



Standard Operating Procedures



Shown above as being presented honors from the battalion commander Lt. Col Kuyler, at the battalion X-mas party during December of 2000, the consolidated battalion mess, starting from far left equal - Sgt Ron Cunningham (HHC), 1st Cook - Sgt. Mike Westbrook (HHC), Sgt Meadows (106th), & Sgt Flavio Guerrero - Dining Facility Manager (106th).

Michigan



Shown above is a picture of Company F, previous State Connely Award winners, Food Service Staff, to include from left to right - Spc Rob Palmer, Spc Dionne Hannah, Sgt Reed, guest SFC Shane Tisdale - battalion food service advisor, SSG Charles Gordon - 1st Cook, and SSG John Harrison - Dining Facility Manager. Picture taken during an Annual Dining Review Visit, during Spring of 2001, at the Company F Armory in Detroit, Michigan's Dining Facility.



Shown here, 2nd from left is SFC Shane Tisdale, the battalion food service advisor, while providing support for members of the 1/238th AVN Regiment. From far left is Spc _____, along with Tisdale, Sgt Wilson, and SSG Clark, the Dining Facility Manager. Not pictured was SPG _____. Shot taken during Summer AT, Au-

Food Service

Brought to you by
1ST of the 63RD Troop Command

Michigan Army National Guard
Battalion Food Service Advisor,
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THE 1ST OF THE 63RD TROOP COMMAND FOOD SERVICE PROGRAM/SOP

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12-1. REFERENCES.

- a. Standard Operating Procedures (SOP), 1-63rd Brigade Troop Command
- b. SOP, 1-63rd Troop Command
- c. SOP, Michigan Army National Guard (MIARNG), State Food Service Team
- d. Army Regulation 30-1
- e. Army Regulation 30-21
- f. FM 10-23-1
- g. FM 10-26
- h. Interview, Spring 2001, Brigade Food Service Advisor - MSG Tom Lake, Grand Ledge Armory, MI

12-2. PURPOSE. This SOP establishes responsibilities and prescribes policies and operating procedures to standardize the manner in which food service operations are performed throughout battalion of the 1st of the 63rd Troop Command of the MIARNG.

This SOP neither supplements nor supersedes AR 30-1, nor any other applicable regulation. Rather, it provides guidance in areas not covered, or left to command discretion.

The intent of this SOP is to clarify the battalion food service program/operation, while not trying to “re-invent the wheel”. In other words, various things are clarified here while current state procedures are still rightfully relied upon and readily referenced (Appendix) within.

12-3. SCOPE. This SOP applies to all personnel assigned or attached to this battalion (1st of the 63rd Troop Command).

Adherence to the guidelines set forth here will enhance unit food service operations and procedures.

This SOP compares and contrasts various food service elements and components at present. It encourages the future use of new, improved, amended, underused, more “creative” (“outside the box”) and even “non-traditional” type approaches in the future though (as needed).

Within this SOP, the term Commander, shall refer to the following appropriately:

- Company level, not in consolidation = Company Commander
- In Unit Consolidation, Battalion level = Battalion Commander (not Detachment Commanders, unless otherwise directed by the Commander)

The intent here is to accomplish the same mission in the future, by remaining open, flexible, up to date, and abreast to any possible innovations that streamline food service operations.

12-4. MISSION STATEMENT. The battalion food service program’s mission is to provide a quality, appealing, safe, and secure meal to all soldiers requiring subsistence, in a comfortable, customer service oriented environment.

12-5. GOAL. Soldier support

12-6. PHILOSOPHY. Based on the fact that a Cook, or MOS 92G is now considered a “Critical Skill MOS”, is serves the fact that there is a shortage of not only cooks, but qualified ones Throughout the whole State of Michigan. Based on 10 years of field experience, coupled with a 2 year direct observation, interviews, and extensive research of all applicable Army regulations and SOPs’, it is believed that the reason for the Cook shortages are commonly attributed to three common things:

- Overworking and hence, overstress
- Unappreciation
- Slim promotion possibilities

As a result of things, it is hypothesized that the Cook profession fails to present a positive image. Hence, current cooks retire, and new soldiers choose other MOS’ and professions.

