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THE ORGANIZATION AND MANAGEMENT OF CERTAIN
NEGRO COLLEGE FOOD SERVICES

by

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INTRODUCTION

The dietetic profession is a relatively new field. The earliest dietitians were concerned with the preparation of food for sick people. Today there are many areas from which to choose the phase of food work in which one is most interested. These areas include hospital dietetics, community nutrition, the school lunch program, commercial food service, industrial feeding, college and university teaching, nutrition research, and food service in colleges and philanthropic institutions.

The food service department is an integral part of almost any college or university, and often the most neglected. Continued emphasis is being placed on a well-planned and efficient organization of the food service units, on maintenance, and improved nutrition.

Association with Negro college food services indicated there was need for improvement in the organization and management of food service units. The objectives of this study were to ascertain the present policies and procedures in Negro colleges; to determine, as far as possible, the efficiency of Negro college food services in relation to accepted standards of organization and management; to suggest a plan of food service, including the training desirable for supervisors, budgeting of income, methods of control, and the training of employees.

REVIEW OF LITERATURE

Today the term food supervisor or manager and dietitian are used interchangeably. Childress (7) defines a supervisor as "one who is responsible for the working conduct of, and the quality and quantity of work produced by subordinates." Wise (17) defines a supervisor as "any one with the authority to hire, fire, discipline or otherwise affect the status of an employee or to recommend such action."

The American Dietetic Association (1) defines a dietitian as "one who has had college training in the science of nutrition and management and is proficient in the art of feeding individuals and groups." Todhunter (25) pointed out that the administrator is of ultimate importance, whether she be called a dietitian, a nutritionist, or a teacher. She is more important to the success of a food service unit than are the well-equipped kitchen, effective records, and food cost systems. According to Bonnell (6) the requisites in making a good supervisor are analyzing and knowing the job, organizing the food service staff as a team, each of whom must coordinate his function with the other.

West and Wood (26) pointed out that

the responsibilities of the food director include planning and establishment of a satisfactory organization and the effective coordination of the food service department with others related to it; successful personnel direction, including delegation, supervision, and building of morale; the maintenance of high food standards; and the inauguration of an adequate system of cost control.

Reeves (23) stated the management of college dining halls requires a knowledge of manufacturing--the processing and preparation of food; engineering--efficient layout of kitchen, dining room, refrigeration, air conditioning, ventilation, sanitation, maintenance of equipment; merchandizing; personnel practices; decoration; purchasing; salesmanship and administration.

In a 1950 study of dietitians who were members of the American Dietetic Association representing all types of food service, David (8) found that the college food service dietitians reported annual salaries of about \$3000. The college food service dietitians worked an average of 49 hours a week. Split shifts were reported by three-fifths of the college dietitians. Three out of five college food service dietitians reported receiving a four-week paid vacation each year. Annual sick leaves of two weeks were typical for all dietitians in the study but for hospital and college dietitians it was less universal than the vacation plan. One-half of the college food service dietitians participated in pension plans to which their employer contributed a part.

According to a study made in 1942 by Porter (2, p. 54) "Negro High Schools, Colleges and Universities--Dietitians are employed as teachers of foods, nutrition and dietetics. The average salary received by the dietitians in this field of service is \$1710 per year." The Association of College Unions (2) suggested the annual salaries for a food service director in average size unions as \$2400 to \$3600; in larger unions the

annual salaries suggested were from \$2750 to \$5000. The suggested annual salaries for a dining room supervisor ranged from \$1800 to \$2500.

In a 1935 publication, Augustine (4) reported the average cash salaries per month for 12 months for directors of residence halls as \$255.00; for food director, \$230; for food manager or dietitian, \$190; and for manager of residence halls, \$145. These figures represent cash salary in addition to full maintenance. The size of the unit, the local situation, training, experience, and length of working period had a marked effect on the salaries. The majority of these persons received one month's paid vacation and time off.

Seventy per cent of the dietitians had teaching duties in addition to supervision in the residence halls. The persons in this study were engaged and discharged by and responsible to the president of the college more frequently than to other officials of the institution.

The use of student labor in educational organizations has been a widely accepted practice. Ninety-six per cent of the 120 institutions reported the use of student labor in their food services in a study made by Augustine (4), 1935. In the 1952 study by Augustine et al. (5) of 121 colleges and universities having an enrollment of 1,000 to 7,000, only nine schools did not employ students in the food service units. More than half the schools reporting listed class schedules and the undermining of morale of other employees as disadvantages of having student

labor. Other disadvantages were that student laborers were irresponsible, required more supervision, and that use of student labor was uneconomical. While a large percentage indicated that the availability of students at peak periods was an advantage, also the availability of students for short periods, their ability to adapt, and their dependability was at times an economical advantage. Another advantage of using student labor was that it benefited the student by providing personal and vocational assistance.

Kretschmer (16) pointed out in a study of student labor in a college union that split work schedules involving short hours and the inability to work prearranged schedules as major disadvantages of the use of student labor. A minor disadvantage of using student employees was a general lack of interest on the part of the student. The author suggested ways to solve the problem arising from the use of student labor in a college union. Instead of working short periods, the students were scheduled to work longer periods at a time but fewer periods per week. A bonus plan was also used for all hours worked per semester that conformed to prearranged work schedules which had been set up at the beginning of the semester. This plan resulted in 80 per cent of the students completing their contracts and provided a bonus of ten cents on each contract hour worked.

Augustine et al. (5), in reporting the use of student labor in their 1952 study stated that the average student employee

worked 2.70 hours per day. The student in southern schools worked the most hours per day. The average cash paid per hour ranged from \$0.416 for a waiter to \$0.550 for a butcher.

The average number of hours worked per day for students in residence halls, reported by Augustine (4), was 2.38 hours for all students, 2.44 hours per day for the southern colleges and universities, and 2.36 hours per day for the eastern colleges. The average number of hours worked per week was 15.87. Thirty per cent of the total students in this study worked for full board.

Ricker (24) in discussing the use of student labor in a university stated it is faced with "the economic factor and its relationship to general university policy and the problem of personnel management." The student employees were found to be more efficient when longer work periods were developed.

Ricker (24) stated further that supervision and training are important in food units employing students and that centralized hiring and records make the student realize the necessity of good performance on each job. The supervisors are responsible for creating good work habits in order that these students may realize their responsibilities to a job and be able to hold jobs after leaving the institution.

The average hours worked per week by student employees as reported by Ricker (24) was 12 hours. During a quarter of the school year, students received the equivalent of \$14.00 for 12 hours of work per week or about \$1.17 per hour.

Gleason (11) used a graduated pay scale for a food service in a small college. The student rate of pay was \$0.50 per hour for the first year, \$0.55 per hour for the second year, and \$0.60 per hour for the third year. The head waiters and waitresses were paid on a higher scale; namely \$0.65 per hour.

Herman (15) reporting on the use of student labor in 152 institutions, found that male students were utilized for dishwashers more frequently than any other job. One hundred and nine colleges reported employing male students as dishwashers, 83 reported employing male students for serving and dishing of food, 76 employed male students as waiters, and 45 employed males at the soda fountain. The colleges reported employing female student workers for dishing and serving of food more frequently than for any other job. Seventy-nine employed females for dishing and serving food, 72 employed female students as waitresses, 43 employed female students as dishwashers, and 28 employed female students at the snack bars.

Forty-eight of the colleges had organized training programs for student workers. The hourly wages reported for the student employees ranged from \$0.50 to \$0.75; several colleges paid a higher hourly rate to dishwashers. To protect the student's academic performance, a limit was placed on the number of hours worked weekly or the amount a student earned.

Augustine (4) in reporting on regular employees in a residence hall, found that the average hours worked per day by head cooks was 8.9 hours, while the average hours in the Southern

region was 9.8 hours per day. The highest average wage was paid in the Eastern region, the lowest in the Southern region. The range of pay for cooks was \$5 to \$55 per week and both of these extreme wages were paid to male cooks. Meals were furnished cooks in addition to their wages. The average hourly rates in the Southern region was \$0.34 and \$0.72 in the Eastern region.

At the sixth annual conference on Restaurant Management, Greunke (14) recalled a statement of cost control given by one of the leading authorities.

The function of cost control is to provide a comprehensive coordinated plan which will keep a constant pressure to bear to maintain efficiency, expose variances and unfavorable trends, and to prevent hit or miss application and dispersion of management effort which should be organized and directed.

As tools necessary for controlling food cost, Atkinson (3) suggested food control forms, work sheets, market orders, a dual purpose form for combining refrigerator inventory and purchase order, the standardized recipe. Atkinson stated that "no menu can be pre-costed without the portion cost per food item."

Preston (22) stated that "efficient operation of any food service unit requires a careful check on the part of the dietitian to see that the public is receiving quality and quantity which can reasonably be expected for the prices charged." Factors necessary for studying and analyzing food cost control were a knowledge of the food cost, maintenance of accurate inventories of all purchases, accurate records of raw food cost, careful menu planning, use of listed and standardized recipes, serving of

standardized or measured portions, the purchase of food by specifications, checking food waste, and figuring the labor cost. Preston stated further that the training of employees for the serving of food was very important.

McKinley (19), in a study of various types of food services in 27 colleges and universities found about 78 per cent of them using standardized recipes. Twenty-two of the units kept records of purchases. Several indicated the perpetual inventory provided the record of purchase. The majority purchased through a salesman and over the telephone. Twenty-five checked all deliveries upon arrival against quality and quantity. In large units a storeroom clerk was responsible for receiving the food, but in smaller units the dietitian, head cook, or storeroom clerk was responsible for checking deliveries. Meats, fruits, and vegetables were the food items most frequently checked. Twenty schools maintained monthly inventories and 15 schools checked the refrigerators daily.

McKinley also found that the cost per meal was determined daily, twelve schools reported determining cost per meal daily, 12 schools reported determining food cost percentages monthly, and 13 reported determining labor cost monthly.

Gleiser (13) in discussing food cost, used the term "hidden costs", which she defines as "an addition to a fixed or variable cost which is due to managerial inefficiency." These costs occur also in relation to labor as the result of personnel policies of the organization. Other sources of "hidden costs" are cost of

operation, kitchen layout, and delivery of goods to the food service unit.

In an attempt to control operational cost in the face of fluctuating raw food and labor cost, Herman (15) reported 48 per cent of the food directors in 152 college food service units stated that restriction of menu choices was their major weapon. Forty-three per cent reported installing labor saving equipment to control labor cost. Some of the food directors reported less expensive foods were purchased, or changes in the size of portions and the type of meal service as ways to reduce cost. Most food directors reported a raw food cost below 60 per cent. Labor cost in general was under 30 per cent. The larger institutions appeared to devote more time and personnel to controlling raw food cost in their food service operation.

Parks (20) stated in order to plan and to control cost, the food manager needs to take time out to determine the cost of food used each day. The food manager must know the cost of portions served and the relationship of the daily food cost to the daily income.

West and Wood (26) stated "that among the important factors affecting food-cost control are the menu offered, the type of service, the method of pricing, the provision of meals for employees, the purchasing methods, waste, and the size of portions." Several factors tend to influence the percentage of income spent for labor even within services of similar types. They include: the numbers served, the floor plan, the placement

of the food preparation units in relation to the serving unit; the kind, amount, and placement of equipment; the experience and skill of workers, the labor turnover, the wage rate, the quality of management, the degree of organization of employees, and the standards of the director.

Suggested percentage distribution of budget items for a college cafeteria given by West and Wood (26) are:

Food	50 to 55
Labor	
Managerial	5 to 7
Employee	20 to 25
Housing*	7
Depreciation	3
Operating**	5 to 6
Repairs and Replacements	3
Supplies	
Cleaning	1
Office	1
Laundry	2 to 3
Miscellaneous	1 to 2
Net Profit	5 to 3

* Housing. Rent, amortization, or interest.

** Operating. Fuel, electricity, water, steam, refrigeration, telephone.

Procedures for the purchasing of food for the food service unit will vary in all the institutions. Froeman (10) recommended five steps to effective institutional buying. They are: find out what the food industry offers; determine what best fits your needs; compile written specifications covering your selections; work out a buying procedure and decide on the course of action; check and inspect all deliveries.

Wood (28) stated:

for purchasing requirements to be of greatest value they should be made according to financial policies of the organization and based on the quality, packaging practices, availability, peak of seasonal products, and keeping characteristics of food--all of which are causes for variations in prices.

Wood further stated that scales and measure, a record of net yields, and a systematic rechecking at frequent intervals is necessary for effective and worthwhile specifications for purchasing.

The most efficient kitchens according to Gleason (12) are planned by the food administrator consulting with and helped by the president or the business manager. Cooperatively they accept or reject the ideas of engineers, architects, and contractors as to the efficiency of the equipment, cost, and its role in the future development of the college.

The selection of equipment according to West and Wood (26) should be based on the following factors: the budget, the floor plan, the type of service, the number of people to be fed, the length of the serving period, the type of fuel used, the labor hours available, and the type of employees.

The training of food service employees has been emphasized by many administrators in the institutional food service field. Organization of training programs for food service employees usually rest with the food service director. The initial training may take place in the form of job descriptions, work schedules, conferences with the employee before his actual work

begins. The continuous training takes place through employee meetings, lectures, the use of visual aid, posters etc.

Lundberg (18) pointed out that an increase in efficiency of 25 per cent was gained by training employees. Advantages of training programs are had by both management and the employee. He further stated the advantages for management include: increased learning, increased quality of performance, increased production, decreased breakage and spoilage, reduced number of accidents, labor turnover, and absenteeism. The advantages for the employee include: increased earning power, increased feeling of security and economic independence, preparation for advancement, and enhanced self-respect.

✓ Kusner (17) stated that an employee's success depends upon the manner in which he is introduced to his job. She also pointed out that a new employee, if treated courteously and given adequate instruction during the orientation period, is likely to react favorably to his job. If adequate instructions are not given, circumstances may develop which will make later training difficult.

Kusner suggested that a conference be arranged with the new employee before work is actually begun. General information covered in the employment together with other rules and regulations applying to all employees should be discussed. A handbook is also valuable at this time. A tour of the unit in which the employee will work serves to familiarize the new employee with his surroundings, equipment, and supplies, and to introduce the

worker to his immediate supervisor. The employee is told specifically to whom he should go for information concerning any problem that may arise later. A written work schedule is another helpful tool that is used during the orientation period. Kusner suggested factors necessary in the preparation of an effective schedule. A job analysis should be used as a guide in developing the work schedule; the duties should be clearly stated and include sufficient instruction; the work schedule should be up to date; the work schedule should be presented to the new employee as a guide to the basic duties and procedures.

