mean pulling cooks out of the dining facility for extended periods of time between deployments and relying on contract cooks for garrison support. This provides the unit with additional personnel resources for training and administrative tasks and gives Army cooks and dining facility managers a break in responsibility between deployments. On the other hand, by giving 92G personnel less opportunities to apply their food service and management skills in garrison, we run the risk of them being ill-prepared to operate dining facilities to standards once the current pace of operations slows and cooks return to the dining facility on a more permanent basis. We deny our Army cooks the opportunity to do the job we trained them to do, which can lead to disillusionment and apathy toward their military service.

While this article is by no means all-inclusive, I have attempted to present some of the key ideas I have seen in the Army Food Program in relation to supporting Soldiers. All of these ideas are put forward in the interest of best supporting the Soldier and they all have some merit, but the best support is a balanced support. If any of these ideas are taken too the extreme, the food program may become imbalanced and support to Soldiers may actually decrease.

Today, we are being scrutinized like never before. Every action has a potential risk, with media storms or Congressional investigations just a phone call, email, or internet blog away. What starts as an exception often becomes an expectation. A new or special menu item that Soldiers "must have" today sometimes ends up in the dumpster tomorrow due to lack of consumption. A program or initiative that seeks to improve Soldier health or save the Army money may end up costing the Army money through loss of retention or may cost the Army negative publicity from unsatisfied and vocal Soldiers. What starts as a way to improve unit operational efficiency and give Army cooks a break today may end up leaving Army cooks without a mission tomorrow.

As the Executive Agent for the Army Food Program, one of the ACES goals is to ensure that there is a balanced view of supporting the Soldier as it relates to the Army Food Program. Supporting the Soldier requires a balance of a variety of food program choices and initiatives. Putting too much emphasis on any one area in an effort to support the Soldier may tip the balance and actually reduce the effectiveness of overall support to the Soldier. Any changes to current Army Food Program operations should be done in logical and incremental steps, with defined goals, parameters, and criteria to determine success. While bold leadership is often called for in an effort to shake things up and make things happen, sometimes the boldest thing to do is to be the voice of restraint or to play the "devil's advocate" as the saying goes.

So let's be creative. Let's objectively and critically examine what we do and why. Let's think outside of the box and be willing to change. But let's not change for change's sake. Let's not move too quickly, so that the balanced support to the Soldier is upset. Let's be willing to critically examine each proposed change with the same level of objectivity and detail that we examine our current operations. Let's be sure that good changes are balanced changes. And at the end of the day, let's never forget, that it's all about supporting the Soldier!

POC is Chief, Concepts, Systems, Policy Division 804-734-4862

INSTITUTIONAL MEMORY/KNOWLEDGE

The American Heritage Dictionary defines **Institution** as, "an established Organization or Foundation, esp. one dedicated to Public Service or to Culture". You also find that **Memory** is defined as, "the Power, Act, or Process of recalling to mind facts previously learned or past experiences". Keeping these definitions in mind makes you think about what has and is happening now. With the Army having gone through a period of **Forces Reduction** and normal contraction of personnel levels through attrition a lot of this **Institutional Memory/Knowledge** has already been lost and we are losing more each day.

Many of the Army Food Service Positions have been converted to civilian personnel or contracted operations, Army Food Service Positions are slowly dwindling away. The Force Reduction program (lots of individuals left the service during this program, thus knowledge lost) and Position Conversions have really reduced the level of military experience in the Army Food Service Program. Add to this, normal Separations and Retirements and you see the old timers moving out the door, leaving a void that is never to be replaced. I am not taking anything away from the new Senior Food Service NCO nor from the new Warrant Officers, but it takes time to develop memory. As a member of the Department of the Army Food Management Assistance Team (FMAT), I travel throughout the Army Worldwide assessing the Army Food Service Program and providing Management Assistance. During the assessment of the installation's food service program and the interaction with the food service personnel is when I find this lack of historical knowledge to be very evident.