In the end, decreases in overall state recruitment and retainment of qualified Cook personnel, leads to current personnel overworking. Inadvertently, this can cause decreased efficiency, safety and security concerns for the same units’ soldiers that the Cooks are trying to support, through forced neglect of such things as the following:

- Equipment and supply maintenance
- Subsistence and inventory
- Office administration
- Rules and regulations
- Team building
- Soldier recognition and progression
- Down time, time off, and personal time

Indeed, the effects of a strong food service program, where Cooks are continuously taken care of by key unit leaders, has reciprocal positive effects on other unit soldiers. In other words, the more that Cooks are given the proper recognition, empowerment, flexibility, consideration, respect, staff, support, and time, the greater the chance that they will remain motivated and focused, as the degree of service they provide and chance of accidents decreases, so to will the overall food service operation become more readily efficient.

In the end, Cooks become more happy, and interested in their jobs, soldiers hence, get delivered greater service and more quality meals are served. Consequently, soldiers morale increases, as the cooks does, and hence, the overall unit effectiveness increases thereby too.

12-7. IMPLEMENTATION. Operational standards and detailed guidance for implementing the 1st Battalion, 63rd Troop Command, Food Service Program is provided in the succeeding chapters of this SOP. A current copy of this SOP is to be maintained in all Units contained within the 1st Battalion of the 63rd Troop Command’s libraries and dining facilities, including also the next higher echelon - at Brigade, for initial approval.

12-8. IMPROVEMENT OR CORRECTION. Users of this SOP are encouraged to submit recommendations for change. Comments should refer to specific pages, paragraphs, and lines of the text in which the change is recommended. Recommendations should be submitted through channels to the 1st Battalion, 63rd Troop Command, Headquarters, S4 Section, Attn: Battalion Food Service Advisor, 10602 Eaton Hwy, Grand Ledge, MI. 48837.

12-9. OBJECTIVES.

- a. Serve the troops
- b. Food service program streamlining
 - 1. Increased soldier recognition
 - 2. Continuous training initiatives (include retraining and certifications)
 - 3. Education and NCOES emphasis
 - 4. Increased personal progression and promotion time
 - 5. Positive cook image creation
 - 6. Increased Cook recruiting and retention
 - 7. Increased communication flow
 - a) Input/Feedback
 - b) Review/Evaluation
 - c) Interviewing/Counseling
 - d) Miscellaneous (Outside of drill)
 - 1) Telephone/Fax
 - 2) E-mail and letter
 - e) Counseling
 - f) Survey/Polls
 - g) Research
 - h) Studies/observation
 - 8. Increased administrative upkeep
 - 9. Increased equipment and supply upkeep, inventory, organization and maintenance
 - 10. Heightened soldier morale, interest and motivation
 - 11. Increased soldier and unit effectiveness
 - 12. Decreased Cook overworking/increased stress management & efficiency
 - a) Release initiatives
 - b) Camaraderie/team building initiatives
 - c) Cook shortages filling
 - 13. Increased meal versatility and appearance (garnishing)
- c. Clarity of current food service program entities

12-10. RESPONSIBILITIES.

- a. The Unit Commander, in the case of consolidated units - the Battalion Commander, is responsible for, but not limited to, ensuring that the following are completed:
1. Proper feeding of service members and operation of the unit/battalion dining facility
 2. Close supervision of the dining facility to ensure the highest attainable standards of food preparation, service, sanitation and ration accountability
 3. Proper training, re-training, and certification of all food service personnel and all others assigned/on duty in the unit/battalion dining facility.
 4. Subsistence accountability and maintenance
 5. Providing of proper subsistence quality and quantities to Unit/Battalion members, entitled such
 6. Active involvement and understanding of the entire Unit/Battalion Food Service Program, not limited to the following:
 - a) Operations
 - b) Staff and technical advisers
 - c) Support
 - d) Policy
 - e) Equipment, supplies and maintenance
 - f) Proper scheduling
 - g) Organizational flowchart.
 7. Approval, assignment and posting of an ID/AT, Battalion, Fiscal year, Additional Duty Roster for the following:
 - a) (KP) Dining Facility Attendants
 - b) Headcounter(For more information, see Chapter 12-30 - Duties)
 8. Actively seeking advice on all matters dealing with Battalion Food Service matters preferably, prior to any fiscal year AT/ID training creation/approval, from the following key individuals:
 - a) Battalion or even Brigade Food Service Advisor
 - b) Battalion, State and Brigade Food Service SOP
 - c) Any other applicable Army, Food Service policy or regulation
 - c) The FSO
 - d) The Food Service Sergeant (FSS)
 9. Meet monthly with the Battalion Food Service Advisor, whether through correspondence, in person, or by phone, to confirm and discuss all food service plans and stipulations.
 10. The FSO and FSS both report directly to the Commander, whereas the Commander only needs to report to or respond accordingly to commands from the next higher echelon (in the case of battalion - the brigade) and that Commander.
 11. The Battalion FSA has an open door to the Commander at any time. The next higher echelon (in the case of Battalion - the Brigade. Food Service Advisor, also has the same open door policy to the Commander.