Lundberg (18) believed that an instructor must have certain requisite abilities plus a knowledge of teaching and a desire to teach. There is no blanket rule concerning who should teach; let those do the training who want to and have the abilities to do it.

Kusner (17) stated that the job instruction classes should be small and consist of lectures, demonstrations, and discussions. A follow-up should be made to see if the method is being practiced and to check on results. The supervisor should be interested in four things:

1. Having the new worker come up to the quality and quantity requirements of production as quickly as possible.
2. Avoiding accidents which will injure the worker.
3. Avoiding damage of property and equipment.
4. Causing as little confusion as possible because of a change of workers.

Lundberg (18) adapted the abbreviated procedure for instructing developed during World War II by the War Manpower Commission.

First comes preparation:

1. Have a plan.
How much skill do you expect? How soon?
2. Analyze the job.
List the principal steps.
Pick out the key points.
3. Have everything ready.
Tools, equipment and material.
4. Have the work properly arranged just as the worker will be expected to keep it.

The actual instruction proceeds by four steps:

Step I

Put the Trainee at ease.
Find out what he already knows.
Get him interested and anxious.

Step II

Present.
Tell, show, illustrate and question carefully and patiently.
Stress the key points.
Instruct clearly and completely, one point at a time.
Check, question and repeat.

Step III

Perform.
Have trainee tell and show you how the operation is performed.
Have him explain key points.
Observe performance and correct errors.
Repeat instruction if necessary.

Step IV

Follow up.
Put him on his own.
Encourage questions.
Get him to look for new points.

METHOD OF PROCEDURE

The names and addresses of the Negro institutions used in this study were taken from the Education Directory, 1952-53, Part Three, Higher Education, Health, Education and Welfare Department of the U. S. Government. Ninety-three double postcards were directed to the Heads of the College Food Service Departments asking

for their cooperation in the study. Forty-eight persons responded by returning the cards indicating their position and willingness to cooperate.

A check list (Appendix) was sent to 48 persons. Follow-up letters, at two different times, were mailed, and 30 check lists were returned.

The check list developed was divided into five parts. The first part consisted of general background information concerning the school curriculums offered, the type of food service, and the approximate number of meals served. The second part was to obtain data on the administrative staff, as to title of position, education, experience, duties other than supervision, maintenance, and conditions of employment. It was also designed to ascertain the selection of employees, employee benefits, title of job, sex, hours worked, and salaries of the regular employees. The selection and duties of the student employees were also a part of this section of the check list. The third part was designed to determine the practices used in planning, preparing, and serving of food. The fourth part was to find out the methods of cost control used and the practices followed in the food service units. The fifth part was designed to discover the type of equipment available, the methods of purchasing equipment, and general information regarding the physical plant. Information from the check lists was tabulated and analyzed for similarities and differences in food service patterns.

DATA SECURED FROM THE CHECK LIST

Part I: General Information

The 30 colleges and universities participating in this study were all co-educational and represented 13 states and the District of Columbia (Appendix). Thirteen institutions were controlled by the state, 14 institutions were endowed denominational schools, two were endowed non-denominational, and one was federally controlled.

All but one of the 30 institutions returning the check list were located in the southern region. Seventeen institutions offered a Bachelor of Arts or Bachelor of Science; seven, a Master of Arts or Master of Science; one, a Bachelor of Science, Doctor of Medicine, Doctor of Dentistry; one, a Master of Arts or Master of Science, Doctor of Dentistry, Doctor of Medicine; one was reported as a two-year institution; one, an associate Bachelor of Arts or Bachelor of Science; and two institutions did not indicate the degrees offered.

Fourteen food service directors reported on the curriculum offered at their institutions. Four schools offered a foods, nutrition, and institutional management curriculum; three, a curriculum in foods, nutrition, institutional management, and dietetics; seven offered a curriculum in foods and nutrition only. Sixteen food service directors did not report on this item.

Six colleges and universities stated that their curriculums

met the American Dietetic Association requirements. Ten institutions indicated that their curriculums did not meet the American Dietetic Association requirements. Fourteen did not answer in regard to these requirements.

Nineteen of the institutions used the food units for instructional purposes. Six reported the food service unit as being used as a laboratory for quantity food preparation, institutional management practice, and special catering services. Three food service units were used by students as laboratories for quantity food preparation and institutional management practice. Three food service units were used by the students for quantity food preparation and special catering services. Two food service units were used as laboratories for institutional management practice. Five food service units were used for special catering services. Eleven did not indicate any use of their food service other than providing meals for the patrons.

The food service units were administered as a part of the business office in 25 schools; two reported the food unit being administered as a part of the home economics department; and three did not indicate the administrative department to which the food service unit was responsible.

Twenty-two food service directors indicated that meals were served in a central dining hall, eight did not answer, and none indicated meal service in residence halls. The board paid per month ranged from \$20.00 to \$45.00 in 24 of the colleges. Six food service directors did not report on the amount of board

paid per month at their institutions. The morning meal check ranged from \$0.35 to \$0.60 in seven institutions. The noon meal check ranged from \$0.40 to \$0.75 and the evening meal check ranged from \$0.48 to \$1.00 in six institutions. Twenty-three food service directors gave no amount for the check for the morning and noon meal and 26 gave no amount for the evening meal check.

Twenty-five institutions served from 46 to 2,035 breakfasts; five did not indicate the number served at the breakfast meal. The number served at the noon meal in 27 institutions ranged from 80 to 3,010; three did not indicate the number served this meal. The number served at the evening meal in 25 institutions ranged from 78 to 2,275. Five did not indicate the number served this meal. One reported serving a noon meal only; one reported serving a morning and noon meal; and one a noon and evening meal. The number of schools reporting on the approximate number of meals served each day will be found in Table 1.

Table 1. Number of schools reporting on the approximate number of meals served daily.*

Number of meals served daily	Morning	Noon	Evening
Less than 200	8	3	4
200-499	10	15	12
500-999	4	4	5
1000 and over	3	5	4

* Three schools did not answer this section.
 One school reported noon meals only.
 One school reported morning and noon meals.
 One school reported noon and evening meals.

Eighteen of the schools offered cafeteria style service, serving one complete meal at breakfast. Seven indicated cafeteria style offering a selection of food. Three indicated seated service with waiters or waitresses, while two schools did not indicate the style of the morning service. Seventeen schools offered cafeteria style serving one complete meal at noon. Six offered cafeteria style from which a selection could be made. Five indicated seated service with waiters and waitresses, and one school did not indicate the type of service at the noon meal. At the evening meal, 17 institutions offered cafeteria style, serving one complete meal only. Six indicated a cafeteria style from which a selection could be made; five indicated seated service with waiter or waitresses; and two did not indicate the style of the evening meal service.

Three food service units were responsible to the president for the financial management of the food service unit; 18 were responsible to the business manager, one to the comptroller, one to the auditor; two were responsible to the president and comptroller; and two did not indicate to whom they were responsible for the financial management of the food service unit.

The food service directors conveyed food service policies to their employees orally or through writing. Twenty gave employees instructions orally; five gave instructions to employees through a manual; and two gave instructions to employees by use of a manual and orally. One gave instructions to employees by use of a bulletin board. One gave instructions to employees by

use of instruction sheets and one indicated that a manual was being drawn up to give instructions to the employees.

In regard to employee schedule of duties, the food service directors in 15 schools reported giving the employee schedule of duties orally. Fourteen reported giving them in writing. Seven reported a combination of the two methods, while one did not indicate the manner in which the employees' schedules were given.

Four food service directors held weekly administrative staff meetings and nine held monthly administrative staff meetings. Fourteen held administrative staff meetings when needed, while one other held monthly administrative meetings and also called administrative staff meetings when necessary. Three did not indicate the frequency of their administrative staff meetings. Four held administrative staff and employee meetings weekly. Six held administrative staff and employee meetings monthly. Sixteen held meetings of this type when needed. One held meetings with the administrative staff and employees monthly and when needed. One indicated that this type of meeting was held only at the beginning of the school year.

Twenty food service directors indicated provisions for in-service training within the food unit. Eight food service directors indicated there were no provisions for in-service training within the food service unit. Two food service directors did not answer this item.

Part II. Employees of Food Service Department

Administrative Employees. Two food service directors reported a five-member administrative staff; five food service directors reported a four-member administrative staff; 12 food service directors reported a three-member administrative staff; seven food service directors reported a two-member administrative staff; and four food service directors reported having one member on the administrative staff of the food service unit. Eight food service units were directed by men and 22 were directed by women. Of the 64 assistants reported on the administrative staff of the food service units, 11 were men and 53 were women.

Six of the service directors held masters' degrees. Five of these degrees represented the home economics area and included home economics education, foods and nutrition, and institutional management. One represented the administration and supervision area. Twenty food service directors reporting, held bachelors' degrees, 19 of which represented the home economics area, and one the industrial education area. One food service director had no professional educational background and three food service directors did not report on their educational background.

Two food service directors reported that their assistants held masters' degrees; one representing foods and nutrition, and the other administration and supervision.

The food service directors reported a total of 64 employees

on their administrative staffs. Twenty-one held bachelors' degrees in foods and nutrition, dietetics, institutional management, home economics education, and home-making. Five fields not related to food service were reported. These included history, education, physical education, and business administration. One registered nurse was reported as assistant dietitian in a school. One certificate in cooking represented one administrative employee. One assistant dietitian was reported as having credit in foods and nutrition. Fifteen administrative staff members were reported by the head of food service units as having no professional educational background. There was not a report on the remaining 20 persons listed on the administrative staff by the food service directors.

The heads of food service units reported a range of two and one-half to 25 years experience in food service administration. For the assistants within the food unit, there was a range of one to 22 years experience in food service administration.

Twenty-two food service directors reported their duties in addition to supervision in the food service units. Fourteen reported special meal preparation; six taught related subjects; one taught unrelated subjects; one reported having taught high school subjects; and eight did not report additional duties other than supervision in the food service unit. Six assistants had duties other than supervision. Two assistants taught related subjects; two supervised special meal preparation; and one assistant taught high school subjects.

Twenty-seven food service directors reported the period for which they were employed. Twenty-two food service directors were employed for 12 months; three food service directors reported a nine-month period of employment; two reported a 10-month period of employment; and three did not report on the period of employment. Twelve food service directors reported the period of employment for assistants in their food service unit. Ten food service directors reported a 12-month period of employment for their assistants; one reported a 10-month period of employment; one reported a nine-month period of employment; and 18 food service directors did not report on this item. Twenty-one food service directors reported on maintenance that was provided for them. Seven food service directors received room and board; six food service directors received board only; four received board and laundry; two received laundry only; and two received room, board, and laundry. Nine food service directors did not report on the maintenance provided them. Fourteen food service directors reported on the maintenance provided their assistants. Five reported assistants receiving board only; two reported assistants receiving laundry only; two reported assistants receiving room, board, and laundry; two reported assistants receiving room and board; two reported assistants receiving board and laundry; and one reported an assistant receiving room only. Sixteen food service directors did not indicate the maintenance provided assistants on their staffs.

Eleven food service directors reported the amount deducted

monthly for maintenance. The amount deducted monthly for maintenance ranged from \$10.50 to \$50.00. Nineteen food service directors did not indicate the amount deducted monthly for maintenance. Five food service directors reported the amount deducted monthly for maintenance for the assistants in their food service units. The amount deducted for this group ranged the same as for the food service directors.

Ten food service directors reported their salaries were over \$3500 per year; eight reported having salaries ranging from \$3000 to \$3499 per year; six reported salaries ranging from \$2000 to \$2499 per year; and three reported salaries of \$1500 to \$1999 per year.

Twenty food service directors reported on the annual salaries of their assistants. Four food directors reported that salaries for assistants were over \$3500 per year. Six reported salaries ranging from \$3000 to \$3499 per year; eight reported salaries ranging from \$2000 to \$2499 per year; two reported salaries ranging from \$1500 to \$1999 per year. One food service director stated that she did not know the salaries of her assistants in the food unit. Nine food service directors did not indicate salaries per year for persons on their administrative staffs.

The practice of annual leaves with pay for one month predominated; 12 reported having annual leave with pay for one month. One food service director had two months annual leave with pay; one, an annual leave of three weeks with pay; six, two weeks with pay; one, 10 days with pay; four, no annual leave

with pay; and four did not report on annual leave provisions.

Seven food service directors reported on annual leave with pay for their assistants. Six had two weeks annual leave with pay and one, one month annual leave with pay.

Eleven food service directors reported an annual sick leave of 15 days with pay; four reported an annual sick leave of 10 days with pay; three, no annual sick leave with pay; one, the annual sick leave with pay was given as needed in worthy cases; and 11 did not answer this item.

Annual sick leave with pay for assistants was reported by four food service directors; three, a 10-day annual sick leave with pay and one, five days annual sick leave with pay for an assistant. Twenty-six food service directors did not report on the annual sick leave with pay for assistants. Two food service directors reported on annual sick leaves without pay for assistants. One reported an indefinite number of days would be allowed for annual sick leave without pay. One food service director reported no "annual sick leave without pay" was provided.

Seventeen food service directors reported that retirement benefits were provided for the administrative staff. Two stated that no provisions were made for retirement and 11 did not answer this item. Nine food service directors reported a percentage range paid by the employer from two to 50, and a percentage range paid by the employee from two and one-half to 50. Twenty-one did not report on the percentage paid by the employer

and employee for retirement benefits.

Food service directors in only a few of these institutions belong to such professional organizations as the American Dietetic Association, American Home Economics Association, and American School Food Service Association. Four food service directors were members of the American Dietetic Association; three stated membership in the American Home Economics Association, three in the American School Food Service Association, and one of the four stated membership in the American Restaurant Association and Hotel Association.

The professional journals frequently found in the dietary departments of the schools were: Institutions Magazine, College and University Business, the American Dietetic Association Journal, and the Journal of Home Economics. A majority of the institutions reported the availability of Institutions Magazine and a large number reported the availability of College and University Business.

Regular Employees. Various individuals were responsible for engaging and dismissing regular food service employees in the food unit, but the majority of the food service directors engaged and dismissed the regular employees. The administrative officer responsible for regular employees will be found in Table 2.

Fifteen food service directors reported that the selection of regular employees was made by means of written application and interview; nine food service directors reported that the selection was made by means of interview only; and six did not

report on the method used in the selection of regular employees.

