Management - Planning, Organizing, Controlling

Purdue University Cooperative Extension Service
Evaluating Food Service Establishments...Key Check Points
Management—Planning, Organizing, Controlling

The manager of a food service establishment and/or the manager and his superior need to take the time to make an overall analysis to determine the results that the organization is actually obtaining. This should be done several times a year. The evaluation should determine how well the food service operation is doing and where improvements should be made. Then some priorities, objectives, methods, and deadlines for improvements can be established.

This is one of a series of pamphlets describing how a person can fairly comprehensively, yet in less than a day, provide an overall evaluation of a food service operation. The key items, or food service conditions, to evaluate under each major category are described. Taken together, the key indicators of general conditions measure the degrees of efficiency (minimal costs) and effectiveness (optimal organization satisfaction). A major category that has a deficient key indicator should be investigated further, and corrective adjustment should be considered and/or made where appropriate. A discussion of facts by management with the operating personnel is perhaps most needed to develop mutual understanding of the problems. Attainable performance objectives should be jointly established and reviewed at a later date.

If all key indicators are satisfactory in a major category, other aspects of that category are probably being handled with similar care. If all of the key indicators are high, but the profit is not adequate, then it will be necessary to examine the operation for inefficient purchasing and receiving practices, improper menu pricing, inaccurate records or financial statements, inventory method and method of computing the value, production waste, plate waste, security and pilferage, and so forth.

These operational analysis guidelines may be used by the manager of a single food service establishment for self-analysis, or by the unit manager’s supervisor.

1. Management—Planning, Organizing, Controlling (this publication)
2. Personnel (HE-203)
3. Purchasing (HE-204)
4. Receiving, Storage, Issuing, Inventory (HE-205)
5. Food Preparation (HE-206)
6. Food Presentation and Service (HE-207)
7. Maintenance of Building and Equipment (HE-208)
8. Sanitation and Housekeeping (HE-209)
9. Statistical and Ratio Analysis (HE-210)
10. Consumer Satisfaction (HE-211)

1. Management—Planning, Organizing, Controlling

The manager and/or supervisor in a small food service operation is a jack-of-all trades. The individual must have expertise in management, supervision, menu construction, purchasing, food preparation, merchandising, service, sanitation, safety, equipment maintenance, accounting, public relations, control systems, government regulations and other technical subjects. He must be a diplomat and a genial host. The manager instigates what is called the “spirit” of the operation. He must have leadership qualities capable of inspiring employees to relay his own natural concern for food quality, service, congeniality, and hospitality to customers.
Managerial effectiveness is the extent to which a manager achieves the expected results of his position. Management is the work involved in combining, coordinating, and directing the use of resources (personnel; food and supplies; facilities; energy; time and money; and information, knowledge, and ideas) to achieve specified objectives of the organization. The management process includes the functions of planning, organizing, staffing, directing, and controlling; the process is coordinated by the functions of decision-making and communication. A major goal of the manager is to encourage employees so that they want to do the work that needs to be done within the policies, procedures, and rules of the organization. There are key indicators to determine if management exists. Observe and assess that the following factors are actually practiced by each manager and supervisor:

**Organized Activity.** The manager has the important function of designing and staffing (matching jobs and people) an organization that will best coordinate employees in performing their tasks, using appropriate preparation methods and equipment so that organizational objectives are achieved.

**Objectives.** The organized work group is directed toward an objective. Ideas and statements are needed that give direction and goals to behavior and effort.

**Relationships among Resources.** Workable relationships should exist among personnel; food and supplies; facilities; energy; time and money; and information, knowledge, and ideas. The most frequent challenge to the manager is establishment of relationships among subordinates. He must deal with both formal relationships such as those established by the organization chart and informal relationships that arise as employees attempt to relate to each other, both on and off the job.

**Working through Others.** This involves assigning tasks to subordinates to accomplish organizational objectives. Managers communicate ideas to others and secure actual performance information from subordinates to obtain desired results.

**Decisions.** Evaluation and selection of alternative courses of action are needed to achieve a desired result. The quality of the alternatives selected determines the organization's performance in terms of profit, quality of food and service, employee satisfaction and, most important, customer satisfaction.

If these five factors are not observable, true (meaningful) management is absent. The degree to which the organization's objectives are accomplished depends in great measure on the relationships the manager establishes and the quality of the decisions he makes.

Evaluating the following factors will identify strengths and weaknesses and indicate the need for corrective action to improve operations.

