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

Trends and Analysis for FY 2011

Warrior Logisticians

Team Members

MAD Team

- Chief, Management Assistance Division (MAD)
- Chief, Food Operations Management NCO
- Senior, Food Operations Sergeant
- Food Service Systems Analyst
- 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.

Review → **Assess** → **Advise** → **Train** → **Assist** → **Search & Exchange**

The FMAT is not an inspection team!

Review Areas-Analyst

Installation Food Program

- Food Program Management/Required Actions
- Cash Control Book/Officer
- Special/Training Programs
- Dining Facility Reviews/Utilization Rates
- Diner Use Policy
- Food Service Management Board
- Installation Contingency Plan
- Major Subordinate Command (MSC) Advisory Support
- Subsistence Prime Vendor Program
- Contract Operations and Surveillance

Review Areas-NCO

Dining Facility Operations

- Administration (AFMIS, ARIMS, Production Schedule, Cash, Meal Requests, Headcount Procedures, Meal Card Verification)
- Account Management
- Inventory Management
- Food Preparation (Quality, Recipe Use, Service, Garnish, Replenishing, Progressive Cooking)
- Food Protection (Receipt and Storage, FRM)
- Menu Standards, Go for Green
- Sanitation
- Diner Satisfaction
- Support Agencies
- Training
- 92G Personnel

Review Areas-FED

Facilities and Equipment Specialist

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

Missions/Team Composite

Timeline: Dependent on installation needs, number of operational DFACs, geographical location

- **CONUS:** 4-5 Days
- **OCONUS:** 10-24 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, Korea, Hawaii, Alaska) are scheduled for a visit every 12 months. Italy/Japan as needed otherwise every 18 months.

Requested: Respond to particular problems identified by the command. The visit is called a Special Assistance Visit (SAV).

- **FY11**- 18/3 SAV Completed
- **FY12**- 21 Scheduled (1 SAV)

Composite: Standard 3-Person Team. Additional team members are added accordingly to ensure maximum support is provided to the organization.

Scheduled Mission Format

- **90 Days**: Commanding General's Welcome Letter to Installation Commander.
- **45 Days**: Pre-coordination with Installation Food Program Managers.
- Review Installation Food Program documents. Ensure regulatory policies and procedures are uniformly applied to the Installation Food Program.
- Visit dining facility operations; provide assistance and training as needed.
- Review specific areas of interest directed by Army G-4 or the visited Command.
- Record observations & recommendations to assist in improving the food program and provide a basis for follow-up actions.

Briefing & Memorandum of Visit

- A comprehensive Entrance and Exit Briefing is conducted with the Installation Commander and staff, Food Program Manager, MSC Advisory Personnel, and other food service leaders.

- A draft Memorandum of Visit (MOV) will be provided to each visited Command.

- A finalized MOV will be mailed to the Command within 4 weeks.

- Follow-up actions will be closed out by the FMAT accordingly.

Accounts & Surplus Inventory

	Accounts	
FY11	FY10	FY09
($3.8 M)	($10 M)	($26 M)
	Surplus Inventory	
FY11	FY10	FY09
$1.7 M	$1.1 M	$1.4 M

- Account Status Totals include the AOR
- Surplus Inventories do not include the AOR

Installation Surplus Inventories

	CONUS	OCONUS	Total
Total Installations	39	11	50
Installations with Surplus Inventories	31	9	40
Average Surplus per Installation *(based on 40 installations)*	$34 K	$68 K	$50 K
Total Surplus Inventory *(based on 50 installations)*	$1,060,408	$615,147	$1,675,555 $1.7 M

➢ **These are funds that may be used elsewhere to support the Army Food Program**

Dining Facility Accounts

Installations	FY11	FY10	FY09
Total Installations	49	49	60
Under Spent	38 (78%)	15 (31%)	52 (87%)
Over Spent	11 (22%)	34 (69%)	8 (13%)
Dining Facilities	(236)	412	

Food Program Management Office (FPMO)

Analyst/Chief

Overall Good Trends

Analyst:

- Food Program Managers
- Staffing
- Mid Year Financial Reviews/Semi-Annual Inventories
- Budget Submitted/Funded*
- Recognition Programs
- Diner Use Memo
- FSMB
- Contingency Plans*
- Subsistence Prime Vendor Support
- Contractor Contingency Plan
- COR/PAE Certification

Food Program Management Office (FPMO) Programs

Trend:

- **Programs not developed, implemented, executed:** Nutrition, Pest Management, Energy Conservation, Food Safety, Sanitation, Safety, HAZCOM
- SOPs developed; not shared at Dining Facility Level

Recommendations:

- Coordinate with Contractor, FAs, and other FS staff to develop the programs and ensure proper training and monitoring is in effect.
- Training/Monitoring in these areas will enhance overall DFAC operations and provide educational value to all FSP.
- Required per regulatory guidance.

FPMO: Annual Usage and Consolidation Review

Trends:

- Annual Reviews are not being conducted IAW AR 30-22, 3-8; DA PAM 30-22, 3-5

Contributing Factors:

- FPMs not aware of conducting a Utilization Review annually IAW AR 30-22, 3-8.

Recommendations:

- FPMs must ensure this required action is conducted to assist with proper planning and discussion with regards to dining facility cost considerations and feeding SIK diners.

FPMO Overall
Dining Facility Monitoring

Trend: The following areas need additional emphasis and assistance from the FPM:

- Account and Inventory Management
- Menu Planning
- Sanitation compliance
- Go for Green implementation
- Training Programs/Monitoring

Contributing Factors:

- Time restraints?

Recommendations:

- Visit DFACs more often and provide training and assistance as necessary.
- Maintain good working relationship with MSC IOT improve the overall operation.
- Stay informed and aware of issues in the DFACs.

MSC

Trend:

- Overall Good Trends : Action Plans, Evaluations, Validation and Analysis, Operational Reviews (Monthly and Semi Annual) are improving from FY10
- Not in Compliance: Training
- Needs Improvement: Oversight/Monitoring

Contributing Factors

- Proper oversight of dining facility operations not provided
- Lack of basic food service knowledge in dining facility operations
- Training programs and oversight not established, implemented, and enforced
- **Food service personnel not using regulations**

Recommendations:

- Know your craft, be proactive, get involved, and be effective
- Teach your 92G personnel by the regulation and then by experience
- Take ownership and provide the best food service support possible

Dining Facility Operations

SGM/MSG

Overall Good Trends

NCO:

- AFMIS
- Menu Standards
- Customer service
- Public Health Command and Preventive Medicine Activity Support

Record Keeping

Trend:

- DFAC files are not maintained in accordance with Army Records Information Management System (ARIMS)

Contributing Factors:

- Personnel are not properly trained
- Personnel are not following ARIMS regulatory guidance IAW AR 25-400-2.

Recommendations:

- Provide training on the development, implementation, and execution of ARIMS per AR 400-25
- Monitor daily and conduct refresher training as needed
- Identify Installation Record Holding Area (RHA) and store files accordingly

Production Schedule

Trend:

- Production Schedules improperly filled out; not followed
- Leftovers not monitored at end of meal to adjust amounts for the following meal or day's menu

Contributing Factors:

- FSP not properly trained IAW regulation.
- Production Schedule not signed by DFMs.

Recommendations:

- Develop a SOP for all FSP to follow IAW DA PAM 30-22.
- Monitor and conduct refresher training regularly.
- Accurately record leftovers and make necessary adjustments.
- Heart of the operation; use it as a training and management tool. Use AFMIS web tutorial as well.

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 Protection

Trend:

- Food Protection needs additional emphasis with regards to temperatures, glove use, cross-contamination, labeling, leftovers storage and refrigeration

Contributing Factors:

- Lack of training
- Not providing enough supervision

Recommendations:

- Provide training, monitor and enforce standards
- Maximum effort must be conducted in order to prevent food borne illness, waste and contamination
- Provide weekly training IAW TB MED 530
- Invite Preventive Medicine Activity to provide training on a regular basis.

Food Safety-Temperatures

Trend:

- Food Risk Management Logs not properly filled out
- Improper wash, rinse and sanitize temperatures for ware washing

Contributing Factors:

- DA Forms 7458 and 7459 are available; however, not properly documented to include amount of food items and leftovers as required
- Lack of knowledge and training
- Forms completed before the meal; actual temperatures not taken

Recommendations:

- Food risk is NOT an option! Additional training needed IAW DA PAM 30-22, Chapter 3-7
- Focus on information outlined in Table 3-1, Minimum Monitoring Requirements, page 21
- Develop an SOP book with sample forms, temperature charts and monitoring requirements
- Ensure proper temperatures are maintained to wash, rinse and sanitize or submit a service-order if requires DPW assistance. Keep FPM informed.

Progressive Cooking
Self-Serve Items

Trend:

- Too much food is prepared at one time
- Too much self-service items are offered (Ie: pickles, olives)

Contributing Factors:

- Production Schedule does not indicate what start amounts or items require progressive cooking (list in special instructions)
- Shift Leader not properly monitoring and recording leftovers
- Food Preparation SOPs not based on actual usage

Recommendations:

- Ensure small batch cooking is maximized for freshest food
- Conduct training and supervision IAW AR 30-22, 3-25 and DA PAM 30-22, 3-23
- Review historical data and include projected headcount
- Order smaller crocks and only serve what is needed for 1 meal

Sanitation

Trend:

- Overall sanitation practices need additional emphasis
- Equipment not properly cleaned

Contributing Factors:

- Not using the "clean as you go" method or proper sanitizing solution
- Attention not given to food service equipment, furniture, and topiary
- DFMs not producing and incorporating cleaning schedules

Recommendations:

- Ensure Sanitation Program is developed IAW TB MED 530, taught, and monitored daily
- Ensure contract personnel are following requirements in the PWS and corrective action taken by the COR/PAE
- Major Subordinate Command Advisory Support personnel must provide assistance in training

Training and Counseling

Trend:

- On-the-job training (OJT) and counseling is not being conducted regularly
- Training Programs have not been developed and maintained for military and contract DFACs

Contributing Factors:

- Lack of leadership training
- Counseling not performed on a monthly/quarterly basis
- Training may be conducted; however, not documented

Recommendations:

- Develop Training Schedules incorporating the use of OJT, NCO Support and Soldiers Developmental Counseling Forms.
- Ensure training is conducted per regulation/PWS and documented in individual folders.
- MSC personnel must get involved and assist with ensuring all FSP are SMEs in their craft
- Every day is a training day!

Questions?