Table 2. The administrative officer responsible for regular employees.

Position on staff	: Selection : of regular : employees	: Dismissal : of regular : employees
Director of Food Service	17	14
Personnel Office	3	1
Director of Food Service and Personnel Office	1	1
President	6	1
Business Manager	1	1
Business Manager and Director of Food Service	1	
Number of schools not reporting	1	13

One-half of the schools did not set a limit on the amount allowed for meals. Of the five schools that did report for the morning meal, \$0.25 was the least allowed. A slight difference between the noon and evening meals was noted. The range for noon meals was \$0.35 to \$0.70 and for the evening meals, the range was \$0.30 to \$0.70.

Twelve food service directors reported on annual leave provisions for regular employees. One food service director reported a three-week annual vacation with pay. Nine food service directors reported a two-week vacation with pay. One reported a one-week vacation with pay and one reported a two-week vacation

without pay. Eighteen food service directors did not report on annual leave provisions for regular employees.

Ten food service directors reported on sick leave provisions for regular employees. One food service director reported five days sick leave for employees with less than a year's service; one week sick leave for employees with more than a year's service; and one reported five days per month (not exceeding 15 days per year) sick leave for regular employees. One reported 15 days per year annual sick leave; one reported one and one-half days per month; three reported one day per month; and three food service directors stated that no provisions were made for sick leave at their institutions.

Thirteen food service directors reported on retirement benefits provided the regular employees. Seven schools reported retirement benefits were provided at their school. The percentage paid by the employer ranged from 2 to 50, and the percentage paid by the employee ranged from 2 to 25. Six schools stated no provisions were made for retirement benefits for regular employees at their school.

Fourteen food service directors reported on the provisions made for uniforms. One school reported uniforms furnished; one school reported uniforms laundered; 12 schools reported uniforms furnished and laundered. Sixteen food service directors did not report on the provisions made for uniforms.

Nineteen food service directors reported on health examination requirements at their school. Twelve schools required

health examinations yearly; six reported health examinations were required every six months; and one food service director reported that health examinations were not required of regular employees at the institution. Eleven schools did not answer this item.

Eight food service directors reported group hospitalization insurance carried for regular employees. Five reported 100 per cent payment by the employees; two, 50 per cent by employees and 50 per cent paid by employer; one, 25 per cent payment by employees and 75 per cent payment by employer; and one stated group hospitalization insurance was carried for employees but did not indicate the percentage paid by the employer and employee.

Head Cook. Twenty-six food service directors reported on the sex of the head cook in their food service unit. Sixteen male head cooks and 14 female head cooks were employed in the food units. Four food service directors did not indicate the sex of the head cooks in the food service unit.

Twenty-six food service directors reported on the number of days worked per week by the head cooks. Three schools indicated a seven-day work week; one school had a six and one-half day work week; 15 schools, a six-day work week; four schools, a five and one-half day work week; and three schools reported a five-day work week.

Twenty-five food service directors reported on the number of hours worked per day by the head cook. The hours worked per day by the head cook ranged from eight to 12. One food service

director reported an eight- to 12-hour work day; three food service directors reported a 10-hour work day; two food service directors reported a nine-hour work day; 19 reported an eight-hour work day; and five did not report on the hours worked per day by the head cook in their food service units.

The average weekly wage as reported by 15 food service directors ranged from \$20.00 to \$80.00. Fifteen food service directors did not report on the average weekly wage for the head cook in their food service units. Sixteen schools had straight shift and seven, split shifts. Seven food service directors did not report on the kind of shift worked by the head cook.

Second Cook. Twenty-five food service directors employed 11 males and 14 females as second cooks in their food service units. Five food service directors did not report on this item.

The days worked per week in 25 food service units ranged from five to seven. Two food service directors reported a seven-day work week; one food service director reported a six and one-half day work week; 14 food service directors reported a six-day work week; four food service directors reported a five and one-half day work week; and three food service directors reported a five-day work week. Five did not report on the days worked per week by the second cook in their food service units.

Twenty-four schools reported on the hours worked per day by the second cook in the food service units. The hours worked per day by the second cook ranged from five to 12 hours. One school reported an eight- to 12-hour work day; three schools reported

a 10-hour work day; one school reported a nine-hour work day; 17 schools reported an eight-hour work day; one school reported an eight and one-half hour work day; and one school reported a five-hour work day. Six schools did not report on the number of hours worked per day by the second cook in their food service units.

Fourteen reported on the average weekly wage of the second cooks. The average weekly wage of the second cooks ranged from \$18.00 to \$79.00. Sixteen did not report on the average weekly wage for the second cook.

Fifteen food service directors reported straight shifts and seven reported having split shifts. Eight food service directors did not report on the kind of shifts worked by the second cook in their food units.

Third Cook. Eighteen food service directors reported employing a third cook. Eight food service directors employed males; nine food service units used females as third cooks; and one food service director did not report the sex of the third cook.

Eighteen schools reported on the number of days worked per week by the third cook. The number of days worked per week by the third cook ranged from five to seven. Two food service directors reported a seven-day work week; one, a six and one-half day work week; 10, a six-day work week; three, a five and one-half day work week; and two, a five-day work week. Twelve food service directors did not report on the number of days worked per week by the third cook.

Eighteen food service directors reported on the number of

hours worked per day by the third cook. One food service director reported a nine-hour work day; 16 food service directors reported an eight-hour work day; and one food service director reported a four-hour work day. Twelve did not report on the number of hours worked per day by the third cook.

Eight food service directors reported a straight shift and five reported the third cook working a split shift. Seventeen food service directors did not report on the kind of shift worked by the third cook.

Eleven food service directors reported the average weekly wages for the third cook. The average weekly wages reported ranged from \$19.00 to \$79.00. Nineteen food service directors did not answer this item.

Baker. Twelve food service directors reported employing bakers in their food units. Five schools employed males as bakers and seven employed females as bakers. Eighteen did not report on this item.

Twelve reported on the number of days worked per week by the baker. The number of days worked per week ranged from five to seven. One school reported a seven-day work week; seven schools reported a six-day work week; two schools reported a five and one-half day work week; and two reported a five-day work week. Eighteen did not report on the number of days worked per week by the baker.

Ten food service directors reported on the number of hours worked per day by the baker. One reported a 10-hour work day;

one reported a nine-hour work day; and eight reported an eight-hour work day. Twenty food service directors did not report on this item.

Six food service directors reported on the average weekly wage of the baker. The average weekly wages ranged from \$22.00 to \$70.00. Twenty-four did not report on the average weekly wage for the baker.

Five food service directors reported a straight shift and five reported a split shift worked by the baker. Twenty did not indicate the kind of shift worked by the baker.

Salad Maker. Fifteen food service directors reported employing a salad maker. Fourteen reported employing females and one reported employing a male as salad maker. Fifteen food service directors did not indicate employing a salad maker in their food unit.

The days worked per week as reported by 15 food service directors ranged from five to seven. One reported a seven-day work week; 10 reported a six-day work week; two reported a five and one-half day work week; and two reported a five-day work week. Fifteen did not report on this item.

The number of hours the salad maker worked per day as reported by 15 food service directors ranged from eight to 12. One reported an eight- to 12-hour work day; one reported an eight and one-half- to nine-hour work day; 12 reported an eight-hour work day; and one reported a nine-hour work day. Fifteen did not indicate the number of hours worked per day by the salad maker.

Eight food service directors reported an average weekly wage of the salad maker. The average weekly wage ranged from \$18.00 to \$40.00. Twenty-two did not report on this item.

Five food service directors reported a straight shift and four reported a split shift worked by the salad maker. Twenty-one did not report on the kind of shift worked by the salad maker in their institutions.

Porters. Ten food service directors reported employing porters in their food service unit. Nine males and one female were employed as porters. The number of days worked per week by porters ranged from five to six and one-half days. Twenty schools did not report on this item.

Eight food service directors reported an eight-hour work day; one, a six and one-half-hour work day; and one a six-hour work day.

Seven reported on the average weekly wage for porters in their institution. The average weekly wage ranged from \$20.00 to \$70.00. Twenty-three did not report on this item. Two food service directors reported straight shifts and three reported split shifts worked by porters. Twenty-five did not answer this item.

Dishwashers. Seventeen reported employing dishwashers in their food service unit. Twelve reported employing males; four reported employing females; and one reported employing both male and female dishwashers.

Twenty-one reported on the number of days worked per week.

Six food service directors had a seven-day work week; three, a six and one-half-day work week; six, a six-day work week; three, a five and one-half-day work week; three, a five-day work week; and nine did not report on the number of days worked per week at their school.

Twenty-one food service directors reported on the average hours worked per day by dishwashers in their food unit. The average hours worked per day ranged from three to nine. One reported a nine-hour work day; 11, an eight-hour work day; one, a seven-hour work day; one, a six-hour work day; two, a five and one-half-hour work day; one, a five-hour work day; two, a three and one-half-hour work day; one, a four-hour work day; one, a three-hour work day; and nine food service directors did not answer this item.

Ten food service directors reported on the average weekly wage of the dishwashers. The average weekly wage ranged from \$9.00 to \$70.00. Twenty did not report on the average weekly wage of dishwashers in their food units.

Four food service directors reported straight shifts and seven reported split shifts worked by dishwashers in their food units. Nineteen food service directors did not report on the kind of shifts worked by the dishwashers in their food units.

Waiters and Waitresses. Six food service directors reported employing waiters and waitresses. Two had females in this capacity and four had male and female employees as waiters and waitresses. Twenty-four did not report on the use of waiters and

waitresses in their food service units.

The number of days worked per week by the waiters and waitresses ranged from five to seven days in the six schools. The number of hours worked per day reported by the six schools ranged from three to eight hours. Four schools reported an eight-hour work day; one, a six-hour work day; and one, a three-hour work day.

The average weekly wage reported by four of the six schools ranged from \$9 to \$30. Of the six schools reporting employees in this capacity, three schools reported a straight shift and three reported a split shift.

Counter Workers. Nine food service directors reported employing workers as counter workers. Seven schools employed female workers; one, both male and female workers in this capacity; and one did not report on the sex of counter workers employed in the food unit.

The number of days worked per week ranged from five to seven. One food service director reported a seven-day work week; two reported a six and one-half-day work week; four reported a six-day work week; one reported a five and one-half-day work week; and one reported a five-day work week.

The hours worked per day for the nine schools ranged from one and one-half to eight hours. Six of these schools had an eight-hour work day; one, a three and one-half hour work day; and one, a one and one-half-hour work day.

The average weekly wage reported by six of the schools ranged

from \$9 to \$70. Three schools did not report on the average weekly wage for counter workers at their schools.

Six schools reported on the kind of shift worked by the counter workers; of these, three had a straight shift and three, a split shift. Three others did not report on the kind of shift worked by the counter workers at their school.

Storerroom Clerks. Eleven food service directors reported employing storeroom clerks in their food service unit. Six males were employed and four females were employed in this capacity. One food service director did not indicate the sex of the storeroom clerk employed in the food unit.

The number of days worked per week by the storeroom clerk ranged from four to seven days. One school reported a seven-day work week; six reported a six-day work week; two reported a five-day work week; and one reported a four-day work week. One school did not report on the number of days worked per week by the storeroom clerk.

The average weekly wage of the storeroom clerk reported by five schools ranged from \$25 to \$67. Six did not report on the average weekly wage of the storeroom clerk.

Only three schools reported on the kind of shifts worked by the storeroom clerk. Two reported the storeroom clerk worked a straight shift and one reported the storeroom clerk worked a split shift.

Office Clerks. Seven food service directors reported females employed as office clerks in the food service unit.

The number of days worked per week reported by five of the seven schools ranged from five to six days per week. Two schools reported a six-day work week; one reported a five and one-half-day work week; and two reported a five-day work week. Two did not report on the number of days worked per week by the office clerk.

Five schools reported the average weekly wage ranged from \$35 to \$50.

The number of days worked per week ranged from five to six for the five schools reporting. Two schools reported a six-day work week; one, a five and one-half-day work week; and two, a five-day work week.

Six schools reported on the number of hours worked per day. The number of hours worked per day reported ranged from seven to 10. One school reported a 10-hour work day; four schools reported an eight-hour work day; and one school reported a seven-hour work day.

Only three of the seven schools reporting indicated the kind of shift worked by the office clerk. The three schools reported a straight shift worked by the office clerk in their school.

Cleaners. Only one food service director reported employing cleaners in the food unit. These employees were all male. The days worked per week were seven; the number of hours worked per day was three; the average weekly wage was reported as \$10; and the kind of shift worked was indicated as a split shift.

Student Employees. In selection and dismissal of student employees, the head of the food service unit was responsible in

most of the schools that reported on this item. The administrative officer responsible for student employees will be found in Table 3. According to the food service directors who answered this section pertaining to student employees, the jobs most frequently held by the students were counter workers or dishwashers.

Table 3. The administrative officer responsible for student employees.

Position on staff	:Selection :of student :employees	:Dismissal :of student :employees
Food Service Director	9	14
Personnel Office	7	1
Food Service Director and Personnel Office	4	2
Food Service Director and Dean	1	
Assistants to the Food Service Director	2	2
Dean	1	
Business Manager	1	
Number not reporting	5	11

Counter Workers. Twelve reported employing students as counter workers. Male students were employed in two colleges as counter workers. The two schools reported the average total hours worked weekly by these male students as 20 and 30. The cash rate paid for the 20-hour work week was reported as \$22 per month. A cash rate of \$0.50 per hour was paid by the school reporting the 30-hour work week. The number of hours worked per day for board

was not reported by either school.

Ten colleges reported employing female students as counter workers. The hours worked per week ranged from three to 30. One reported female students working 30 hours per week; one reported a 22-hour work week; one reported a 20-hour work week; five reported a 21-hour work week; one, a 15-hour work week; and one reported a three-hour work week. The cash rate paid per hour reported by seven colleges ranged from \$0.30 to \$0.60. One director reporting the cash rate as \$0.60 per hour stated that one meal per day was also included. One director in reporting a 20-hour work week stated that the student was paid \$22 per month. One director reporting a 21-hour work week stated the cash rate paid per month was \$12. One director reporting a 15-hour work week stated the cash rate paid per month was \$33 for a five-day work week. Six reported the number of hours worked for board by female counter workers. The hours worked for board ranged from one and one-half to five hours per day. Three food service directors reported using both male and female student employees in the food unit. The hours worked per week ranged from 15 to 28. The cash rate paid per hour ranged from \$0.30 to \$0.60. The college reporting the least hours worked per week paid the highest cash rate per hour. One of the three schools reporting on the hours worked per day for board stated that four hours were required.