- Are the right persons selected for each job?
- Is interest aroused in each employee, and is each taught how to do the job?
- Do high quality food production, sanitation, and safety standards exist?
- Is performance measured and rated to ensure that job instruction has been effective?
- Are corrections administered where needed, and are employees transferred to more suitable work or dismissed when this proves ineffective?
- Are employees praised when commendation is merited?
- Does each employee fit harmoniously into the work group?
- Is good rapport created with consumers?
- Are reports completed on time?

These responsibilities need to be implemented fairly, patiently, and tactfully so that each employee can do his work skillfully, accurately, intelligently, enthusiastically, and completely.
Management must optimize the return on investment and effectively utilize all available resources. There are three basic questions to answer:

- Are efforts of employees and supervisors being directed to the real needs and benefits of the organization?
- Is the bulk of time, work attention, and money going to opportunities rather than problems?
- Is the major amount of time and money devoted to attaining major objectives and important results? Too frequently, considerable time and money are devoted to areas that, even with outstanding performance, will have only a minimal effect on results.

A major task of the manager is to create a climate in which individuals will find it easy to be at their best. That is the human side of management. What a manager sees and talks about tends to reflect himself. Does management anticipate, think, talk about, and focus upon results the organization is expected to accomplish? How are employees evaluated? What is management looking forward to accomplish? Does management talk about the interesting things to be done or about exploring new possibilities? Does management have a constant urge to grow, learn, and improve? What has management recently learned that is new?

Is work getting effectively accomplished by your employees? Management needs to work smarter and not harder. If an activity is done right the first time, it will not take additional time to correct it and have it redone. Evaluate how and if you are applying these seven basic principles of supervising.

- Do employees clearly understand what is expected of them?
- Do employees receive guidance (not dictation) in doing their work?
- Does each individual receive public recognition for outstanding work?
- Does each individual receive private constructive criticism for poor work? Criticism must be deserved and constructive; a “bawling out” is often worse than no action at all.

-- Does each employee have opportunities to accept greater responsibilities?
-- Is each employee encouraged to improve himself? As a professional, you must assume most of this responsibility yourself. As a leader, you must constantly facilitate situations so that people you supervise will learn.
-- Does each employee work in a safe and healthy environment?

Are you applying these principles? They are basic for getting specific objectives effectively accomplished through people.

A manager supervising employees may wish for indicators to rate himself. A critical self-evaluation with regard to some of the qualities generally accepted as important in supervision may not be objective or precise, but it can be helpful.

You might ask yourself these questions and try to think of examples that will back up your “yes” or “no”.

-- Am I approachable, open-minded, fair and impartial?
-- Do I have a keen interest in satisfying customers?
-- Do I personally show that I care about each employee and his welfare?
-- Do I control my temper?
-- Do I keep the promises I make?
-- Am I patient, consistent, appreciative?
-- Am I reasonable in my expectations?
-- Am I loyal to the organization, my boss, and subordinates?
-- Am I willing to admit mistakes?
-- Do I avoid favoritism?
-- Do I have a sense of humor?
-- Am I normally cheerful and good natured?
-- Do I achieve planned objectives?

A manager or a food service supervisor who rates well in all of these questions probably has earned the respect of the employees and has developed a team spirit that will move them toward their goals of accomplishment. If you feel deficient in some areas, recognizing the problem is the first step in overcoming it.
Today’s manager must be aware of what is going on outside the business; what is going on in other phases of the food service industry. To find out, the manager should join associations, attend trade shows, attend workshops and seminars, and read trade journals. He needs to be receptive to new ideas; he must be willing to try new methods and products. Keeping tradition is one thing; keeping one’s head in the sand is another.

We will look briefly at the three major management categories to evaluate, planning, organizing, and controlling.

Planning
Careful planning of objectives, developing a procedures manual, scheduling labor, forecast of food production, and production scheduling work sheets provide organized direction and purpose for effective results.

Objectives—Are objectives of the food service organization well defined, in writing, known and understood by managers and employees? A food service establishment without objectives known to all is like a ship without a rudder, or a game without rules. Objectives combine to form the intended goal which provides definite scope and suggests direction to efforts of an organization. They give direction, guidance, and purpose to planning and future actions.