b. Food Service Officer (FSO) is an “additional duty” appointed by the Commander (See Paragraph 12-8a above). In a “Consolidated Arrangement”, only one FSO shall be assigned. The FSO is empowered the following responsibilities:

- 1) Same as the Commander
- 2) Full acceptance and responsibility of this position, as directed by the Commander, in the Commander’s absence, and by this SOP

c. The Battalion Food Service Advisor (FSA) is the Commander’s Liaison and technical adviser on the food service program. He or she is neither the front line supervisor (1st Cook) or manager (FSS), although advising shall require a vast amount of supervising and management. Most specifically, the FSA is the Battalion’s chief food service educator, adviser, administrator, auditor and evaluator. As the FSA, he or she shall spend the majority of their time on tour, “about 6 months out of the twelve, on tour doing Unit inspections”, as cited by MSG Tom Lake, the Brigade Food Service Advisor (Personal communication, Spring 01)

1. FSA is responsible for the FSS, to the Commander, and advised by the next higher echelon (in this case Brigade) Food service Advisor.

2. The specific focus and responsibility of the FSA is on, but not limited, to the following regarding food service:

- a) Technical Advising
- b) Overall food program and staff monitoring and oversight
 - 1) Personnel communication flow (ID, AT, and outside of)
 - 2) Logistical coordination
 - 3) Unit/Battalion METL, missions, events, activities and plans
- c) Quality Control auditing
 - 1) Efficiency (qualitative)
 - (a) Planning
 - (b) Budgeting
 - (c) Challenge and competition
 - (d) Communication
 - 2) Effectiveness (quantitative)
 - (a) Personnel morale, motivation, attitude and satisfaction levels
 - (a) Team-building/camaraderie
 - (b) Incentives
 - (c) Personal time, down time, time off
 - (d) Interest, challenge and fun
 - (e) Progression (personally)
 - (f) Turnover, absenteeism
 - (g) Shrink (loss and theft)
 - 3) Safety and security
 - 4) Logistical coordination (Equipment/supply)

- (a) Maintenance
- (b) Accounting
- (c) Storage
- (d) Inventory
- (4) Work loads, levels and capacities
- (5) Stress and satisfaction levels

- d) Personnel (Human Resources)
 - 1) Retainment (and recruitment)
 - 2) Scheduling and staffing levels
 - 3) Progression (personal)

- e) Education
 - 1) Training and re-training
 - (a) Contonement operations
 - (b) Field operations
 - (c) Basic military doctrine, equipment & supplies
 - (d) With other applicable, similar, Consolidated, attached, assigned or lower or higher echelon Units/food service sections/programs
 - 2) Certifications (MOSQ)
 - 3) OJT (on the job training)
 - 4) Classroom or workshops
 - 5) Crosstraining (Inner section and Unit/Battalion chain of command)
 - 6) NCOES & correspondence
 - 7) College/Civilian education or other
 - 8) Information management and dissemination

- f) Policy knowledge and creation
 - 1) Battalion SOP design
 - 2) Annual State Menu Board participation
 - 3) Unit/battalion libraries (regulations, publications, and news)
 - 4) Organizational Flowchart (Chain of Command)