Porters. Ten food service directors reported employing male students as porters. The average total hours worked weekly by porters ranged from 10 to 30 hours. The cash rate paid per hour

by seven institutions ranged from \$0.25 to \$0.55, while two reported that \$21.50 per month was paid to the students working in this capacity and one reported that \$12 per month was paid to the porters. The schools that reported the monthly wage did not report on the number of hours worked for board.

Dishwashers. Fourteen food service directors reported employing students as dishwashers. The average total hours worked per week ranged from three to 40 hours. Eleven reported employing male students as dishwashers in the food unit. Ten of these reported the cash rate paid per hour ranged from \$0.30 to \$0.75. One reported the cash rate paid per hour was in addition to one meal. The hours worked per day for board were reported by three schools as one and one-half, three, and four hours. One food service director reported employing female dishwashers in a food unit. The hours worked per week by female dishwashers were 21; the cash rate paid per hour was \$0.50; however, the number of hours worked for board was not reported. Two food service directors reported employing both sexes as dishwashers. The hours worked per week were 20 for one college while the cash rate reported, was \$22 per month. The number of hours worked per week by the other female student employees was 36. The cash rate paid per hour was \$0.30. The number of hours work at institutions employing both sexes as dishwashers was not reported.

Potwashers. Five food service directors reported employing male students as potwashers. The hours worked per week ranged from 10 to 22. The cash rate paid per hour ranged from \$0.30 to

\$0.65. Only two reported the hours worked for board. The hours worked per day for board were two and one-half and four.

Waiters and Waitresses. Two food service directors reported employing males and females as waiters and waitresses. The hours worked per week were 18 and 25. The cash rates paid per week were \$0.35 and \$0.45, respectively. These students were not required to work a certain number of hours for board.

Storeroom Clerks. Three food service directors reported employing male students as storeroom clerks. One reported a 27-hour work week but did not state the cash rate paid per day nor the hours worked per day for board. One director reported an 18-hour work week, with \$0.25 as the cash rate paid per hour and stated that no certain number of hours was required per day for board. One reported a 10-hour work week for a student employed as storeroom clerk. The cash rate paid per month was \$22. The number of hours worked per day for board was not given by this school.

Cooks. Three food service directors reported employing male students as cooks. The hours worked per week were 21, 30, and 39. The cash rate paid per hour was \$0.30, \$0.35, and \$0.40. The number of hours worked per day for board was not reported. One food service director reported a female student employed as cook. The average total hours worked weekly were reported as four. The cash rate paid per hour was \$1.02, with one meal included.

Janitors. Five food service directors reported employing male students as janitors. The average total hours worked per

week ranged from 15 to 28 and the cash rate paid per hour ranged from \$0.30 to \$0.60. One food service director reported one meal was included per day in addition to the cash rate paid per hour. One food service director reported that four hours were worked per day for board and one reported that three hours were worked per day for board. One food service director indicated that students were not required to work a certain number of hours per day for board. One food service director did not indicate the number of hours worked per day for board.

Cashiers. Two schools reported employing female students as cashiers. One food service director reported an average total work week as 18 hours; the cash rate paid per hour was \$0.55, with none of the hours worked per day for board. The other food service directors reported the average total hours worked weekly as 21. The cash rate paid per hour was \$0.40 while the number of hours worked per day for board was not indicated by the school.

One reported employing a male student as cashier. The average total hours worked per week were 39. The cash rate paid per hour was \$0.30. The number of hours worked per day for board was not reported by this school.

Monitors. One school reported female students being employed as monitors. The average total hours worked per week were three. The cash rate paid per hour was \$0.60, with one meal included.

Assistant Hostess. One food service director reported employing a female student as assistant hostess. The average total hours worked per week were reported as 21. The cash rate paid per

hour was reported as \$0.40. This school did not indicate the number of hours worked per day for board.

Office Clerk. One food service director reported employing a female student as office clerk. The average total hours worked per week were five. Neither cash rate paid per hour nor the number of hours worked per day for board was reported by this school.

Secretary. One food service director reported employing a female student as secretary. The average total hours worked weekly were 19. The cash rate paid per hour was reported as \$0.65. The number of hours worked per day for board was not reported by this school.

Miscellaneous Jobs. A wide variety of jobs for which students were employed were indicated by some of the food service directors. These jobs were general workers, bus boy, utility workers, kitchen helpers, doorman, line checker, and student helpers. These jobs were all held by male student employees. The average total hours worked per week ranged from three to 30. The cash rate paid per hour ranged from \$0.30 to \$0.75. One food service director stated that \$22 per month was paid for the 20-hour work week. The number of hours worked for board by students at this school was not reported. One food service director reporting a ten and one-half-hour work week stated that these hours were worked per week for board. The food service director reporting a 15- to 20-hour work week stated that one and one-half hours per day were worked for board. One food service director reported a three- to four-hour work week stated that one meal was provided.

Two other food service directors reported three to five hours worked per day for board. One director reported that no certain number of hours were worked per day for board. The remaining food service directors did not indicate the number of hours worked per day for board.

Food service directors at three schools did not give any information on the check list concerning the employment of students in their food service units.

There was great variation in the amount paid to student employees. It ranged from \$0.20 per hour to \$1.02 per hour. A part of the variation was due to amount of time worked and the amount of time one was required to work for board before being reimbursed for time. There were also some differences in pay rate reported by a given institution in terms of the type of job performed and the sex of the worker.

Fifteen food service directors reported provisions made for uniforms for student employees. One school reported uniforms were furnished; one school reported uniforms were laundered; and 13 schools reported uniforms were both furnished and laundered. Fifteen schools did not report on provisions made for uniforms.

Nineteen food service directors reported on health examination requirements of student employees at their school. Twelve schools reported health examinations were required yearly, and six reported health examinations required every six months. One food service director reported that health examinations were not required of student employees at the institution. Eleven schools

did not answer this item.

Part III. Meal Planning, Preparation, and Serving

Twenty food service directors reported that menus were planned by them. Six food service directors reported that menus were planned by the food service director and assistants. Three reported that menus were planned by assistants only. One food service director did not state by whom the menus were planned in the food unit.

Eighteen food service directors reported on the use of their income dollar for raw food (Table 4). The average percentage of the income dollar spent for raw food ranged from 12 to 80. Four institutions reported 55 per cent spent for raw food. Three schools reported a range of 6 to 29 per cent; nine schools, a range of 30 to 59 per cent; and six schools, a range of 60 to 80 per cent. Twelve food service directors did not report on this item. A summary of the number of schools reporting the percentage of income spent for raw food will be found in Table 4.

Table 4. Number of schools reporting the percentage of the income dollar spent for raw food.

Number of schools reporting	Percentage range of income
3	6 to 29
9	30 to 59
6	60 to 80

Eighteen food service directors reported on the percentage of the food dollar spent for meats. The percentage range spent for meats was 12 to 70 per cent of the food dollar. Twelve schools did not report on the percentage of the food dollar spent for meats. Sixteen food service directors reported the percentage of the food dollar spent for fruits and vegetables including canned and frozen foods. The percentage spent for fruits and vegetables ranged from 7 to 30. Fourteen schools did not report on the percentage of the food dollar spent for fruits and vegetables. Sixteen reported on the percentage of the food dollar spent for staples. The percentage of the food dollar spent for staples ranged from 10 to 44. Fourteen schools did not report on this item. A summary of the number of schools reporting the percentage of the food dollar spent for certain food groups will be found in Table 5.

Table 5. Number of schools reporting the percentage of the food dollar spent for certain food groups.

Number of schools reporting	:	Food group	:	Percentage range of food dollar
18	:	Meats	:	12 to 70
16	:	Fruits and vegetables*	:	7 to 30
16	:	Staples	:	10 to 44

* Including canned and frozen.

The majority of food service directors planned menus one week in advance of service; one planned menus daily; one planned menus

daily; one planned menus three days in advance of service; 10 planned menus one week in advance of service; nine planned menus every two weeks; one planned menus every three weeks; three planned menus every four weeks; two planned menus every 12 weeks; one planned menus yearly; and one did not report on the frequency in planning menus for the food unit.

Twenty-five food service directors maintained a menu file of meals served previously. The director who indicated that menus were planned yearly did not maintain a file on previous meals. Two food service directors did not maintain a file of meals served previously while one food service director reported that a menu file of meals served previously was being compiled. Two food service directors did not answer this item.

The majority of the food service directors stated that standardized recipe cards were used in their food unit. Seventeen reported using standardized recipes; one food service director stated that standardized recipe cards were being compiled; 10 food service directors did not use standardized recipes; and two did not answer this item.

As to the frequency of checking the recipe cards for price changes, three reported that recipe cards were checked every three months; three reported checking recipe cards every six months; one reported checking recipe cards every nine months; one reported checking price changes each semester; two reported a weekly check of recipe cards; and 18 did not state the frequency of checking the recipe cards for price changes. One food service

director stated checking recipe cards only when needed.

Twenty-three food service directors reported that special diet service was available during illness; six food service directors made no provisions for special diet services; and one food service director did not answer this item. Eleven schools reported that these services were available in the food unit; 16 schools reported these services were available in the infirmary or college hospital; and three reported no provisions made at their institution for special diet service.

Fourteen reported temporary room tray service provided by the food unit; 12 reported no temporary room tray service provided by the food unit; and four did not answer this item.

Twenty-one food service directors reported the center of food service preparation was located on the same level as the serving unit. Five reported the center of food preparation as being on different levels than the serving unit and four did not indicate the location of the food preparation unit.

Four schools transported food by means of a conveyor to the other levels; three transported food by hand to other levels; one transported food to other levels by conveyor and by hand; one transported food to other levels by truck and hand; and 21 did not answer this item.

One-half of the food directors indicated that the preparation unit was adequate for the number of meals served. Seven reported that their preparation unit was inadequate and eight did not answer this item.

In reporting the use of leftover food, 23 served leftovers in a different form. Four of these 23 schools reporting indicated serving leftovers in the same form also. Seven did not report the manner in which leftovers were served.

While a large number of the food service directors did not report on the time of preparation of certain food items, those who did report said most items were prepared on the same day as they were served. The number of schools reporting on the time of preparation of certain food items will be found in Table 6.

Table 6. Number of schools reporting on the time of preparation of certain food items.

Food items	: Prior to serving :10 min. to 4 hrs.	:Same day :as served	: :Day before	:Number not :reporting
Meats	3	13	1	13
Vegetables	4	14	-	12
Salads	4	5	1	20
Poultry	-	14	4	12
Fish	1	17	-	12
Desserts	2	9	3	16
Beverages	5	7	-	18

Fifteen food service directors indicated the food unit remained open during the college holidays; 11 reported the food service unit closing on college holidays; and three reported food units closed only at Christmas vacation. One school did not report on this item.

Fifteen food service directors reported serving two meals on Sundays; three served three meals on Sundays; one served two meals during the holidays; and one served three meals on holidays. Ten

food service directors did not answer this item.

Ten food service directors reported the same type of dining room service for students, faculty and employees; three schools reported the same dining room service for students and faculty, but a different dining room service for employees. Four schools reported the same dining room service for students and employees but a different dining room service for faculty. One school reported a different dining room service for students, faculty, and employees. Twelve food service directors did not indicate the dining room service for students, faculty, and employees.

Twenty-six food service directors used some method of standardizing servings. Eighteen used dippers; 15 used serving utensils; eight used individual casseroles; and one used a variety of methods including multicounter, serving utensils, individual casserole dishes, dippers, and purchasing prefabricated cuts of meat. Four did not report on the method used to standardize servings. Ten food service directors reported using standardized paper portion cups; 14 reported not using paper portion cups; and six food service directors did not answer this item.

Part IV. Cost Controls and Records

Data concerning the frequency of food purchases revealed that much of the food is not purchased according to plan but when needed immediately by the food unit. A summary of the number of schools indicating the frequency of purchases will be found in Table 7. Weekly purchases of fish, staples, eggs,

Table 7. The number of schools indicating the frequency of food purchases.

Food item	: Two : months	: One : month	: Weekly	: Bi- : weekly	: Daily	: Other : times*	: When : needed	: Number : not re- : porting
Meats	2	3	9	4	-	-	11	1
Fish and poultry	-	2	12	2	-	2	11	1
Staples	5	3	9	1	-	3	8	1
Frozen foods	-	1	3	-	-	-	19	7
Bakery products	-	1	2	1	5	-	17	4
Eggs	1	1	9	3	-	1	8	7
Butter	1	1	4	2	-	3	11	8
Milk	-	1	3	-	7	3	11	5
Fresh fruits and vegetables	-	-	3	3	1	1	12	10

* Every six months, every two weeks, bi-monthly, monthly and/or weekly, and when needed.

butter, milk, frozen foods, fresh fruits and vegetables, and bakery products are prevalent practices among the institutions. Bi-weekly purchases of meats, frozen foods, eggs, fresh fruits and vegetables, butter, and bakery products ranked next in frequency of purchase. Daily purchases were made of milk, bakery products, and fresh fruits and vegetables by a few food service directors. Few indicated using other methods of purchasing food items for the food unit.

Twenty-seven food service directors reported by whom the food purchases were made. Sixteen reported that food purchases were made by the director of food service; five reported these purchases were made by the purchasing agent of the school; three reported these purchases were made by the business manager; two reported these purchases were made by the director of food service and the business manager; and one reported purchases made by the director of food service and the purchasing agent of the school. Three food service directors did not report by whom the food purchases were made for the food unit.

Some foods were supplied to the food unit by college-operated farms and dairies. Six food service directors had meats supplied them; one had some meats used in the food unit supplied through college-operated farms. Five reported butter supplied the food unit; six reported eggs supplied the food unit; one reported cream supplied the food unit; two reported fruits supplied the food unit; five reported milk supplied the food unit; three reported poultry supplied the food unit; and six reported vegetables

supplied the food unit.

Eleven food service directors reported the method of payment for items obtained through the college-operated farms and dairies. Ten schools reported these items charged as food expenditures and one school reported a cash payment was made for items supplied through college-operated farms and dairies.

Ten food service directors reported on the prices charged for items supplied through the college-operated farms and dairies. Seven reported wholesale prices were paid for these items and three reported market prices were paid for these items.

Eighteen food service directors reported all purchases checked or weighed upon delivery; one food service director reported that no purchases were checked or weighed upon delivery; and 11 food service directors did not answer this item.