The question is what can be done to retain some of this **Institutional Knowledge**? One thing would be for these senior individuals that are left, to share their knowledge with their junior personnel and potential replacements. This knowledge could also be documented for others to use, i.e. Continuity Book and Standard Operating Procedures (SOP) are just a couple of ways. Some say "**You should never leave this life without leaving something meaningful behind**", this life being Army Food Service. You should never be stingy with knowledge. Become a Mentor/Teacher to others. The more Institutional Knowledge left behind, the greater the chance of survivability of the institution. We need the knowledge and experiences of the past to help us move into "Food Service Future". Knowing the Mistakes and Successes of the past makes charting the future a lot easier.

POC is 804-734-3380

Deep-Fat Frying Procedures

The trick to producing crispy deep-fried foods in your garrison dining facilities is no trick at all.

Keep the fat at a constant high temperature. This is accomplished by using clean strained Canola oil in a clean deep fat fryer, and using a deep-fat fryer thermometer to monitor the oil temperature.

How many times have you seen breaded fish portions or breaded veal patties stuck together in the deep fryer, and when removed from the fat, they have uncooked raw breading where they were stuck together in the fryer? Over crowding the fryer with frozen product will cool the cooking oil, increase chance of products sticking together in the fryer and will result in generally greasy undercooked products. Not what you want to eat or serve your diners.



Soldiers and diners will love the deep –fried entree in their meal if you ensure that your cook staff is following the recipe and recommended deep –frying procedures.

To ensure crispiness:

- Heat Canola blend cooking oil to the temperature listed in TM10-412 or the recipe being used, typically 325 degrees F to 375 degrees F. depending on the item. You'll need sufficient clean oil in the fryer to cover the food you're frying.
- To avoid a pasty coating, dip the food in the batter and wait for the excess to drain off.
- **Cook in small batches progressively and add the food slowly.** Avoid crowding in the basket; freely bubbling fat makes for a crispy crust.
- **Watch the oil temperature and don't let it drop below the temperature specified.**
- Stir /shake the food several times to ensure even cooking. Check the internal temperature of product with your pocket dial thermometer.
- After frying, drain the food on paper towels or brown paper. Keep finished batches warm in a 300 degree oven; do not cover while in oven.

Mike Damico



WILL THE TASTY SWEET PINEAPPLE BECOME A MEMORY IN THE DINING FACILITY?

It has always been the highlight of my morning in the dining facility to see fresh or canned pineapple on the breakfast line. Lately that highlight is becoming less and less frequent. Whether you eat in a military dining facility or in a commercial establishment you may have noticed the reduced opportunities to consume pineapple at meal time.

For the military it is becoming harder and harder to purchase pineapple that meets the Berry Amendment requirement to be U.S. grown or manufactured. Major companies like Dole and Del-Monte have reduced or eliminated their stateside production of this luscious fruit. Not only are fewer pineapples being grown in Hawaii, previously the location responsible for producing over 80% of the pineapple consumed in the U.S., but canneries have also been shut down. In 2006 Del-Monte closed down the last of their canneries on Maui and all of their fields on Oahu. The infamous Dole Pineapple plantation still exists but its size has been reduced.

With the knowledge that it takes a pineapple 18 months to grow to maturity one can only imagine the impact this has had on the military's ability to purchase pineapple from an approved source. The current "king" of pineapple production and canning worldwide is China, not an approved source for the prime vendor program.

This is not to say that all is lost for the future of the tasty pineapple. Efforts are currently underway to find other producers and manufacturers. Puerto Rico is investigating ways to increase production and canning of pineapple. The building of additional canneries will help to prevent the almost annual shortage of canned pineapple.

In addition, the Services in conjunction with Defense Supply Center Philadelphia have pursued and received the ability to grant certain exemptions to the Berry Amendment to purchase fresh fruits and vegetables from non-domestic sources. Read the determination letter from the Under Secretary of Defense for Acquisition, Technology and Logistics [here](#). We are waiting to see how this will affect the pineapple supply. Exemptions have been granted in the past for other products grown exclusively in one type of climate such as coffee. We may yet still enjoy the morning highlight of a sweet piece of pineapple at meal time.