Examples of Objectives—We realize that our success is based on consumer satisfaction and that consumers want the very best value for their money. Our objectives then are:

Consumer-Oriented—
- To achieve consumer satisfaction and profitable results by creatively stylizing a limited menu appealing to all age groups, competitively priced from $2.50 to $5.00. Portions are sized to consumer values and acceptance, 150 seats are provided in an adventuresome dining atmosphere, with efficient and personalized waiter/waitress service. There is a do-it-yourself salad and dessert bar, and carry-out service is offered, amounting to 15 per cent of gross sales.
- To build public confidence and repetitive clientele by preparing and serving high quality food for the money paid, served at proper temperatures. Standards of cleanliness, housekeeping, and sanitation are high; and aggressive advertising, promoting and merchandising, and effective use of personal selling activities are mandatory.
- To maximize value to the consumer, through correct menu item identification, food prepared to maximize nutritional value, and service in an attractive and relaxing atmosphere.
- To provide food and service that potential consumers desire, and to be receptive to consumers’ thoughts and suggestions.

Internal—
- To develop and integrate the appropriate systems interrelated with time, money, decision-making and communication. Authority is needed to designate specific objectives fulfilling present and future needs, and to take the necessary business risks.
- To creatively manage by efficient and effective coordination of human, physical and financial resources so there is continuous improvement, growth, productivity, profit, and public service in accordance with the principles of management. These principles should encompass management by objectives, participative and employee-oriented styles, a systems approach to training at all levels, sound organizational structure, and professional consumer-oriented management.
To vigorously promote employee development, teamwork, and motivation.

To develop a strong performance-oriented, creative organization, and strive for continuous improvement and betterment.

To establish food-labor-equipment standards, obtain optimal productivity from all employees and equipment, provide continuous evaluation of performance by results, and take necessary corrective actions.

To develop a feedback system to accurately detect the needs and wants of consumers and employees, evaluate and implement adjustments, communicate purpose, and provide individual counsel and follow-up.

To provide good jobs, wages, working conditions, working satisfaction, stability of employment, and opportunities for achievement, recognition, greater responsibility and advancement through a career ladder, along with facilities tailored to menu, in return for employee loyalty, skill, care, effort, attendance and teamwork.

To obtain a desired return on investment and attract and retain investor capital through attractive returns as a continuing incentive for wide investor participation and support.

To maintain order and stability, and to develop initiative and esprit de corps.

External—

To cooperate with suppliers, distributors, wholesalers, and others who facilitate the production, distribution, installations, and servicing of products and equipment used in our operating systems.

To meet the firm’s social, civic, and economic responsibilities with imagination and with voluntary action which will merit the understanding and support of all concerned among the public.

General objectives of the food service establishment should:

■ Indicate appropriate and all logical outcomes of the organization.

■ Be attainable.

■ Be in harmony with the management philosophy and sound business principles.

■ Be stated in terms of performance.

■ Be clear, concise, and readily definable. The operation can be considered well managed when the operational results are in line with the objectives of the organization.

Operating Procedures Manual—An operating manual can be an important element of the communicative process. A well-designed operating manual is carefully indexed into logical sections and subsections. A manual establishes guidelines and points of reference, it educates and informs, and is a training tool as well as an evaluating tool. The manual should include and detail information under these categories:

... Organization structure and administration.
  -- Basic principles and philosophy of operation.
  -- Constraints and limitations of the organization.
  -- Duties and responsibilities for each level of management.
  -- Menu planning and pricing.
  -- Methods used to forecast customer count and the number of each menu item that will be sold.
  -- Developing the quantities to order and purchase.
  -- Receiving, storage, and issuing of food and supplies.
  -- Food production.
  -- Service standards, standard-portion sizes, and serving hours.
  -- Personnel policies.
  -- Training.
  -- Equipment upkeep and repair.
  -- Customer relations.
  -- Safety.
  -- Sanitation and cleanliness.
  -- Reports and reporting.
  -- Record keeping.
  -- Budgets.
  -- Financial management and cost analysis.
  -- Miscellaneous procedures.

The above information need not be in the
form of a procedure manual but certainly should be in a written form that can be studied. A health care facility should have additional sections on therapeutic diets, nutrition (menus, meal and nourishment service), and in-service education.

**Scheduling Labor**—Management must determine the type and number of employees for the anticipated number of customers for each period of service, and the opening and closing labor needs. Scheduling is the assignment of employees to specific working hours and working days. The volume and pattern of business, service standards (level), physical arrangement, the amount of convenience foods used, and the basic operating policies determine staffing patterns.