Twenty food service directors reported on the method of food purchasing used at their schools. Nine reported all food purchases made by bid and contract; nine reported all food purchases made by spot buying; and two did not indicate the method used in their food service unit for food purchases. One reported fish purchased by spot buying; one, fish, fresh fruits and vegetables, and butter purchased by spot buying; two, fish, meats, poultry, staples, butter, bakery products, fresh fruits and vegetables, and eggs purchased by spot buying. One reported spot buying of fish, poultry, fresh fruits and vegetables, and ice cream; one, spot buying of meats, fish, poultry, bakery products, and fresh fruits and vegetables. One reported spot buying of bakery

products and ice cream; one, spot buying of staples, fish, fresh fruits and vegetables, bakery products, and ice cream; one, spot buying of fresh fruits and vegetables only; one, spot buying of fish, poultry, fresh fruits and vegetables, and eggs.

Twelve food service directors reported by whom equipment and supplies were purchased. Seven reported that these purchases were made by the business manager; five reported these purchases made by the purchasing agent; five reported these purchases made by the director of food service; three reported these purchases made cooperatively by the director of food service and the purchasing agent; and two reported these purchases made cooperatively by the director of food service and the business manager. Eight food service directors did not report by whom equipment and supplies were purchased.

Seventeen food service directors reported by whom specifications for supplies and equipment were made. Fourteen food service directors reported that they made the specifications for equipment and supplies. One food service director reported specifications for equipment and supplies were made cooperatively by the food service director and purchasing agent; one food service director reported specifications for equipment and supplies were made by the purchasing agent; and one reported specifications were made cooperatively by the food service director and business manager.

Three-fourths or more of the food service directors reported keeping purchasing records, physical inventories, and receiving

records as means of maintaining cost control. A summary of cost control records maintained by food service units will be found in Table 8. Other records kept by the majority of the institutions were storeroom requisitions and physical inventories.

Table 8. Cost control records maintained by food service units.

Name of record	: Number reporting
Purchasing Record	27
Receiving Record	24
Perpetual Inventories	21
Storeroom Requisitions	22
Physical Inventories	26
Taken monthly	18
Taken yearly	6
Taken twice a year	1
Taken quarterly	1
Laundry Record	8
Meal Record	17
Recorded by Machine	6
Ticket count	10
Plate count	1
Payroll Record	15
Record of details of employment	13

Twenty food service directors reported a budget used in the food unit as a method of cost control. Ten food service directors did not answer this item. Fourteen food service directors reported by whom the budget is planned. Four reported the budget planned by the business manager; four reported the budget planned

by the director of food service; three reported the budget planned by the business manager and food service director; one reported the budget planned by the business manager and president; one reported the budget planned by a budget committee; and one reported the budget planned by the treasurer of the school. Sixteen food service directors did not report by whom the budget was planned.

Ten food service directors reported maintaining daily food cost sheets and 20 did not answer this item. Eight food service directors reported maintaining weekly cost sheets, while 22 did not answer this item.

Five food service directors reported using recipe cards giving the unit servings cost, total cost, and size of portion. Three food service directors reported using recipe cards giving the total cost and the unit cost. Two reported using recipe cards giving the total cost only. Twenty food service directors did not answer this item.

The food service director reported on the frequency of maintaining certain records in their food service units. Food service directors reported maintaining monthly records of the store-room balance, payroll, and all food and supplies purchased more frequently than weekly or daily records. The frequency of certain records maintained in the food service unit will be found in Table 9.

Table 9. Frequency of certain records maintained in the food service unit.

Records maintained	: Daily	: Weekly	: Monthly
Storeroom balance	9	2	12
Payroll	5	6	10
All foods purchased	11	4	11
All supplies purchased	8	4	11
Laundry	5	3	4

Nine food service directors reported laundry for the food unit done by a commercial laundry. Six food service directors reported laundry for the food unit done by the college laundry. Fifteen food service directors did not answer this item. Sixteen food service directors reported on detailed records of building repairs, maintenance, depreciation, and furniture and fixture replacements. Five food service directors reported maintaining detailed records on building repairs. Five food service directors reported maintaining detailed records on depreciation; nine reported detailed records were maintained on furniture and fixture replacements; and fourteen did not report on this item.

Ten food service directors reported by whom repairs and replacements were paid. Eight schools reported repairs and replacements were paid by the food unit and two schools reported these paid by the college.

Fourteen food service directors reported on the percentage of 1952-53 income spent for food. The percentage range reported

was 8-80. Sixteen did not report the percentage of their 1952-53 income spent for food. Table 10 presents the number of schools reporting the percentage of the 1952-53 income spent for food.

Table 10. Number of schools reporting the percentage of 1952-53 incomes spent for food.

Percentage range	: Number reporting
8 to 49	1
50 to 55	6
56 to 60	1
61 to 65	4
66 to 70	0
71 to 75	1
76 to 80	1
No percentage indicated	16

Twelve food service directors reported the percentage of the 1952-53 income spent for labor. The percentage reported ranged from eight to 29. Eighteen food service directors did not answer this item.

Six food service directors reported the percentage of the 1952-53 income spent for operating expense. The percentage reported ranged from 0.0043 to five. Twenty-four schools did not answer this item.

Nine food service directors reported the percentage of the 1952-53 income spent for laundry. The percentage reported ranged

from 0.0115 to five. Twenty-one schools did not report on this item.

Ten food service directors reported the percentage of the 1952-53 income spent for supplies. The percentage reported ranged from 0.0016 to eight. Twenty schools did not report on this item.

Six food service directors reported the percentage of the 1952-53 income spent for miscellaneous. The percentage reported ranged from 0.0010 to 25.

Part V. Equipment and Physical Plant

The majority of food service directors indicated the type of equipment that was in use in their food units. Bake ovens, ranges, coffee urns, reach-in and walk-in refrigerators, vegetable peelers, and deep fat fryers were the pieces of equipment reported most frequently. Table 11 presents a summary of the type and condition of equipment used by the schools in their food units. Most of the equipment that was available was considered to be adequate and in good condition.

Fifteen of the food service directors purchased equipment for the food units. Three reported such purchases were made by the purchasing agent. Two food service directors reported equipment purchases were made by the business manager. Two schools reported equipment purchases were made cooperatively by the food service directors and purchasing agent. Four schools reported equipment purchases were made cooperatively by the food service

Table 11. Type and condition of equipment used by the schools in their food units.

Name of equipment	: Number : :of schools: :reporting	Condition			: Adequate	
		:Good	:Fair	:Poor	: Yes:	No
Bake oven	25	18	3	4	18	5
Range	24	9	13	-	-	-
Broilers	9	5	3	1	1	2
Coffee urns	25	15	7	-	13	4
Deep fat fryer	20	13	4	-	10	3
Mixing machine with attachments	18	12	6	-	14	1
Food grinder	17	11	6	-	13	1
Food slicer	19	14	5	-	16	-
Meat slicer	18	15	2	1	16	-
Vegetable peeler	21	14	6	1	13	2
Steam pressure cooker	15	10	4	1	11	-
Steam jacketed kettle	16	10	4	2	12	-
Scales, platform, floor type	16	13	2	1	16	-
Scales, platform, counter type	20	14	6	-	13	-
Toaster	14	12	2	1	10	1
Refrigerator, Reach-in	23	19	3	1	13	1
Refrigerator, Walk-in	23	19	3	1	15	3
Dough trough	5	4	1	-	3	-
Mixing and tempering outfit	6	4	2	-	3	-
Pastry tables	12	10	2	-	8	-
Deep Freeze unit	14	12	2	-	7	1

director and the business manager. One food service director reported equipment purchases were made by the president of the institution himself. Three food service directors did not indicate by whom equipment purchases were made.

Twenty food service directors reported specifications for equipment purchases. Sixteen food service directors determined specifications for equipment used in their food unit. Three food service directors reported specifications for equipment purchases were determined by the business manager. One food service director reported specifications for equipment were made by the president of the school. Ten food service directors did not report by whom specifications for equipment were made in their food unit.

Fifteen food service directors reported all dishes are pre-washed before placing in the machine. Eight food service directors reported dishes in their food unit were not pre-washed. One reported dishes were washed by hand. Six did not report on this item. Sixteen food service directors reported a thermometer on their dish machine. Four indicated there was no thermometer on the dish machine in their unit. Nine did not report on the thermometer. Twenty reported a temperature maintained during dishwashing ranged from 140° F. to 212° F. Ten did not answer this item. In reporting on the number of dishes washed per hour, 12 institutions reported a range of 400-6,000 dishes per hour. Eighteen food service directors did not answer this item.

Twenty-five food service directors reported on the method used to remove dishes from the dining room. Seventeen schools

indicated dishes were removed by hand by the customer; four indicated dishes were removed by waiters and by waitresses; two indicated dishes were removed by customer and conveyor; and two reported the use of trucks for dish removal in the dining room. Five food service directors did not indicate the method used to remove dishes in the dining room.

Twenty-four food service directors reported on the location of their food unit. Although in Part I of the check list, no school indicated the use of Independent Residence Halls, in Part V of the check list, four reported their food unit was located within a residence hall. Two said their unit was in a student union building. One indicated the food service unit was located in a temporary building as a result of a recent fire at the institution. Fourteen reported a separate building being used as a food service unit. Two reported their food unit was on the first floor of the building, while one reported a basement location for the food unit. Six did not report on the location of their food unit.

Ten food service directors reported incandescent lighting in the kitchen area; seven reported fluorescent lighting in this area; and 13 did not report on the kind of lighting in their kitchen area.

In reporting the type of lighting used in the dining room area, 10 reported incandescent lighting; six, fluorescent lighting; and 14 did not report the type of lighting used in the dining room area.

Nine food service directors reported the type of flooring in

the kitchen area. Nine reported asphalt tile flooring; two reported linoleum flooring; five reported concrete flooring; 10 reported terrazo flooring; and 11 food service directors did not report the type of flooring in the kitchen area. Sixteen food service directors reported on the type of flooring in the dining room. Five reported tile flooring; one reported wood flooring; one reported linoleum flooring; eight reported concrete; one, terrazo; and 14 food service directors did not report on the type of flooring in the dining area. Eighteen food service directors reported the type of flooring in the storeroom area. Eight food service directors reported concrete flooring in this area; nine reported tile flooring in this area; one reported linoleum flooring in the storeroom area; and 12 food service directors did not answer this item.

Thirty food service directors reported the seating capacity of the dining room areas. There was a range of 80 to 1,388 in seating capacity of the dining rooms.

Sixteen food service directors reported the manner in which garbage was held until removed. Nine food service directors reported that garbage was screened-in outside of the building; four schools reported that the garbage was placed on racks inside the building until removed; and three reported that garbage was refrigerated until removed. Fourteen schools did not report on this item.

Food directors from about one-half of the schools answered the section of the check list on the frequency of cleaning.

Daily care was given to kitchen and dining room floors and to such equipment as meat grinders, dish machine, ranges, and stockpots. Some food service directors indicated these cleaning tasks were done two or three times a day. The walls and lights were cleaned much less frequently or "when needed". Table 12 presents the number of schools indicating the frequency of cleaning tasks.

Table 12. Number of schools indicating frequency of cleaning tasks.

Cleaning task	:3 times :per day	: Twice : daily	: Daily : Daily	:When :needed	: Other : times*	: No : report
Floors:						
Kitchen	5	7	10	1	-	7
Dining room	4	2	11	2	1	10
Walls	-	-	2	16	1	11
Lights	-	-	-	12	1	17
Meat grinder	-	-	9	4	2	15
Dish machine	4	2	11	3	-	-
Ranges	1	2	14	2	-	-
Stock pots	-	2	13	1	3	-

* Includes such comments as "weekly", "bi-weekly", and "after each use".

Food service directors were asked to include copies of annual financial reports for 1952-53. However, only one school out of the 30 that answered other sections of the check list included an annual financial report.

PROPOSED PLAN FOR A FOOD SERVICE UNIT

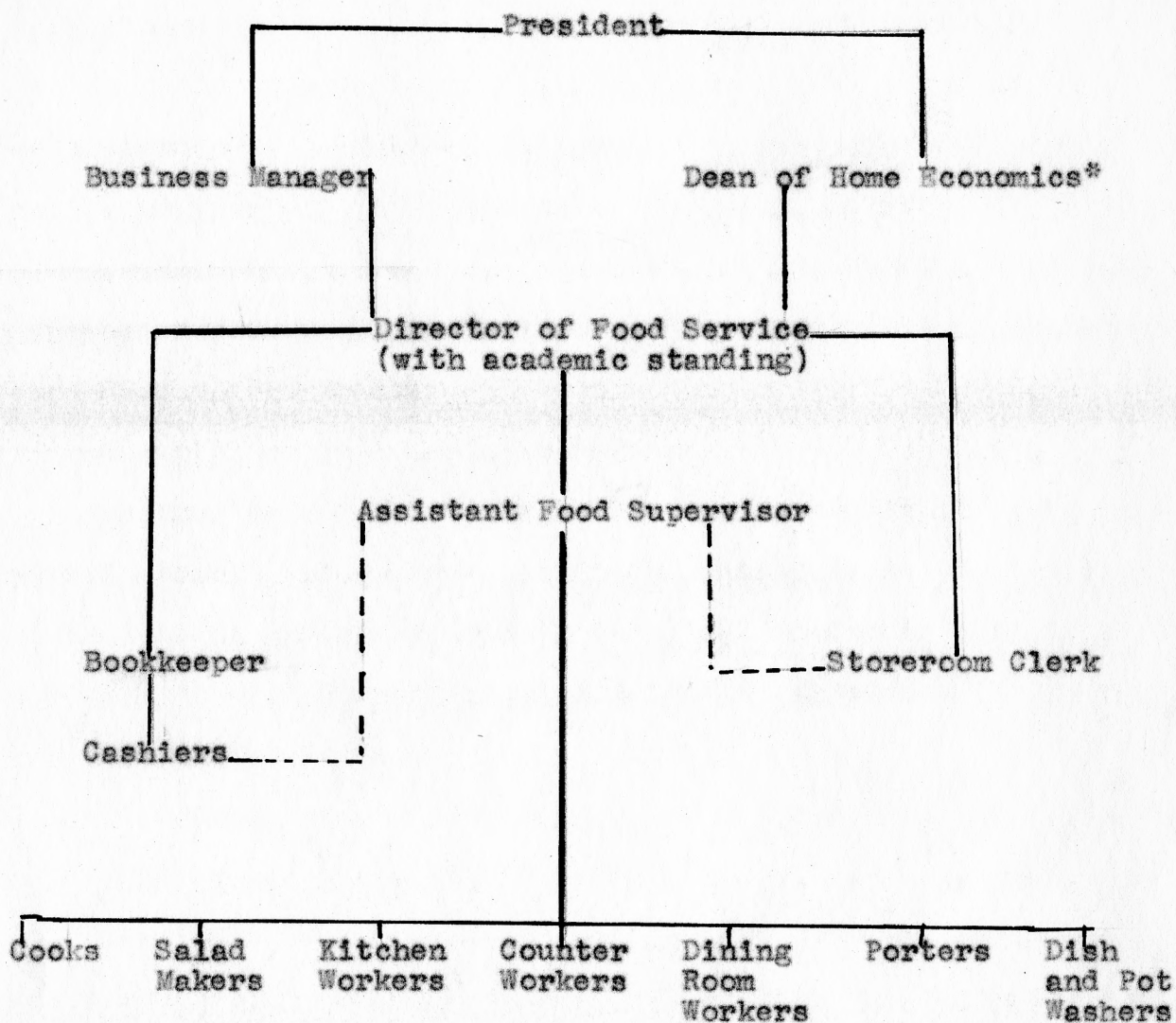
Organization

An efficient food service unit is the result of careful planning with the clearly-defined goals of the organization understood by the employees. A clear pattern of the line of authority should be established and maintained. The delegation of responsibilities and duties should be made known to each employee, so that he knows what is expected of him in job performance. High morale, good employees, and good supervision contribute to an efficient and productive food service unit.