POC is Concepts, Systems, Policy Division 804-734-4842

Professional Capabilities of a COR

HOW DO YOU AND OTHERS SEE YOU AS THE COR?

This article has been adapted and reprinted here with permission from the Northern Region Contracting Center's quarterly newsletter. The information provided here can be of critical assistance to CORs and supervisors throughout the Army.

To The CORs' Supervisor

A good COR receives motivation and support from his good "Supervisor". After reading below, re-think your position as a COR supervisor and mentor.

- ✓ *Contracting is not just for contracting officers and contract specialists*
- ✓ *Get involved by educating yourself about your COR's job responsibilities*
- ✓ *Elevate the CORs image by modifying your perception of CORs to a "business necessity"*
- ✓ *Stress the importance and criticality of the CORs role as the technical expert*
- ✓ *Don't throw a "body" into the position without considering job responsibility*
- ✓ *Refrain from viewing CORs responsibilities as an obstruction to other duties*
- ✓ *Support your COR so that they can effectively perform their contracting duties*
- ✓ *Insist that supervisors allow CORs to attend a resident COR training course*
- ✓ *Ensure that your COR is allowed sufficient time to fulfill COR duties and responsibilities*
- ✓ *Consider the impact on your organization if the contractor failed to perform properly and was still being paid. What would you do if you were the COR?*

CORs must use the following "competencies" in effective contract performance:

- | | | |
|--------------------------------|----------------------|------------------------------|
| ✓ Attention To Detail | Creative Thinking | Decision-Making |
| ✓ Effective Oral Communication | Skills Flexibility | Good Customer Service |
| ✓ Integrity and Honesty | Interpersonal Skills | Problem solving |
| ✓ Planning and Evaluating | Reasoning | Self-Management / Initiative |
| ✓ Stress Tolerance | Teamwork | |

Responding to Requests: The Food Service COR's job is not just completing schedules and performing periodic inspections. They play a vital role in the day to day administration of the food service contract and in maintaining cost control. There are many times when the contractor or commander will make "requests" of the COR. The COR must coordinate with the KO before he approves or disapproves requests. While the COR will be reluctant to disapprove a commander's request, the terms and conditions set forth in the contract provide guidance for the COR's response. Contractor requests must be submitted in writing. The COR must provide a timely response to the request that does not delay contractor performance. Possible contractor requests may include modifications for additional funding, obtaining badges for new employees, overtime, and the use of government furnished property and equipment. Command requests include expanded serving times, additional services, or expanded menus. These should also be submitted in writing as many will cause additional contract costs if performed.

Problems That Hinder: While experience teaches that all contractors want to do a good job (for obvious reasons) sometimes it just doesn't work out that way. Not all contracts will be performed in accordance with the terms and conditions of the PWS. Poor performance in food service contracts can cause unnecessary waste, food safety issue, food borne illness, Soldiers receiving less than their full entitlement and even death. **Just one outbreak of food borne illness can incapacitate an entire unit.** The COR must provide a first line of preventative maintenance and defense by identifying and reporting all problems to the KO. A few are listed below:

- ✓ Subcontractor problems

- ✓ Critical deficiencies in food preparation or facility sanitation.
- ✓ Evidence of late deliveries, unsatisfactory performance, and other contract breaches.
- ✓ Determine the impact of performance problems on cost, delivery, morale, health and safety of your customers, etc.
- ✓ Ambiguous PWS – Contract Interpretation – What needs corrected?
- ✓ Inclement Weather – Is feeding delayed?
- ✓ Government interference with performance – How do we correct?
- ✓ Government failure to provide equipment or timely repair, or maintenance as specified in the contract. – What’s up with that?
- ✓ Single out specific & recurring problems – Recommend solutions
- ✓ Review contractor actual performance compared to the PWS – provide detailed and specific documentation
- ✓ Does the contractor have a Quality Control Plan (QCP)? – Is it in use and enforced?