- g) Review (methods)
 - 1) Evaluations
 - 2) AAR
 - 3) Inspections
 - (a) Announced (quarterly)
 - (b) Unannounced (as needed)
 - 4) Meetings (monthly with the Commander)
 - 5) Correspondence
 - 6) Counseling and interviewing
 - 7) Observation and studies

- 8) Survey and polls
- 9) Research
- 10) Competition and testing
- 11) Action plans (ENCL 12a-aaf) and on the spot corrections

h) Additional duties (time permitting)

d. Full Time Support Personnel (FTP), usually acknowledged here as the full time supply personnel (as applicable) are responsible for the following:

1. Accurate and timely processing of supply and procurement documents
2. Forwarding of accounting documents to the USPFO within the prescribed time frames
3. Subsistence requesting and picked up prior to prescribed training dates
 - a) ID - same
 - b) AT - 1st Cook signature card creation and ration pick up authority directive
4. Monthly FSS communication, prior to subsistence ordering (outside of drill)
- 5) Monthly FSA review, of copies of all (fiscal year) subsistence ordering, plans, or anticipated questions, concerns or problems
- 6) Monthly review, approval and filing of all Unit/Battalion Dining Facility, Mess Hall Check List Sheets, completed by the 1st Cook and FSS
- 7) Input/feedback and presence at any Unit/Dining Facility personnel meetings regarding Unit/Battalion logistic issues that affect them (FTP).

e. Food Service Sergeant (FSS)

1) Description. The FSS is commonly known as the Food Operations Sergeant, or Dining Facility Manager is responsible to the unit commander for the daily administration and implementation of policy and procedures within the food service section. The FSS will be fully knowledgeable of the regulations, SOP, policies, and procedures governing the operation and administration of the 1st of the 63rd Troop Command Dining Facilities. In short, the FSS manages, oversees, completes all administrative type procedures and is chiefly accountable for all facets of the food service program, including, but not limited to its personnel, safety, security, effectiveness, equipment and supply, maintenance, and hence, success.

1) Duties are as described below, but not limited to the following:

- a) Effective training program administration
- b) Monthly planning meetings attendance/presence (proxy appointment by the First Cook is authorized for extreme situations; see the FSA regarding; Copy of the fiscal year schedule provided (ENCL 4))
- c) Monthly, section Work Plans Completion

d) End of day formation attendance/accountability of at least 1 soldier (himself preferably, or the 1st Cook. An appointed member or subordinate may be appointed; but, if so, they must be daily fluctuated.

e) Coordinate and conduct monthly, section AAR's (AT and ID) with invites to the following personnel (ENCL 5a-b)

- 1) FSO
- 2) FSA
- 3) FTP etc.

A copy of a sample AAR form is included (Appendix)

f) Compiles, briefs, and assigns the Unit Duty Roster (KP or DFA - Dining Facility Attendants) personnel to the 1st Cook.

g) Manages every facet of the food service operation

h) Supervises, supports and develops the dining facility 1st Cook to assume the FSS slot in the future, or as needed.

i) Supervises the dining facility First Cook, to ensuring that they are doing their job correctly, effectively, safely and in full compliance, filling in for any 1st Cook absence, as needed.

j) Submits (every 4-6 months)the following soldiers, but not limited to, for performance awards, as warranted:

- 1) Subordinates
- 2) Superiors
- 3) Advisers
- 4) Support staff - FTP
- 5) Attached/additional duty staff
 - (a) KP - DFA
 - (b) Headcounter

k) Reviews and approves the 1st Cook's Mess Hall Check List (monthly) with the 1st Cook, FTP, and FSA, if needed. (ENCL 3)

l) Maintains an updated food service section and Battalion Alert Roster (ENCL 11) in the following:

- 1) Home
- 2) Dining facility
- 3) Work or on person, as applicable

- m) Communicate and accounts regularly (even outside of drill, Alert Roster = ENCL 11) with the following:
- 1) Staff
 - 2) Assigned Duty Roster Soldiers
 - 3) FTP
 - 5) FSA
 - 6) FSO or Commander, as needed
- n) Operation Management
- o) SOP adherence
- p) Following all superior and technical advisers guidance/directives
- q) Officially counsel the First Cook (4-6 months) (Form = ENCL 7a-b) while ensuring that he or she(1st Cook) does the same with the rest of the cooks
- r) Office administration/management
- 1) Consolidation = Paperwork is done for both the FSS unit, and for the unit supporting (example - completion of meal Production Schedules)
 - 2) Other = normal
- s) Records and filing management
- 1) All kept in MARKS (Modern Army Record Keeping System)
 - 2) All consistently reviewed, updated, and re-ordered (Order Form ENCL 6a-b)
 - 3) Manual/publication library maintained
- First t) Approving/reviewing a monthly Mess Hall Check List (ENCL 3)) with the Cook, prior to the departure, 1 copy remaining on file, another provided to FTP.
- u) Headcounter training, management and Headcounter SOP creation
- v) Annual State Food Service Menu Board Meeting attendance (Camp Grayling, each year, August, generally third Thursday afternoon, around 1300hrs, at the Officers' Club; contact the Battalion Food Service Advisor or State Food Service Team for more information, as it can change "last minute", or at any time.
- t) Ist Cook efficiency, training, development, support and supervision

- u) Drafts an official, yearly, section training, maintenance and management program and yearly schedule for FSA approval, outlining key areas such as the following:
 - (1) Adequate rest time (AT) and personal time
 - (2) Personal progression time (NCOES)
 - (3) Soldier counseling (ENCL 7a-b)
 - (4) Awards and recognition nominations
 - (5) Meetings and AARs (ENCL 5ab)
 - (6) Equipment and supplies maintenance, ordering, and testing
 - (7) Subsistence ordering (condiments), inventorying, organizing, & upkeep
 - (8) Section library and administrative updating and organizing(ENCL 1a-
- b) activities,
 - (9) Team building and morale building, and stress relieving type (even outside of drill, as necessary)
- v) Conducting food service policy/regulation research
- w) Information management with subordinates a few examples of such include the following :
 - (1) Training schedules and plans (ENCL 10)
 - (2) Unit pre-training meeting schedules (ENCL 4)
 - (2) NCOES and promotion schooling and possibilities
 - (3) New equipment, supplies, or practices innovations.
 - (4) Meal selections and plans
 - (5) Shift schedules, time off, personal or down times
- f. First Cook is the dining facility, section supervisor. He or she is responsible for the following:
 - 1. Reporting directly to the FSS
 - 2. Supervising the dining facility operation, including staff, supplies, equipment, subsistence, maintenance etc.
 - 3. Placing condiment orders through the FSS to TISA
 - 4. Learning the FSS duties
 - 5. Training, developing and empowering subordinate cooks
 - 6. Ensuring cooks are doing their jobs
 - 7. Compiling the Duty Assignment Roster and assigned personnel KP (Dining Facility Attendants, and assigning them duties
- g. Cooks are the backbone of the Unit/Battalion dining facility. These personnel report to the First cook, and are responsible for the following:
 - 1. Following directives of all superiors and senior ranking peers
 - 2. Supervising the KP - DFAs.
 - 3. Food cutlery, prep, serving, set up, break down, and cleaning
 - 4. Equipment and supplies maintenance, inventory, accountability
 - 5. Learning the First Cook duties

6. Following all guidance/directives from the First Cook

h. KP - Dining Facility Attendants (DFA) are customarily junior ranking soldiers assigned this additional duty, until officially released by the First Cook. They are assigned off of a fiscal year training schedule, and if going to be absent or late, need to find a replacement themselves.

DFAs' are responsible for the following:

1. To report on time, the First Cook, and follow all of his or her orders, along with other Cooks on duty's supervision.
2. To eat first, before all troops, so as to taste the food

I. Headcounters are customarily lower ranking personnel assigned this additional duty of ensuring that all personnel that have had food ordered for them, are fed. The duties of the Headcounter include the following:

1. Reporting directly to the FSS prior to any meal(s) in question
2. Headcounter SOP review, learning and understanding
3. Gathering signatures of all personnel allowed to eat

12-11. PROGRAM AND OPERATIONS GENERAL INFORMATION (ENCL 1a-12aaaaq)