One of the first steps in developing an efficient food service unit is charting graphically the relationship of each part to the other, and the relationship of the entire food unit to various phases of operation with which the unit must or in some cases is dependent.

The suggested organization chart was planned for a college cafeteria serving 200-400 students, faculty, and employees. The food service unit offers a selection of food items. The food service director is responsible to the business manager for the financial management of the food unit. Since a large number of food service directors indicated the food service unit was used for instructional purposes, the food service director is responsible to the Dean of Home Economics for the instruction in related subjects. The writer recommends that the food service director have academic rank comparable to her education,

ORGANIZATION CHART FOR FOOD SERVICE UNIT



* Responsible for curriculum and instruction

———— Direct lines of authority

----- Cooperation

experience, and responsibilities.

The assistant food supervisor is responsible to the director of food service. The bookkeeper is responsible to the director of food service and the cashiers are directly responsible to the bookkeeper although working in full cooperation with the food supervisor. At times when the assistant food supervisor is in charge of the unit, the bookkeeper and cashiers are responsible to the assistant. The storeroom clerk is responsible to the food service director, but cooperates fully with the assistant food supervisor. The regular and student employees are responsible to the assistant food supervisor.

Another tool in an efficient food service unit is job descriptions. The job description suggested by the writer is planned for the Evening Cook in a college cafeteria serving 200-400 patrons and offering a selection of food items.

JOB DESCRIPTION FOR AN EVENING COOK IN A COLLEGE CAFETERIA

Job Identification: Evening Cook

Department: College

Job Summary

1. The Evening Cook prepares meats or main dishes, soups, and vegetables for the evening meal.
2. Keeps own working area clean and washes equipment used in food preparation.
3. Prepares food on scheduled time.

Duties

1. Is responsible for proper preparation of main dishes, soups, and vegetables.
2. Is responsible for proper storage and preparation of leftovers to reduce waste to a minimum.
3. Is responsible for reporting defective equipment and accidents occurring while on duty.
4. Confers with food service director or assistant food service supervisor on the amounts of food to be prepared; the method of preparation, and the use of leftovers and irregularities that may have occurred.
5. Performs other duties as assigned by the food service director or assistant supervisor.

Equipment and materials used on the job

Ovens, ranges, food grinders, meat slicer, mixing machine

and attachments, steam jacketed kettles, steam pressure cookers, and other small equipment.

Human requirements for the job

1. The ability to interpret instruction, to maintain high food and sanitation standards.
2. Good health and a food handler's examination every six months.
3. The job does not require extra heavy lifting, etc., as all cases are brought to each unit storeroom by the storeroom clerk and shelved by a utility worker.
4. Either sex; Age 25-50.

Salary and other benefits

The wage is comparable to that paid by other food service units in the community. The benefits are the same as those had by other employees in comparable jobs in the institution.

Supervision

Under supervision of the food service director and assistant.

Hours and off-day

10:00 a.m. to 7:00 p.m. Daily except Thursday.

WORK SCHEDULE FOR EVENING COOK

- 10:00 A.M. Checks in on time clock when ready to begin work.
Checks day's menu for any change that may have been made on the previous day or morning of preparation. Confers with supervisor on leftover foods, amount to be prepared and method of preparation of meats, main dishes and vegetables.
- 10:30 A.M. Obtains necessary supplies from the refrigerators and unit store room.
- 10:40 A.M. Begins preliminary preparation of food.
- 11:45 A.M. Eats noon meal.
- 12:15 P.M. Continues preparation of evening meal.
Cleans equipment and working area as used.
- 3:30 P.M. Final preparation of evening meal.
- 4:00 P.M. Sends food to counter for early meals (employees).
- 4:55 P.M. Sends food to counter for service of regular meal.
Sends additional food as needed to counter.
- 6:00 P.M. Eats evening meal.
- 6:30 P.M. Puts away leftovers, checks range, refrigerators; and leaves work area clean.
- 7:00 P.M. Check out.

Personnel Policies

To establish and maintain satisfactory employee-employer relationship within the food unit, definite statements pertinent to the job and its operation and the goals of the organization should be written in simple form to serve as a guide to all employees of the food service unit. These statements should be made available to all employees at the outset of their employment in the food service unit.

The writer is not suggesting detailed information concerning various policies, for these would vary for each school and food service unit; however, information to be included in statements of policies or procedures for regular employees relates to:

1. Employment
2. Training period
3. Safety measures
4. Health
5. Economic security
 - a. Advancement or promotions
 - b. Employee retirements
6. Working conditions
7. Wages and hours
 - a. Overtime pay procedures
 - b. Vacation and holidays
 - c. Welfare measures
8. Meals and meal charges
 - a. Meal hours

9. Employee meetings
10. Sanitation
11. Breakage regulations
12. Rating procedures
13. Employee separation procedures

Besides these policies and procedures, additional statements related to student employee should be given to the student.

These may include:

1. Substitute workers
2. Holiday and examination week work schedules
3. Number of hours worked daily for board.

Budget and Cost Controls Methods

Clearly defined procedures and records must be made to show in detail all transactions within the food unit. Simple record forms may be planned to afford information on purchasing, receiving, issuing, kitchen and dining room control, personnel control, and income and expense.

The budget is proposed by charting the finances based upon the anticipated income and anticipated expense. This plan is to serve as a guide throughout the year. The anticipated income will include board paid by students, faculty and guest meals, and special meals. The anticipated expense will include food, labor, operating expense, and surplus. Analysis of past expenditure for each of these items may serve as a guide in establishing amounts to be spent on each item.

ANNUAL BUDGET FORM
FOR
A COLLEGE CAFETERIA*

		Per cent
Income	\$ _____	100.0
Expense		
Food	\$ _____	50 to 55
Labor		
Supervision	\$ _____	5 to 7
Employee	\$ _____	20 to 25
Housing	\$ _____	7
Depreciation	\$ _____	3
Operating	\$ _____	5 to 6
Repairs and replacements	\$ _____	3
Supplies		
Cleaning	\$ _____	1
Office	\$ _____	1
Laundry	\$ _____	2 to 3
Miscellaneous	\$ _____	1 to 2
Total Expense	\$ _____	\$ _____
Net Profit		\$ _____

* Suggested by West and Wood (p. 433).

ANNUAL BUDGET FORM

Income

		\$ _____
Student board	\$ _____	
Faculty and guest meals	\$ _____	
Special meals	\$ _____	
Other	\$ _____	
Total		\$ _____

Anticipated Expense

Food

Cereals and cereal products	\$ _____	
Dairy products (milk, cheese, butter)	\$ _____	
Eggs	\$ _____	
Fat other than butter	\$ _____	
Fruits and vegetables (canned)	\$ _____	
Fruits and vegetables (fresh)	\$ _____	
Fruits and vegetables (frozen)	\$ _____	
Meats, fish and poultry	\$ _____	
Staples	\$ _____	
Miscellaneous	\$ _____	
		\$ _____

Labor

Supervision	\$ _____	
Employees: Regular	\$ _____	
Student	\$ _____	
		\$ _____

ANNUAL BUDGET FORM (cont.).

Housing

Assessments	\$ _____	
Rent or Amortization	\$ _____	
Interest	\$ _____	
Repairs to building	\$ _____	
Depreciation allowance	\$ _____	
Insurance	\$ _____	\$ _____

Operating

Utilities

Electricity	\$ _____	
Gas	\$ _____	
Steam	\$ _____	
Refrigeration	\$ _____	
Water	\$ _____	\$ _____

Equipment and Furnishings

Depreciation	\$ _____	
Repairs	\$ _____	\$ _____

Supplies

Books	\$ _____	
Stationery	\$ _____	
Stamps	\$ _____	
Professional journals	\$ _____	
Miscellaneous	\$ _____	\$ _____

ANNUAL BUDGET FORM (concl.).

Cleaning

Supplies \$ _____
Equipment \$ _____
Extermination \$ _____

\$ _____

Laundry

Uniforms \$ _____
Waiters' coats \$ _____
Table linen \$ _____

\$ _____

Paper goods

Napkins \$ _____
Towels \$ _____
Portion cups \$ _____
Miscellaneous \$ _____

\$ _____

Table decoration

Flowers \$ _____
Candles \$ _____

\$ _____

Surplus

\$ _____

Grand Total

\$ _____

STOREROOM REQUISITION FORM

An accurate record of all items removed from the storeroom should be recorded. One individual is held responsible for the checking out of these items to various departments of the food unit. A record of these items should be made out in duplicate.

Department _____

Date _____

Quantity	Item	Description	Unit price	Total price
----------	------	-------------	------------	-------------

Signature _____

PURCHASE ORDER FORM

The Purchase order is used to order merchandise. The vendor, delivery date, and specification for each item should be given; quantity desired, the unit, and total price of the item.

Date _____

Vendor	Delivery date	Item Description	Quantity	Unit price	Total price
--------	---------------	------------------	----------	------------	-------------

RECEIVING RECORD FORM

This record may be impractical for a small food service unit but there should be some record made of every item received.

Date	Purchase order No.	Item	Brand	Vendor	Unit price	Total price
------	-----------------------	------	-------	--------	---------------	----------------

Remarks _____

Signature _____

PHYSICAL INVENTORY FORM

A complete record of all items on hand should be made at the end of each month. Food groups should be arranged alphabetically and each specific food item alphabetized under the food group, as illustrated for dried fruits on the proposed form.

Month ending _____ 195__

Item	Brand	Quan- tity	Size	Unit cost	Total cost	Exten- sion	Remarks
------	-------	---------------	------	--------------	---------------	----------------	---------

Fruits, dried

Apples

Apricots

Currants

Dates

Signature _____

PERPETUAL INVENTORY CARDS

Perpetual inventory cards include information concerning the date of purchasing of the item, the seller, the brand purchased, the price paid the unit cost, the issues of the item to various departments, and the balance on hand after the last issue.

Firms

- 1. _____
- 2. _____
- 3. _____
- 4. _____

Date	Brand	Size	Unit cost	Total cost	Issues	Balance
------	-------	------	-----------	------------	--------	---------

Item _____

RECIPE CARD FORM

Standardized recipe cards show the item name, ingredients, the amount, the number and size of portions, the total cost, the cost per unit serving, and the method of preparation. The recipe card should be of standard size and designed to give accurate and adequate information to the user. Transparent cover aids in protecting the card while in use in the kitchen.

Name of Recipe _____

Total cost _____

Cost per serving _____

Weight or measure	Ingredients	Method of preparation
Number of servings _____		Temperature _____
Size of servings _____		Time _____

SPECIAL MEAL RESERVATION FORM

Date _____ Time _____ Organization _____

Menu

Prepared by: _____

Table linen

Served by: _____

Number Kind

Plate estimate: _____

Plate guarantee: _____

Rate: _____

Extra charge: _____

Table arrangement

Number actually served: _____

Meal service plan

Approved: _____

Rep. of organization

Food Service Director

LAUNDRY RECORDS

Laundry records should be kept in all food service units. A record giving information on the number of items sent and returned and the cost of these items. If laundry costs are to be charged each department of the food unit, separate laundry list may be made out and appropriately labeled.

Laundry Record Form

Department _____

Date sent _____

Name of Article	Sent	Returned	Cost
-----------------	------	----------	------

PAYROLL RECORD FORM

Payroll record form will vary, depending on the policies of each institution. Payroll record forms should furnish information concerning the name of the employee, the number of days worked, the rate paid per week, semi-monthly or monthly, the total deductions made; these may include withholding tax, social security, net pay, and an amount deducted for meals in the food service unit.

Payroll Record Form

Month ending _____ 195__

Name	Rate	Number of days worked	Deductions		Meals	Net pay
			With- holding	Social Security		

MEAL RECORD AND CASHIER'S DAILY REPORT

Date _____ 195__

Register total

Today \$ _____

Yesterday \$ _____

	Number of customers	Cash sales	Number of tickets or coupons	Total receipts
Morning	_____	_____	_____	_____
Noon	_____	_____	_____	_____
Evening	_____	_____	_____	_____
Total for the day	_____	_____	_____	_____

Over \$ _____

Short \$ _____

Cashier's signature _____

RECORD OF FOOD COSTS*

Income

Deposits

\$ _____

Total income

\$ _____

Expenses

Food

Meat

Invent. Mar. 1 \$

Purchases _____

Invent. Apr. 1 _____

Cost of meat

\$ _____ %

Dairy products

Invent. Mar. 1 \$

Purchases _____

Invent. Apr. 1 _____

Cost of dairy products

\$ _____ %

Fresh fruits and vegetables

Invent. Mar. 1 \$

Purchases _____

Invent. Apr. 1 _____

Cost of fruits and vegetables

\$ _____ %

Groceries

Invent. Mar. 1 \$

Purchases _____

Invent. Apr. 1 _____

Cost of groceries

\$ _____ %

Yeast and bread

Invent. Mar. 1 \$

Purchases _____

Invent. Apr. 1 _____

Cost of yeast and bread

\$ _____ %

Eggs

Invent. Mar. 1 \$

Purchases _____

Invent. Apr. 1 _____

Cost of eggs

\$ _____ %

Total cost of food for March

\$ _____ % of total income

Number of meals served _____

Cost per person per day \$ _____

Cost per meal \$ _____

* West and Wood, p. 431.