What to do About Unsatisfactory Performance. The government should not pay for services not received in a fixed priced food service contract nor should it pay award fees in cost plus contracts when they are not earned. Poor performance can have many root causes not always the fault of the contractor. The COR must determine the cause of each failure and if the Government contributed to that failure. The KO has several options for remedies when poor performance is the fault of the contractor. These include the most severe or “termination”. Is it OK to “terminate” a contractor for poor performance? Sure it is. Is it always a good idea? Many times it is not. If we work with the contractor, make him understand where he is falling short, he may improve. He may be misinterpreting the PWS.

Reports of poor performance require prompt and positive action by the KO. The government must insist that the contractor locate and correct *CAUSES* of unsatisfactory and/or marginal performance, as well as the specific discrepancy. It is important that the contractor make the necessary changes to their quality control program to remove the cause of the poor performance. With the assistance of the KO, the COR can effectively help the contractor reduce the possibility of recurring discrepancies. The COR must notify the contractor as soon as possible of unsatisfactory performance.

COR performance reports must be accurate and factual in every aspect and be submitted promptly. The facts considered in the reports will form the basis for stop work actions, cure notices, default actions, or other remedial action taken by the KO. Report documentation should be as specific as possible and include dates, times, individuals involved (names and titles), and places.

Poor performance reports must be signed or initialed by the contractor. The contractor’s initials do not mean that he agrees with the report, only that he was notified concerning poor or unsatisfactory performance. Ensure the contractor receives a copy of the report. If the work can be re-performed, arrange for a re-inspection.

What can CORs do to Help Themselves

- ✓ Maintain open communication with your KO, and the commanders your contract serves.
- ✓ Become involved in contract development.
- ✓ Ensure you have an appointment letter.
- ✓ Attend COR training as required.
- ✓ Ask for one-on-one training with your specialist if possible.
- ✓ Contact CORs in other agencies that have the same or similar contract for lessons learned.
- ✓ Make time for COR duties & responsibilities.
- ✓ Mentor and supervise junior personnel.
- ✓ Constantly work to improve clarity of all contract documentation.

- ✓ Maintain a complete filing system that provides a government history of all actions taken in connection with your contract.
- ✓ Respond to requests in a timely manner.
- ✓ Maintain a professional “Arms length” relationship with contractor personnel.

Senior Food Service Systems Analyst, CSPD, ACES

Serving Safe Food Each Day at Every Meal

The DA PAM 30-22 (Operating Procedures for the Army Food Program) and Chapter 3-7 (Installation Food Protection Programs) is the reference document that outlines the standards for the Army Food Service Sanitation Program. By employing a proactive approach to food safety we can prevent, eliminate, or reduce the risk of food-borne illness to our Soldiers and Civilians.

This can be accomplished by establishing an installation basic Army Food Risk Management Program which will address the prescribed time and temperature controls for cooking and holding of Potentially Hazardous Foods. The Army Food Risk Management Program parallels the principles of the Hazard Analysis Critical Control Point (HACCP) program. It serves as the system of checks and balances to ensure food safety standards as outlined in the TB MED 530 (Occupational and Environmental Health Food Sanitation) are employed.

The system known as HACCP involves identification of food hazards (Hazard Analysis) associated with food preparation. Food safety hazards fall into one of three categories biological, chemical or physical. Biological hazards include pathogenic organisms like bacteria, yeast, mold, viruses and protozoa. Physical hazards are foreign materials that cause injury or illness through chewing or ingesting. Chemical hazards include pesticides, cleaning compounds, and metal residues that contaminate food or food contact surfaces. Biological hazards are the greatest threat to our Soldiers because they attribute to about two-thirds of all food-related injuries/illnesses. Therefore, it is important that managers are actively involved with identifying potential hazards associated with food preparation and the steps in the process to control them. Each step identified is called a Critical Control Point (CCP). The CCP is the step in food preparation process which control can be applied and result in the reduction, prevention, or elimination a hazard. The most common CCP is cooking and where food safety managers designate critical limits. The critical limits are the minimum standards prescribed in TB MED 530 for controlling bacterial growth. These standards should be applied throughout the storage, food preparation, and proper cleaning of equipment and the facility.