These questions should be asked:

--- Is labor scheduled for a particular day based on sales history, unusual conditions, the calendar of local conditions, and the weather?
--- Is staffing based on a dollar amount of sales for every man-hour or by the number of meals served for every man-hour of labor?
--- Does staffing relate to customer load total by the hour of each day? Are bar charts used to plot employee scheduling assignments and volume?
--- Is emphasis placed on the last number of employees that can competently carry out the given work program?
--- Are employee tasks combined at the lower volume levels?
--- Are employees scheduled before they are needed? Are employees scheduled longer than they are needed?
--- Are part-time employees utilized at peak business hours?
--- Are odd-hour shifts of less than 8 hours per day, say, 6½ hours, scheduled?
--- Is a staggered system used which provides for employees arriving at various starting times?
--- Are standard man-hour charts used?

Scheduling also involves planning for days off and vacations. The primary goal of scheduling is to have enough staff for handling the peak periods and to provide quick service without having excess help during the slower periods between meals.

**Forecast of Food Production**—Look at the leftover food storage area. Any number of portions over 5 percent of the consumer count may be considered excessive.

How does one forecast the volume of food to prepare? A good sales history file is a prerequisite to accurate forecasting. A popularity index can be derived from the history file and applied to the forecast of total volume to estimate production requirements for each item. Is production planned with the intent of “running out” of every item at the end of a meal period?

Total the actual number of sales of the same menu offered over a period of time. To obtain the popularity index, divide the total number of sales into the amount of each main entree item sold. Example:

<table>
<thead>
<tr>
<th>Menu items</th>
<th>No. served</th>
<th>Popularity index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roast turkey</td>
<td>760</td>
<td>38.0%</td>
</tr>
<tr>
<td>Ground steak</td>
<td>490</td>
<td>24.5%</td>
</tr>
<tr>
<td>Spaghetti with meat balls</td>
<td>330</td>
<td>16.5%</td>
</tr>
<tr>
<td>Channel catfish</td>
<td>420</td>
<td>21.0%</td>
</tr>
<tr>
<td><strong>Total sales</strong></td>
<td><strong>2,000</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

Then, say you anticipate to serve 325 customers, your production forecast would be determined by multiplying the consumer forecast by the popularity index percent. Example:
<table>
<thead>
<tr>
<th>Menu items</th>
<th>Consumer count forecast</th>
<th>Popularity index</th>
<th>Production forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roast turkey</td>
<td>325</td>
<td>38.0%</td>
<td>123</td>
</tr>
<tr>
<td>Ground steak</td>
<td>325</td>
<td>24.5%</td>
<td>80</td>
</tr>
<tr>
<td>Spaghetti with meat balls</td>
<td>325</td>
<td>16.5%</td>
<td>54</td>
</tr>
<tr>
<td>Channel catfish</td>
<td>325</td>
<td>21.0%</td>
<td>68</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>325</td>
</tr>
</tbody>
</table>

**Production Scheduling Work Sheet**

The production planning sheet details the date and meal item, portion size, and quantity to prepare, recipe, who is to prepare the various items, special instructions, pre-preparations for future production, time for completion, actual portions prepared, the number sold, leftover and percentage or run-out time, discrepancy, and comments.

There is reduced chance of error and confusion regarding quantities, menu items, and work assignments when orders are written. Work loads need to be equalized. The manager or supervisor should go over the assignments and recipes with each employee the day before preparation. This record will assist in forecasting and in future planning.

**Organizing**

Organizing is management’s plan for attaining the objectives of the establishment through the arrangement of (1) positions, (2) job tasks, and (3) people, equipment, food, and work flow to produce quality food and service. To evaluate the organization, a person must determine if interrelationships and coordination most effectively attain the objectives of the business. The basic question is, then, is there a sound and clear-cut plan of organization through which management can direct and control the enterprise?

This section includes the key questions to evaluate organizing, concern for respect of the individual, encouragement of highest productive efforts, and organization charts as identification aids.

**Key Questions**—The basic function of organizing is the proper division and coordination of supervision and employees. Management must create an organization structure to best coordinate the work of cooks, salad personnel, sanitation employees, and service personnel into an efficient team effort, working effectively to prepare and serve high quality food for the money; consumer satisfaction; order, stability, initiative, growth, and employee enthusiasm.

-- Is the organization structure designed to facilitate management, to prevent overlapping of functions and duplication of effort?

-- Are function, responsibility, authority, and relationships clearly defined and understood for each management position?

-- Does the proper delegation of authority by management permit decisions at the lowest practical level of management?

-- Is there a thorough understanding among personnel of the requirements and responsibilities of their positions?