MONTHLY FINANCIAL STATEMENTS

Monthly financial statements are essential for good business practices. These statements are compiled from actual figures of all income and expense during the past month. In compiling such a statement, items that should be included are income, food, labor, housing, operating costs, supplies, laundry, and miscellaneous items.

MONTHLY FINANCIAL STATEMENT
FOR
A COLLEGE CAFETERIA*

Income		\$ _____
Expense		
Food	\$ _____	
Labor		
Supervision	\$ _____	
Employee	\$ _____	
Housing	\$ _____	
Depreciation	\$ _____	
Operating	\$ _____	
Repairs and replacements	\$ _____	
Supplies		
Cleaning	\$ _____	
Office	\$ _____	
Laundry	\$ _____	
Miscellaneous	\$ _____	
Total Expense	\$ _____	\$ _____
Net Profit		\$ _____

* Suggested by West and Wood (p. 433).

Training Desirable for Food Service Supervisors

The training for a career in institutional food service has its beginning in the Home Economics Department of an accredited college or university. During this time of specialization, the potential dietitian receives instruction in such courses as purchasing of food and equipment, quantity food preparation, catering, organization and management, food accounting, nutrition, and dietetics. After completion of the required courses, it is desirable that the potential dietitian continue her training by seeking admission into one of the many internships sponsored by the American Dietetic Association. During this internship, she is able to establish a relationship between what has been learned in college and practical situations.

Training continues after the dietitian has been placed on the job. This may take place in the form of administrative conferences and seminars held at regular intervals. The food service supervisor's job covers many areas and may include subjects relating to:

1. Work scheduling
2. Methods of teaching a job
3. Public relations
4. Handling problem employees
5. Procedures in making out reports
6. Cost control procedures
7. Quality food production
8. Handling employee suggestions
9. Handling grievances

Employee Training Programs

A. Organization of training course.

1. Determine objectives of the training course.
2. Set up objectives based upon the needs of the food service employees.
3. Choose an appropriate time and place for the instruction.
4. Plan learning experiences according to trainee's previous experience.
5. Decide on the number of employees to participate in the training.

B. Method of presentation.

1. Group discussions.
2. Lectures.
3. Audio-visual aids.
4. Outside speakers
5. Demonstrations
6. A possible tour of local food service units.

C. Course content.

1. Specific work procedures.
2. Sanitation
3. Personal hygiene.
4. Accident and first aid.
5. Routines and policies of the food service unit.
6. Operation and care of equipment.
7. Job relations.

D. Evaluation: Good evaluation leads to improvement, growth, and perfection.

E. Follow-up: Definite responsibility for the follow-up period should be assigned.

SUMMARY

The data from the check list revealed that the schools participating in this study of organization and management of Negro schools offered some training in foods and nutrition, dietetics, and institutional management. Six of the 30 schools reported that their curriculum met the American Dietetic Association requirements. The schools participating in this study served a minimum of 46 patrons and a maximum of 3,010 patrons in the college cafeteria.

On the basis of the data obtained, central dining halls predominated in the Negro institutions. About 75 per cent of these college food service units had women as directors. The data revealed the food service directors had some training in foods and nutrition, dietetics, and institutional management or related fields.

The food service directors had additional duties other than food service supervision. They were usually employed for a period of 12 months with board provided and usually laundry was also provided. A monthly deduction was made in less than half of the schools for maintenance provided the food service directors. The majority had one month's vacation with pay. The food service directors received a salary of \$3000 or more, although there was a noticeable variation in the salaries due to training, experience, and the size of the food service unit. The food service directors usually were responsible to the business managers of the colleges for financial management of the food service units. They

held schedule-administrative staff and employee meetings at regular intervals and when needed.

One-third of the assistants to the food service directors had degrees in foods and nutrition, dietetics, and institutional management. Several other assistants had some training in non-related fields. Quite a number of the assistants on the food service staff had no professional training in institutional food service. This was probably due to the inclusion of cooks or other regularly employed personnel who would normally not be classified as persons on the administrative staff of a college food service unit.

Of the institutions reporting, more women were employed as regular workers in food service units than men. Six to six and one-half work days were a general practice in these schools. An eight-hour work day prevailed in many of the schools although several classifications of jobs, as cooks, bakers, salad makers, and counter workers were reported working more than eight hours per day. The regular employees in all categories generally worked a straight shift.

Usually retirement benefits were provided and uniforms were furnished and laundered. Food handlers in these institutions were required to have a physical examination in all but one of the schools reporting.

Few food service directors reported weekly wages for the various categories of regular employees. There was, however, an appreciable difference in weekly wages for certain jobs at schools

serving approximately the same number of meals and working the same number of hours per day.

Students were used as employees in schools participating in this study. The food service director in most cases selected and dismissed the student employees. The jobs most frequently held by the student employees were counter workers, dishwashers, and porters. The student employees usually worked from 21 to 25 hours per week and the majority worked for less than 50 cents an hour.

The food service directors in many schools planned menus for the food service unit one week in advance of service and maintained a menu file of meals served previously. Standardized recipes were used in most of the food service units. Two meals were usually served on Sundays and the food units were usually closed during the college holidays.

The food service director purchased most of the food for the food unit. The food was purchased by bid or contract and spot buying. Food purchases were not made systematically by the food service directors. Most schools seemed to purchase food items weekly and only when needed immediately by the food unit.

The food service director purchased most of the equipment solely or cooperatively with the business manager or purchasing agent in the schools. Most of the equipment that was available was considered adequate for the number served and in good condition.

The schools maintained cost control records which included purchasing and receiving records, physical and perpetual

inventories and storeroom requisitions. Other records kept by a few of the schools included payroll, laundry, and meal count records.

The budget for the food service unit was planned by persons other than those responsible for the financial management of the food unit. Only four food service directors planned the food service unit budget, and in three schools the food service director and business manager planned the budget.

The percentage spent for certain budget items yearly was not known by the food service directors, although it was indicated that certain records were maintained in the food unit; a small number of food service directors were able to state the percentage for budget items for the year 1952-53. Because of the limited information as to the financial management of food service units, suggestions for organization and management of a food service unit were presented by the writer. On the basis of this study, the writer further recommended steps in initiating a cost control system in the food service units. Simple forms for the budget, buying, storeroom control, issuing, dining room and kitchen control, preparation and serving of food, and personnel controls are suggested to provide the food service director and other concerned a better picture of the financial organization of the food unit.

Within food service units it is necessary that the policies regarding the food service units and the college be provided to the employee. This information should be in a written form; therefore, the writer has made some suggestions relative to personnel policies.

ACKNOWLEDGMENTS

Grateful acknowledgment is made to Mrs. Bessie Brooks West, Professor and Head of the Department of Institutional Management, who directed this study and to Mrs. Grace Shugart, Assistant Professor of Institutional Management for her suggestions in the development of this study.

The writer also wishes to express her sincere appreciation for the information given by the food service directors of the schools who returned the check lists.

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APPENDIX

List of Schools included in the Study

1. Lincoln University, Jefferson City, Missouri.
2. Friendship Junior College, Rock Hill, South Carolina.
3. Knoxville College, Knoxville, Tennessee.
4. South Carolina State College, Orangeburg, South Carolina.
5. Jarvis Christian College, Hawkins, Texas.
6. Meharry Medical College, Nashville, Tennessee.
7. Maryland State Teachers College, Bowie, Maryland.
8. St. Augustine's College, Raleigh, North Carolina.
9. Livingstone College, Salisbury, North Carolina.
10. Prairie View A. and M. College, Prairie View, Texas.
11. Texas College, Tyler, Texas.
12. Talladega College, Talladega, Alabama.
13. Lincoln University, Lincoln, Pennsylvania.
14. Kentucky State College, Frankfort, Kentucky.
15. Fayetteville State Teachers College, Fayetteville, North Carolina.
16. Agricultural, Mechanical and Normal College, Pine Bluff, Arkansas.
17. Stillman Institute, Tuscaloosa, Alabama.
18. Tennessee A. and I. State University, Nashville, Tennessee.
19. Texas Southern University, Houston, Texas.
20. Shaw University, Raleigh, North Carolina.
21. Allen University, Columbia, South Carolina.
22. Alcorn A and M College, Alcorn, Mississippi.
23. North Carolina College, Durham, North Carolina.

24. Florida N and I M College, St. Augustine, Florida.
25. LeMoyne College, Memphis, Tennessee.
26. Virginia State College, Petersburg, Virginia.
27. Howard University, Washington, D. C.
28. Morgan State College, Baltimore, Maryland.
29. Tuskegee Institute, Tuskegee Institute, Alabama.
30. Bethune-Cookman College, Daytona Beach, Florida.



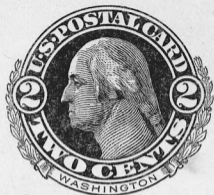
1. Double postcard--initial card requesting cooperation in the study.
2. Follow-up postcard.

505 S. Juliette
Manhattan, Kansas
20 October 1953

A study of the organization and management of food services in Negro Colleges is being made by me at Kansas State College, Department of Institutional Management. If you are willing to participate in this study, will you please return the attached card not later than November 7?

(Miss) A. C. Harper
B.S., Tuskegee Institute 1944

THIS SIDE OF CARD IS FOR ADDRESS



I shall be willing to cooperate in a study of the organization and management of food services in Negro Colleges by answering a check list which will be sent to me on receipt of this card.

It is my understanding that all information supplied by me will be considered confidential and a summary of results of the study will be made available to all who participate in the study.

Name _____ Position _____

College or University _____

City _____ State _____

THIS SIDE OF CARD IS FOR ADDRESS



505 South Juliette
Manhattan, Kansas
November 14, 1953

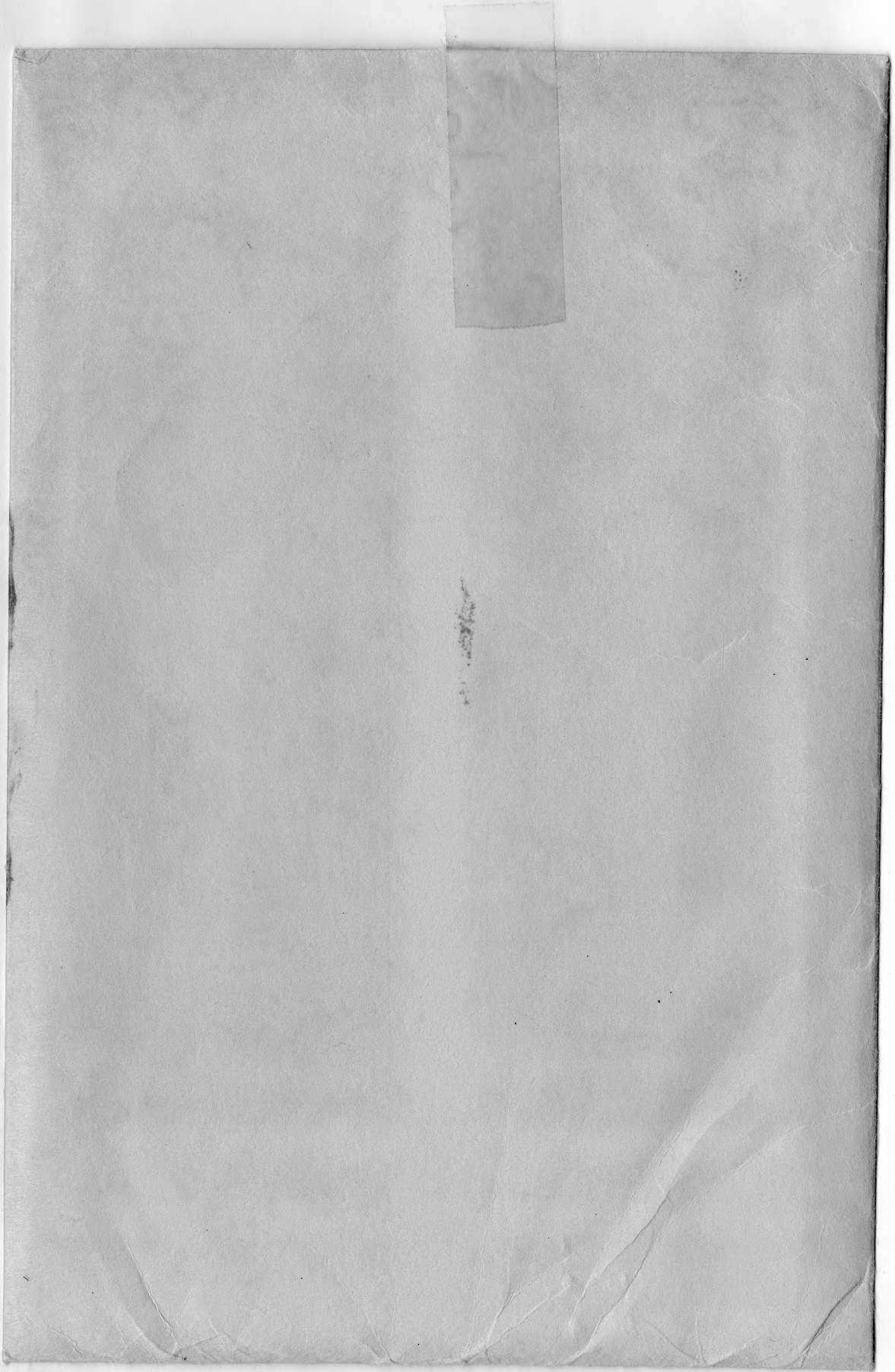
The extent and value of the study of the organization and management of food services in Negro Colleges depends on your co-operation.

If you have not returned the post card, which indicated your willingness to co-operate, won't you, please, mail the card today?

(Miss) A. C. Harper

THIS SIDE OF CARD IS FOR ADDRESS





Check List
Kansas State College
Department of Institutional Management

A study is being made by me at Kansas State College to obtain information concerning the organization and management of food services in Negro colleges.

A check list has been planned to enable you to give information about the organization and management of your food service. When checked, please return in the enclosed self-addressed stamped envelope and mail it not later than January 20, 1954 to Miss Armesia Harper, 505 South Juliette Street, Manhattan, Kansas.