It is important to set controls, monitor procedures and use the appropriate documentation as outlined in DA PAM 30-22, 3-7(b.1 (a)) and Table 3-1 along with TB MED 530. Remember, faithfully employing these procedures will help to continue providing a nutritious and safe meal to our Soldiers and Civilians.

POC is Senior Food Safety Officer, Office of Food Defense, Quality Assurance Division ACES 804-734-4286

**The Army Center of Excellence, Subsistence (ACES) Partnership Day
-- Giving Back to Industry, Helps to Improve Goods and Services Provided to Warfighters --**

**By: Rick Byrd, Group Feeding, Quality Assurance Specialist,
Quality Assurance Division, ACES**

On 15 April 2008, 40 representatives of various commercial food companies visited Fort Lee, Virginia to experience how service members are fed in the field and to understand the challenges of food operations in both a garrison and field feeding environment. The Army Center of Excellence, Subsistence (ACES) served as host for the annual ACES Partnership Day. The purpose is to foster team building between Government and Industry by allowing participants to examine the interrelationships of their products and services at the customer level – in this case, Army food service operations.



Industry members were greeted by the ACES leadership. ACES SGM Raymond Arnold is pictured in dialogue with industry representative.

Participants included industry members of the Research and Development Associates (R&DA) for Military and Food Packaging Systems. The R&DA is a non-profit organization for coordinating research and development activities in food, food service, food service equipment and packaging systems between government agencies, academia institutions and private industry.

The one and a half day event was filled with briefings, hands-on equipment experiences in both garrison and field operations, and one-on-one consultations. Upon arrival to Ft. Lee, participants received a welcome from LTC David Allen, Director of the Army Center of Excellence, Subsistence and Army Food Advisor, CW5 Jack Van Zanten. The group spent the day interfacing and being briefed by every facet of the Army Food Program. Initial briefings were provided by the Quality Assurance Division and the Facilities & Equipment Division. It is a traditional of the partnership event to look at details of one other Quartermaster function. This year, Mr. Douglas Howard, Deputy Director of Mortuary Affairs, gave an overview of this major Quartermaster activity. Mr. Rick Byrd of the Quality Assurance Division, ACES served a “maître d” for the event which included a bus tour that highlighted the ongoing Base Realignment and Closure (BRAC) changes and construction.



To emphasize the BRAC and the spirit of Joint Service operations, the group visited the Marine Corp Field Training Site for hands on briefing of the Mobile Tray Ration Heating System. The USMC is the first of the four Armed Services whose food operations will be trained at Fort Lee.

At the ACES Field Operations Training Branch, participants were provided an orientation on food operations on the battlefield. Equipment briefings included the Containerized Kitchen (CK), the Mobile Kitchen Trailer (MKT), and the Kitchen Company Level Field Feeding (K-CLIFF). Participants were also given the opportunity to examine the modern Food Sanitation Center.

The USMC Field Food Service staff provided a “wow” in a “How-to” briefing and the audience responded “Ooh-rah”.

From the field operations, a short trip to a garrison food service operation was made when the participants visited the ACES, Training Facilities. They toured the small quantity baking and cooking laboratories where Soldiers and Marines receive their initial training in cooking skills and procedures. Participants also had an opportunity to visit with the Advanced Culinary Skills Training Department.

The Partnership Forum continued with a briefing on the Army's Philip A. Connelly Awards Program and the Concept, Systems and Policy Division. The final briefing provided an introduction to the Unitized Group Supplemental, a developing concept to enhance the field kitchen experience.



The Partnership Day concluded and each participant received a CD on all briefings and the ACES guide on "How to Do Business with the Army upon departure.

Organizational Development

Change is coming down upon us like an avalanche, and most people are utterly unprepared to cope with it. Tomorrow's world will be different from today's calling for new organizational approaches. Organizations will need to adapt to changing market conditions and at the same time cope with the need to change rather than a reactive work force. Everyday managers confront massive and accelerating change. As one writer comments, "Call it whatever you like-reengineering, restructuring, transformation, flattening, downsizing, rightsizing, a quest for global competitiveness-it's real, it's radical and it's arriving everyday at a company near you".

With this being said I ponder the future of Army Food Service. Over the last ten years we have went through organizational development, (transformation) in order to be able to sustain the Soldiers. Having a great opportunity to serve on the Food Management Assistance Team (FMAT) to evaluate Installation's Food Programs, I am afforded the opportunity to get a broader view of the Army Food Program. I would like to share a few things I have observed and voice a few of my concerns. Be aware these are my concerns and have nothing to do with the organization I work for.

I feel as though the Army Food Service Program is meeting the mark and Soldiers are getting fed, in most places extremely well. Nutritional value is a concern and with the many varieties a Soldier has to choose from food discipline and nutrition must be taught and practiced. I recall my father sharing a couple words of wisdoms with me, "the average person lives to eat, son", he said, "eat to live you will be happier and fit." As senior leaders we are cognitive of our appearance as well as the appearance of our Soldiers. The Army Weight Control Program, AR 600-9, appears to be on a sabbatical or is being waived until further noticed. Soldiers appear to be extremely heavier than before. Obesity causes many different medical problems particularly cardiovascular disease, diabetes mellitus type 2, sleep apnea and osteoarthritis. I believe that "Soldiering is an affair of the heart". A good leader must be able to take care of him first before taking care of others. Soldiers must be cognitive not to create self-inflicted problems upon themselves by not being disciplined enough to practice good nutritional facts and guidelines. Soldiers may be better trained than ever before, but I am concerned about their physical ability. The old slogan goes something like this "the Army trains or travels on its stomach", but if the stomach is setting up to high then you become a bigger target.

I have been afforded the opportunity to visit various installations and I began to notice more and

more contract facilities and lesser sustainment facilities with military cooks. One has to ponder the managerial skill set, Military Occupational Skill (MOS) set. More prepared items are being served in a vast variety. What is the nutrient value of a prepared items verse an item that is prepared from scratch? What will be the long-term effect on a Soldier be? Majority of the contract employers are not as qualified as stated in the contracts; however, they are meeting military standards.

Foodservice specialists are coming straight out of Initial Entry Training and not being able to hone their skills because the mission now calls for Contract Officer Training Representative (COTR). A few hours of training to get certified and off you go. I am baffled on how we can graduate an AIT Soldier from training and then expect them to pull contract surveillance for the government on contractor performance. Unfortunately, we see the lower enlisted member in the dining facility performing these tasks, with minimal to no supervision. A vast majority of the remainder of foodservice Soldiers are pulling Warrior Tasks. We are proud of them as well for understanding that we are Warriors first and Foodservice next. They are getting promotions and recognition for these heroic tasks, a majority of the time faster than those actually performing foodservice MOS duties. What is in place when a Sergeant (SGT) is put back in the dining facility as a First Cook or Shift Leader? Remind you that the Soldiers might have not worked or been in their MOS since Advance Individual (AIT). Majority of the time the SGT/ Staff Sergeant (SSG) looks for alternative avenues, such as: Platoon Sergeant, orderly room clerk, runner, or something not MOS related. Now the Soldier excels and is put in for promotion, makes the cut-off score, or gets a sequence number and is a SSG or possibly a Sergeant First Class (SFC). I know this sounds strange but it's happening.

Earlier I mention that contractors are meeting the mark. Recently the team and I had the opportunity to visit the AOR. I witnessed some of the cleanest facilities I have seen in the past. The Third Country Nationals (TCNs) were dedicated to their occupation skill set and even though rumor has it their salary is not that great, their dedication, sanitation and customer service is outstanding. My mind began to race and think, more dedicated personnel for less money, already know what the Army standards are and understand the Army Food Management Information System and food operation functions. HUM!!!

Again, I ask where are we really now with the Army Foodservice Program for the 92Gs? I am reminded of a cake and the entire elements that it takes to get a cake to the end state. Have we invested all the right ingredients to get the end state for the future of Army Food Service? I often ask junior leaders which would you rather have a new computer or a used computer? The sharper ones usually choose the new ones. Then they ask why I would ask such a question. My response is "with an older computer you never know what you are getting and how much good memory is left". Most of the time it has been filled with viruses or the memory has been wasted and you spend enormous amounts of time trying to defrag the computer just to add some new pertinent information for the future. Soldiers are a precious commodity, be careful what you sow in them and what type of information you release into the atmosphere. In conclusion: We will constantly be driven by change, change is not bad, it provides for new beginnings. So each of us must look forward, draw on the lessons learned from the past, and develop a food service program that provides a trained Food Service Specialist to meet the needs of the organization and the Army.

POC is Management Assistance Division, 804-734-3340

The New Food Service Systems Analyst: Letting Your Guard Down

As a Food Service Systems Analyst for the Department of the Army, Ronald Bellamy has paid his dues in terms of moving from military to the civilian sector over a 20 year career. He speaks fondly of his family and roots in New Orleans, Louisiana, where he first got started with his career.

As his career progressed, he moved into more challenging positions, took on more responsibility that sometimes included multiple services, and went on to increasingly larger locations from Germany to Korea and now to Virginia.

At each new job, I faced the task of earning the support of a new team, often one with its own anxieties about what the change in management would bring.

“It is different at each location,” Ron says. “The important thing is to show you are respectful of the employees. There are many misconceptions about management positions and you are usually on the defense when you arrive. You have to dispel those misconceptions, whatever they are. What is important is that regardless of whose payroll the employees are on, we must work as a team to accomplish our goal.”

Employee concerns go beyond simple uneasiness with change and often include real worries about job security and the team’s own past performance, Ron says.

“You have to help them see that they are an important part of reaching the goals the client has set and can share in the pride when those goals are met. It involves a lot of listening initially, a lot of work on mutual expectations. If you want to succeed, you have to put people first. If you do, the other things will follow.”

That sounds obvious, “but it is not always that easy to practice when you’re an analyst with looming expectations and other goals,” Ron says, You have to be willing to let your guard down. Employees want to see the real you, not the person they see dressed in a suit. They want to know what kind of person you truly are.

“That means exposing yourself to some extent. In exchange, people will open up. You’ll be surprised what you find out about them when you spend time listening. You find you have things in common to share. That is the kind of employee relationship you want to have, with people knowing you care about them and their lives.”

Doesn’t that approach complicate things when it’s necessary to provide critical performance reviews?

“It doesn’t have to, says Ron. “You need to start out the same way-with respect. All the rules apply to everyone the same way: you have to let employees know you respect them as individuals and are not being hypocritical. Today you may help them with personal problem and tomorrow you may have to discipline them. That is the nature of the job.

“As an analyst, you want to help your team address problems. Sometimes you have to tell them- if you can’t

address this, you will carry it with you and that will create a problem on the road. If you can maintain mutual respect, you can help many people avoid that.”

POC is Management Assistance Division, 804-734-4222

What better place for Cowboys than Dallas!

The Army Food Service Workshop is scheduled for 20 November in Dallas, TX in conjunction with the DSCP Customer Conference and Food Show 17-19 November. We are looking forward to a great time of informational updates, training and interaction within the Army Food Program. Check the DSCP and ACES websites in the upcoming weeks for conference information and registration. See you there!



Independence Day is observed in the United States on July 4. On that day in 1776, the Continental Congress adopted the Declaration of Independence. In France, a similar holiday, Bastille Day, occurs on July 14. Several other countries celebrate national independence in July. Canada celebrates July 1 as Canada Day. Independence Day is celebrated in Venezuela on July 5; in Argentina, July 9; in Belgium, July 21; and in Peru, July 28.

We hope that you find the information contained in *Army Food Net* both interesting and useful. Your comments and suggestions are always welcome. Additional information regarding ACES and the entire Army Food Program is available on the ACES website at

[http:// www.quartermaster.army.mil/aces/](http://www.quartermaster.army.mil/aces/) .

Archived issues of “Army Food Net” are on the website as well.