-- Is there coordination of the entire organization plan?

Benefits of good organization are many: duplication of work is prevented; likelihood of “run-arounds” decreased; communication made easier through clear channels; promotional possibilities are shown; changes can be made in the right direction as opportunities are presented; and cooperation and a feeling of freedom increase.
Respect for the Individual—Does the organization conduct its supervision to emphasize respect for the personality and dignity of the individual? Is a policy of consultation up and down organizational lines of authority and channels of communication encouraged.

- Is an employee’s view considered before reaching decisions materially affecting his jobs and interest?
- Are employees encouraged to express views on matters affecting their jobs and interests?
- Are items affecting employee-employer relations freely explained?
- Are attempts made to understand the employee’s point of view, believing the employee also wants to do a good job?

Productive Efforts—Does management supervise the organization to make possible and encourage the highest productive efforts by these means:

- Clearly understanding specific job tasks and responsibilities by each employee.
- Expecting above average performance from employees and supervisors.
- Coupling responsibility with authority, and reaching an understanding with those concerned before changing the scope of any responsibility.
- Providing that no employee shall be given directions by more than one person.
- Assuring that no difference of opinion between managers and supervisors or between supervisors and employees as to authority or responsibility be considered too trivial for prompt and painstaking attention.
- Assuring that every supervisor will counsel employees and keep them continually informed on the nature of their performance.

The organization chart is a means of describing, in general understandable terms, the functions and positions of members. Each member needs to know his identity in the organization. With such knowledge, coupled with knowing specific tasks and how to accomplish them, each has a better chance of being involved in organizational relationships and in working cooperatively toward organizational goals. It should be recognized that such factors as human behavior affect interaction patterns and coordination efforts and cannot be placed on a static organization chart.

Controlling
For a ship to reach its destination without sailing far off course, the captain regularly “takes his bearing.” A manager must also measure his progress if he is to reach his objectives. When he discovers that operations are not proceeding according to plan, he takes corrective actions to get back on course or, if this is not feasible, to readjust his plans. The process of control is to measure progress, compare it with plans or standards, and take corrective action.

Check the Control Process—There are three basic questions to ask concerning the control process of food, labor, service, profits, and other aspects of the organization:

- Are predetermined standards or objectives set? They may be tangible or intangible, vague or specific, but everyone concerned must understand what results are desired for control to be effective.
-- Are actual results compared to the standard? Control processes are useless unless comparisons can be made between actual and projected performance. Differences must be reported to people who can do something about them.
-- Is corrective action taken? The causes of any discrepancies must be corrected.

When control exists in the organization, subordinates know what targets they are striving for, how they are doing in relation to those targets, and what changes, if any, are needed to keep performance at a satisfactory, expected level.
Managers cannot make sound decisions unless they have performance data, are able to relate these data to some standard or expected level, and are able to determine the significance of any deviation from standard. Objective setting is meaningful when statements are translated into specific targets that can be. Plans, derived from objectives, must also be viewed in terms of the control process so that the decision maker anticipates changes in plans based upon the anticipated reporting back of performance results.

Summary
The primary objective of food management is to consistently serve food based on a pre-determined standard, at enough profit as related to investment, with a high degree of consumer acceptance. Management's responsibility is to interrelate and integrate personnel; food and supplies; facilities; energy; time and money; information, knowledge and ideas through supervision, training and employee motivation. The management process is coordinated by the important functions of decision-making and communication. Management needs to analyze, develop, and communicate work standards and to motivate employees to want to produce and serve quality food. The output results are: preparation and service of high-quality food for the money paid by the consumer; consumer satisfaction; order, stability, initiative, growth, and employee enthusiasm.

The guidelines for food service management can be based upon favorable response to the following twenty questions from Guidelines For Food Service Management, Harry H. Pope, H.A. Pope & Sons, St Louis:

1. Does the manager realize he is responsible for the operation of the unit at all times, whether present or not? The manager can delegate authority, not responsibility.

2. Is someone at all times accountable for each item or task in the unit? Accountability means that each person assigned and trained to do a group of tasks by his superior must recognize that the superior above him will judge the quality of his performance. Each employee should have only one boss, who should explain standards and results expected for each item or task, evaluate the actual results, and see that any discrepancies are corrected.

3. Is there a procedure covering everything that happens in a unit? Are procedures in writing, communicated, and enforced?

4. Does management and/or supervision have adequate authority to get anticipated results? Each subordinate who shoulders organizational leadership obligations is charged by his superior to do so with care, responsibility, respect, and knowledge. Departure from standards should be detected early enough to correct.

5. Has the employee been trained before being allowed to perform each job or task? Before assigning or performing each item or task, the subordinate needs to understand each move and step. The subordinate must do the job, be watched, have errors corrected, and be complimented and encouraged. Coaching should be tapered off as the employee progresses.
6. Is time taken by each person to do each job or task safely? Safety needs to be stressed during the initial interview, employee orientation, on-the-job training, and formal safety training. It is necessary to eliminate or reduce the causes responsible for conditions which cause accidents. Hazard identification and control procedures must be followed effectively. Safety achievement needs continuous attention.

7. Do managers and/or supervisors constantly and consistently maintain established standards by training, developing, and controlling the work group? Standards are established—criteria or measures against which actual results can be evaluated. Food product standards, for example, should be specific and clear as possible. Emphasize visible and known promotional opportunities or potential to each employee.

8. Does the manager look at the food facility from the consumer's viewpoint at regular intervals? The main judge of the success of the food operation is the consumer outside the organization. If the consumer likes the food-service-price-atmosphere combination and believes he is getting fair value for his money, the organization will develop repeat business. Consumer satisfaction is the lifeblood of the food service establishment. The word-of-mouth comments to others build the "image" of the establishment and the "image" brings consumers in or keeps them away. The consumer has the right to expect courteous satisfaction of his needs, desires, expectations, and wishes.

9. Do management and staff concentrate on service during busy service periods? During rush hours, is any employee doing something which could be done before or after the rush? In food production, 60-90 percent of the items produced can be done in advance and stored; service personnel are not so adaptable—very little service can be done in advance and stored. During rush periods everyone possible should help service personnel to speed service and consumer satisfaction.

10. Is available time used for advance production, cleaning, training, or promotional jobs? The key to productivity is utilization; eliminate waiting, watching, and coasting. Schedule employees to prepare or do specific tasks during slack periods and store the items to eliminate all possible tasks during peak rush periods.

11. Is the greatest amount of edible weight of food purchased actually served to the consumer? The secret of food cost control is utilization. Is the yield maximized and shrinkage, trim, waste, and scrap minimized?

12. Is food production controlled through advance scheduling, increased production before the rush, and reduced production before the rush is over? Varied size batches should be prepared to correspond to customer demand and to minimize food holding time.

13. Is there a daily review of all portions with servers and checkers before and during service period? Portion charts, scales, specified portioning implements, and training should be a regular part of the system.

14. Are dining room tables cleared and sanitized promptly? Service and production should be geared to the ability to maintain a clean dining room. The staff must be balanced at all times.
References

General Management

Supervisory Management

Food Service Management

Other Publications, Catalogs, Correspondence Courses
National Restaurant Association
One IBM Plaza, Suite 2600
Chicago, Illinois, 60611

Educational Institute, American Hotel and Motel Association
Stephen S. Nieset Building
1407 South Harrison Road
East Lansing, Michigan 48823

National Institute for the Food Service Industry
120 South Riverside Plaza
Chicago, Illinois 60606

Cahners Books International, Inc.
221 Columbus Avenue
Boston, Massachusetts 02116

Small Business Administration, 575 North Pennsylvania Street, Indianapolis, Indiana 46204, has the following management assistance series covering a wide variety of topics:

Management Aids (Free)
Small Marketers Aids (Free)
Small Business Bibliographies (Free)
Small Business Management Series Booklets
Starting and Managing Series
Small Business Research Series

15. Does the manager check next day’s production and cleaning with each department head or, in smaller facilities, each employee before he is scheduled to leave for the day?

16. Does each employee have high and obtainable objectives to reach? Challenges and targets that motivate employees, objectives stated in language that the employee accepts as valid, will encourage individual initiative, provide a reliable measure of performance, and harmonize individual targets with organizational goals.

17. Are all consumers and employees treated with respect? This right is sometimes abused by unreasonable attitude or improper action.

18. Do the members of the organization protect the health of the consumers by providing good nutrition in conditions of absolute sanitation? This is one of the most important obligations in the profession of food service management.

19. Is there an effort to see how many consumers can be served without compromising operating standards? Increasing speed and maintaining service standards improve productivity and customer satisfaction.

20. Keep this question in mind: “Am I proud of it?” If the answer is “NO,” then ask these two questions: “Who is responsible?” and “What is our policy?”