- Directions--Read carefully: Answer by
- (1) Writing in word, phrase or brief statement
 - (2) A mark (✓) in the blanks provided
 - (3) Inserting number or numbers in spaces provided.

PART I
GENERAL INFORMATION

- A. Name of college or university _____
- B. City _____ State _____
- C. Type of college: co-educational___; men only___; women only___.
(1) State controlled___, (2) City Controlled___, (3) Endowed denominational___,
(4) Endowed non-denominational___, (5) Private___, (6) Other___.
- D. Degrees granted:
(1) Bachelor of Arts or Science___, (2) Master of Arts or Science___.
- E. Curriculums offered:
(1) Food and Nutrition___ (2) Institutional Management___ (3) Dietetics___,
(4) Are all courses which will meet the minimum academic requirements for membership in the American Dietetic Association offered? Yes___ No___
- F. Are meals served daily to students in: Central Dining Halls___, Independent Residence Halls___.
- G. Board paid per month \$_____ for _____ number of meals.
- H. If cafeteria service, what is the average meal check daily? Morning_____, Noon_____, Evening_____.
- I. Approximate number of meals served to:
- | | <u>Morning</u> | <u>Noon</u> | <u>Evening</u> |
|--------------------|----------------|-------------|----------------|
| Students | _____ | _____ | _____ |
| Faculty. | _____ | _____ | _____ |
| Employees. | _____ | _____ | _____ |
| Guests | _____ | _____ | _____ |
- J. Food service unit administered as: (1) A part of the business office ____, (2) A part of the Home Economics School or Department___, (3) Other_____.
- K. Types of food service:
1. Cafeteria style serving a complete meal only: Morning___, Noon___, Evening___.
2. Cafeteria style offering a selection of food: Morning___, Noon___, Evening___.
3. Seated service with waiters or waitresses: Morning___, Noon___, Evening___.
4. Other_____.
- L. Food service unit used by students as a laboratory for:
(1) Quantity food preparation___, (2) Institutional Management practice___,
(3) Special catering services as banquets, parties, teas___(4) Other_____.
- M. To whom are you responsible for the financial management of your food service unit? College President___; Comptroller___; Business Manager___; Others_____.
- N. Instructions as to food service policies are given to each employee: orally___, in a manual_____.
- O. Employee schedule of duties are given orally___, in writing_____.
- P. Administrative staff meetings are held: weekly___, monthly___, when needed___.
- Q. Administrative staff meetings with employees are held: weekly___, monthly___, when needed_____.
- R. Are provisions made for training employees within food unit. Yes___ No___.

PART II
 EMPLOYEES OF FOOD SERVICE DEPT.

A. Administrative Staff

1. List according to rank the administrative staff of your food service department:

<u>Title of Position</u>	<u>Sex</u>	<u>Responsibilities</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____

2. Education and experience	Head	Assistant	Assistant	Assistant
a. M.A. or M.S. in Foods & Nutrition				
Institutional Management				
Dietetics				
b. M.A. or M.S. in other areas____. Specify area _____.				
c. B.A. or B.S. in Foods & Nutrition				
Institutional Management				
Dietetics				
d. B.A. or B.S. in other areas____. Specify area _____.				
e. College or University credit in:				
Foods & Nutrition				
Institutional Management				
Dietetics				
f. College or University credit in other areas____. Specify areas _____.				
g. Other _____.				
h. Number of years experience in food service administration.				

3. Duties in addition to food service supervision.	Head	Assistant	Assistant	Assistant
a. Teaching_____				
(1) Foods & Nutrition				
(2) Dietetics				
(3) Institutional Management				
(4) Other related subjects				
Specify _____				
(5) Other non-related subjects. List _____				
b. Supervision of special meals____. Specify _____				
c. Committee responsibilities				
Specify _____				

d. Other _____				
Specify _____				
e. Conditions				
4. Conditions of employment. (Answer by (✓) numbers 4 through 11.				
a. Period of employment.				
(1) 9 months				
(2) 10 months				
(3) 12 months				

	Head	Assistant	Assistant	Assistant
5. Maintenance provided				
a. Room only				
b. Room and board				
c. Room, board and professional laundry				
d. Board only				
e. Laundry only				
6. Amount (in dollars) deducted for maintenance monthly \$				
7. Salary per year				
a. \$1500 - \$1999				
b. \$2000 - \$2499				
c. \$3000 - \$3499				
d. \$3500 - and over				
8. Annual leave with pay				
2 weeks				
1 month				
none				
other				
9. Annual leave without pay				
2 weeks ;				
1 month				
none				
other				
10. Annual sick leave with pay				
5 days				
10 days				
15 days				
None				
11. Annual sick leave without pay				
5 days				
10 days				
15 days				
None				

12. Membership in professional organizations;
- a. American Dietetic Association
 - b. American Home Economics Ass'n.
 - c. American School Food Service Assn.
 - d. Others _____

13. Retirement benefits provided. Yes ___ No ___.
- a. Amount paid by employer _____
 - b. Amount paid by employee _____
 - c. Retirement effective at age _____, or after _____ years of service.

14. Professional journals and magazines available for use by the dietary department.
- List: 1. _____ 3. _____ 5. _____
2. _____ 4. _____ 6. _____

B. Regular employees Selected By Discharged BY

- a. Head of Food Service Department
- b. Assistants in Food Service Dept.
- c. Personnel or employment office of institution
- d. Other _____

1. Selection of regular employees are made by means of:
- a. Written application ___
 - b. Personal interview ___
 - c. Both ___
2. Cash salary and benefits
- a. Amount allowed for meals: morning ___, noon ___, evening ___, no limit ___.

3. Annual leaves:

One week at $\frac{1}{2}$ pay____ Two weeks at $\frac{1}{2}$ pay____
 One week at full pay____ Two weeks at full pay____
 Other____

4. Sick leaves with pay:

None____
 One day per month____
 Other____

5.

Title of Employees	Sex	Number of days worked per week	Number hours worked a day	Average wk.wages	Shifts	
					Straight	Split
Head Cook						
Second Cook						
Third Cook						
Baker						
Salad Maker						
Porters						
Dishwashers						
Waiter-Waitresses						
Counter Workers						
Storeroom Clerk						
Office Clerk						
Others						

6. Retirement benefits provided. Yes____ No____

a. Amount paid by worker____.
 b. Amount paid by employer____.
 c. No retirement benefits provided____.
 d. Retirement effective at age____, or after____ years of service.

7. Uniforms are furnished____, laundered____, furnished & laundered____.

8. Health examinations are required yearly____, every six months____, not required____, Other____.

9. Group hospitalization insurance carried for employees. Yes____ No____

10. Percent paid by employees: 100%____; 50%____; 25%____; Other____
 Amount paid by employer____.

C. Student Employees

1. Selection:

	Selected By	Discharged By
a. The offices of the Dean of Women or Men	_____	_____
b. College personnel office	_____	_____
c. Food Service Director	_____	_____
d. Assistants to the Food Service Director	_____	_____

2. Duties:

Job Title	Sex	Average total hours worked weekly	Cash rate paid per hour	Number hours worked per day for Board

3. Uniforms are furnished____, laundered____, furnished and laundered____.

4. Health examinations required yearly____, every six months____, not required____, Other____.

PART III

MEAL PLANNING, PREPARATION, SERVING

A. Planning

1. Menus are planned by Head of Food Service____, Assistant____, Other____.

2. What average percent of the income dollar is spent for raw food?_____.

3. What percent of the food dollar is spent for meats____; Fruits and vegetables including canned or frozen____, staples____.

4. Menus are planned in advance of service: one week____, 2 weeks____, 3 weeks____, 4 weeks____, Other____.

5. Is there a menu file of meals served previously? Yes____ No____

6. Are standardized recipe cards used? Yes____ No____

7. How frequently are recipe cards checked for price changes? 3 months ____, 6 months ____, 9 months ____, Other times ____.
8. Is special diet service available during duration of illness. Yes __ No __
 - a. Available in food service unit ____, available in infirmary or college hospital ____.
 - b. Is temporary room tray provided by food service unit? Yes __ No __.

B. Preparation

1. The center of food service preparation is located on the same level as service unit ____, different levels than service unit ____.
2. Food is transported to other levels by: truck ____, conveyor ____, by hand ____.
3. Is preparation unit adequate for the number of meals prepared. Yes __ No __
4. Are leftovers served in the same form ____, different form ____.

5. Food is prepared	Number hours		
	Before serving	Same Day	Day Before
Meats			
Vegetables, fresh & frozen			
Salads			
Poultry			
Fish			
Desserts			
Beverages			

C. Serving

1. Does food unit remain open ____, closed ____, during college holidays?
2. Number of meals served per day during holiday period ____, number served on Sundays.

3. Dining room service for:

	Same	Different
Student		
Faculty		
Employee		

4. Servings are standardized by multicounter ____, serving utensils ____, individual casserole ____, dippers ____, others ____.
5. Are standardized paper portion cups used? Yes __ No __

PART IV
 COST CONTROL AND RECORDS

A. Purchasing of Food

1. Frequency of purchases

	6 mos.	3 mos.	2 mos.	1 mo.	Mo.	Wk.	Bi- Wk.	When Needed
Meats								
Fish and poultry								
Staples								
Frozen Foods								
Bakery Products								
Eggs								
Butter								
Milk								
Fresh vegetables and Fruits								

2. Methods of purchasing

- a. Food purchases are made by Head of Food Service ____, Purchasing Agent ____, Business Manager ____, Other ____.
- b. If purchases are made by persons other than the head of the food service department, are specifications for desired items written by the Head of Food Service Department? Yes __ No __
- c. If only certain items are purchased by the Head of the Food Service Department, specify these items: _____, _____, _____, _____.
- d. Foods supplied by college operated farms, dairies and others: Meats ____, Butter ____, Eggs ____, Cream ____, Fruits ____, Milk ____, Poultry ____, Vegetables ____, Others ____.
- e. Is payment for these items made in cash? Yes __ No __ or charged as food expenditures. Yes __ No __.

Page 6
 Check List
 Department of Institutional Management

- f. Items purchased from college farms, dairies, etc. are at wholesale prices___, market prices___, no charge___.
- g. Are all purchases checked or weighed upon delivery? Yes___ No___.
- h. Foods are purchased:

	Bid and Contract	Spot Buying
Meats		
Fish		
Poultry		
Staples		
Fresh Fruits & Vegetables		
Bakery Products		
Ice Cream		
Butter		
Eggs		

B. Purchasing of supplies and equipment are made by:

- 1. Head of Food Service___, Business Manager___, Purchasing Agent___, Other___.
- 2. Specifications for supplies and equipment is written by Head of Food Service___, Business Manager___, Purchasing Agent___.

C. Cost Control records maintained by Food Service Department:

- 1. Purchasing Records___.
- 2. Receiving Records___.
- 3. Perpetual Inventories___.
- 4. Storeroom Requisitions___.
- 5. Physical Inventories___ Taken monthly___, yearly___, Other___.
- 6. Laundry record___.
- 7. Number of meals served is recorded by: Machine___, Ticket count___, Other___.
- 8. Payroll Record___ Records of details of employment___.

D. Cost control method used:

- 1. Budget___ Planned by_____.
- 2. Daily food cost sheets___, weekly food cost sheets___.
- 3. Recipe cards giving the following information:
 (a) Unit servings cost_____. Total Cost_____. Size of portion_____.

4. Are financial reports kept:

	Daily	Weekly	Monthly
Storeroom balance			
Payroll			
All food purchased			
All supplies purchased			
Laundry			

- 5. Is the laundry for unit done by college laundry___, commercial laundry___.
- 6. Are detailed records kept on building repairs___, depreciation___, furniture and fixture replacements___.
- 7. Are these repairs and replacements paid by food unit___, college___.
- 8. Is food unit charged for:
 - (a) Rent or amortization of debt___
 - (b) Lights___
 - (c) Water___
 - (d) Steam___
 - (e) Electricity___
 - (f) Heat___
- 9. What percent of your income for 1952-53 was spent for:
 - (a) Food_____
 - (b) Labor_____
 - (c) Rent or amortization of debt_____
 - (d) Operating Expense (heat, electricity, lights, steam)_____
 - (e) Laundry_____
 - (f) Supplies_____
 - (g) Miscellaneous_____

PART V
 EQUIPMENT & PHYSICAL PLANT

A. Equipment in food service unit:

Name	No. of	Size Capacity	Condition			Adequate for no. of meals prepared	
			Good	Fair	Poor	Yes	No
Bake ovens							
Ranges							
Bread slicer							
Broilers							
Coffee Urns							
Deep fat fryer							
Mixing Machine with attachments							
Food grinder							
Food slicer							
Meat slicer							
Vegetable peeler							
Steam jacketed kettle							
Steam pressure cookers							
Scales, platform Floor type							
Scales, platform Counter type							
Toaster							
Refrigerator, Reach-In							
Refrigerator, WalkIn							
Dough Trough							
Mixer & tempering outfit							
Proof Box							
Pastry Tables							
Deep freeze unit							

1. Equipment purchases are made by Head of Department___, Business Manager___, Purchasing Agent___, Other_____.
2. Specifications for equipment purchases are made by Head of Department___, Business Manager, Purchasing Agent, Other___.
3. Are all dishes prewashed before placing in machine? Yes___ No___
4. (a) Does dish machine have thermometer? Yes___ No___
 (b) What is the average temperature maintained during dishwashing_____.
 (c) Number of dishes washed per hour_____.
5. Methods used to remove dishes from dining room: by waiters or waitresses___, customer takes dishes to dish scrap room___: conveyor___, by truck___.

B. Physical Plant

1. Location of food service unit:
 - a. One separate building___
 - b. Within a student union building___
 - c. Within a residence hall___
 - d. On first floor of building___
 - e. Basement floor___.

	Types of lighting	Kinds of Flooring
Kitchen Area		
Dining Area		
Storeroom		

3. Seating capacity of dining hall_____.
4. Garbage area is:
 - a. Screened in outside building___
 - b. Refrigerated until removed___
 - c. On garbage racks in closed containers outside building___
 - d. Other_____

5. Garbage is kept inside___, outside___ of building until removed.

6. Cleaning:

	Twice Daily	Daily	Twice per week	When Needed	Other times
Floors					
Kitchen					
Dining Rooms					
Walls					
Lights					
Meat Grinder					
Dish Machine					
Ranges					
Stock Pots					

Note: It would be helpful if you would include a copy of the annual financial report of your food service for 1952-53.

Additional Comments: