

## CHAPTER 1 - CATERING MANAGEMENT AND ADMINISTRATION

### CATERING ORGANISATION

0101. **Defence Food Services Team (DFS Team).** The DFS Team is situated at DE&S Enleigh, Bath. It is one of 3 Teams (Food, Clothing and Medical & General Supplies) that make up the Commodities Cluster under Head Logistics Commodities. The DFS Team is responsible for managing food supply and providing policy and technical food expertise to both operational and non-operational environments.

a. **Mission.** The DFS Team provides a central focus for all catering and food supply matters. Its mission is:

“To ensure the provision of food and food services to our Armed Forces for operations and training now and in the future”.

b. **Vision.** The vision is:

“Complete Confidence in the global provision of food and food services to our Armed Forces”.

c. **DFS Team Leader.** The Team Leader (TL) is an OF5 and the position is competed on merit between the 3 Services and the Civil Service. The TL reports to the Director Joint Support Chain through Head Logistics Commodities.

0102. **Directing.** This section, headed up by the TL, is responsible for directing the enabling and delivery of the Teams main outputs to our customers.

a. **Team Hub.** Responsible for coordinating and prioritising outputs of the DFS Team and providing PS/secretarial support for the TL. Additionally it provides the lead for Exercise Joint Caterer (ExJC).

b. **Business Plans.** Provide the focus for all Business Planning, Management Planning, Joint Business Agreements (JBAs), continuous improvement, performance management and reporting.

0103. **Delivering.** The teams in this section are responsible for delivering the main outputs of the Team to our customers.

a. **Operations.** Responsible for the quality and availability of food supply to current Operations (including BFSAI) and major exercises worldwide. This is delivered by managing and monitoring the operational food supply. The Operations team also supports peacetime food supply in Germany and assignments in Belize and Norway. Fortnightly co-ordination meetings are held with the MoD Food Supply Contractor and key stakeholders. The Operations team also acts as the UK Military Sponsor for the MoD Food Supply Contractor and its partner companies; this involves advising and directing the contractor on all aspects of conduct on operations including security and personnel issues. The Operations team is also responsible for the development of 24 Hr (individual feeding) and 10 Man

(group feeding) Operational Ration Packs (ORP). The team conducts research and development and ensures quality assurance. The team also undertakes procurement of 24 Hr and 10 Man ORP and co-ordinates its packing. ORP is stored and distributed by Joint Support Chain Services (JSCS) under the direction of the Operations team.

b. **Food Supply Management (FSM).** FSM oversee the procurement of food for the Armed Forces and distribution to UK non-CRL units through the MoD's Food Supply Contractor. However, storage and distribution in Germany and overseas is managed by the DFS OCM Team. The management and approval of the monthly Core Range Price List is done by the DFS FSM staff and part of their responsibility involves running the Food Selection Panels (FSPs), which are held at Service Units to ensure that the Core Range remains dynamic, meets the customers' needs and provides value for money. Regular meetings are held with the MoD Food Supply Contractor to ensure that the contract runs smoothly and includes the benchmarking of prices.

c. **Policy.** Responsible for articulating catering and accounting regulations, food safety policy, nutritional standards, healthy eating policy and point-of-consumption accounting requests through the editorship (management) of the JSP 456 catering manuals.

d. **Quality Assurance.** Ensures that the quality of food supplied under food contracts meets the standards required to feed the Armed Forces wherever they operate. This is achieved by monitoring and inspections such as, approval inspections of food premises, the monitoring of manufacturing processes and the assessment of the effectiveness of the quality management systems used by suppliers, particularly in the production of ORP and its components. The team also provides technical advice and guidance to Armed Forces personnel involved in the food supply chain, particularly in support of Operations.

0104. **Enabling.** The teams in this section are responsible for enabling the delivery of the main Team outputs by providing supporting functions. Each team is headed by an SO1.

a. **Finance Management.** Responsible for managing the Defence Food Vote and balancing income from those who pay for food against expenditure on all food, including personnel fed at Crown Expense and the additional costs associated with Operations overseas (Conflict Prevention). The mechanism of providing money to units to spend on food is called the Daily Messing Rate (DMR); this rate is calculated against a shopping basket of staple foodstuffs (bread, milk, meats, fruit and vegetables etc) and is priced against the core range of goods provided by the MoD Food Supply Contractor. The DMR varies between different categories of personnel, eg in different Theatres, and a range of supplements is also provided to enhance food provision in different contexts (i.e. arduous duty, high attendance). The team is also responsible for calculating Cash in Lieu of Rations (CILOR) and managing the DFS Team budget.

b. **Commercial.** Coordinates the programme of contracts used for the acquisition of food, ORP and in-flight meals.

0105. **Joint Business Agreement (JBA).** JBAs exist between DE&S (as the supplier) and FLCs/PJHQ (as the customers). Within the JBAs there are appendices that cover the supply of food and associated services. In these appendices the DFS Team is the supplier of the service and the customers are the FLCs/other users.

a. **Description.** A JBA is a document that identifies formally the relationship between two organisations concerning the provision and receipt of supplies and services. It provides a framework that allows the service provider to plan ahead and allocate resources, whilst providing the customer with a number of responsibilities that must be fulfilled to support the provision of the service(s). It is not designed to be a legally binding contract, but an agreement identifying supply and demand, within a costed framework. JBAs address routine non-operational issues, as operational issues cannot be forecast, they are not included within this relationship framework. Within the DFS Team particular emphasis is placed on the JBA 'output data sheets' that assist in the definition of responsibilities and aid continuity.

b. **Liaison.** The JBA is a 'living' document as the customer/supplier relationship evolves; it develops to meet the changing needs of both interested parties. Within the DFS Team, the Customer Relationship Management process is comprehensive and is designed to assist in the communication between customers and suppliers. Initial liaison takes place informally at desk level and then formal discussions take place, at the quarterly Customer Management Meetings, when specific outputs are discussed. SMEs within the Team are actively involved in a variety of working groups and committees that cover the 'technical' aspects of food supply.

c. **Concept.** The JBA identifies the key, non-operational outputs for the organisation. It allows the customer to articulate the services it needs, in quality, quantity and timing terms to enable it to deliver its own outputs. It also provides a formal framework to allow change to be identified and embraced in the most effective and efficient manner. Additionally, the JBA provides an all-encompassing focus for performance measurement, allowing the customer a formal interface to comment on the effectiveness and quality of the service(s) delivered by the DFS Team. The JBA is an important management tool for both parties to ensure that communication is frequent and effective, ensuring that services are delivered within the spirit of the agreement.

0106. **Catering Organisation within the RN is contained within Annex A.**

0107. **Catering Organisation within the Army is contained within Annex B.**

0108. **Catering Organisation within the RAF is contained within Annex C.**

0109. **Catering Department Management Handover is contained in Annex D.**

0110. **Visits.** Visits are an essential management tool used to assess performance. Visits are generally classed as Internal or External.

a. **Internal Visits.** Internal Visits are carried out by the Unit's own inspecting staff and used to confirm that existing management practices are effective.

- b. **External Visits.** External Visits occur for a variety of reasons, the most common being carried out by an independent inspecting team from outside the Unit to conduct an audit.

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## **CHAPTER 1 Annex A – CATERING ORGANISATION WITHIN THE ROYAL NAVY**

**Navy Command Headquarters (NCHQ).** NCHQ is located within Leach Building, HMS Excellent, Portsmouth and is responsible for all Logistics policy across the Naval Service. Its purpose is to monitor, sustain and improve standards and practices in logistics departments and to provide policy advice on all aspects of logistics. The three Base Waterfront Organisations are responsible for Tier 3 governance of the delivery of Catering Services in HM Ships and Submarines, reporting back up to NCHQ in order to maintain Operational Capability (OC), Compliancy and Efficiency.

**Flag Officer Sea Training (FOST).** FOST is responsible to NCHQ for providing Operational Sea Training (OST) for all HM Ships and Submarines, including MM/PPs and RFA vessels. MWV and Submarine training is conducted in Faslane whilst all other units receive training in Devonport, which is also the location for FOST HQ. The training priorities for Catering Service Departments during OST are:

- a. To establish a baseline for the safety, material state and cleanliness of the department through the Material and Safety Check (MASC).
- b. To ensure that the Ship's Company is provided with high quality messing during State 3 through Messing Support and Training Evaluations (MSTE).
- c. To ensure that during States 1 & 2 catering services teams are able to provide a sustainable feeding organisation thus supporting the `OC of the Unit.
- d. To ensure that the department is able to provide appropriate feeding solutions to a population following a natural disaster; assessed through a Disaster Relief Exercise (DISTEX).

**Base Logistics Commander (BLC).** There is a BLC at Naval Bases Devonport, Portsmouth, Faslane and the Naval Air Stations at Culdrose and Yeovilton. Although each location is different, the BLCs operate under the auspices of DE&S. They are responsible for providing Logistical support and specialist Logistics advice. The 3 Naval Base BLCs give support to Tendered Units, i.e. to ships that do not have their own Logistics Officer onboard (Minor War Vessels such as MCMs, Fishery Protection vessels and Patrol Boats), including maintaining and validating the TRICAT catering accounts. Additionally on behalf of NCHQ they conduct annual Base Logistic Inspections (BLI) on all Naval Service Ships and Submarines in the Flotilla.

**Defence Maritime Logistics School (DMLS).** DMLS is responsible for all Logistics training for officers and ratings of the Logistics Branch, which includes Catering Services (Chefs and Stewards), Supply Chain Specialists and Writers. It is based at HMS Raleigh which also accommodates RN Phase 1 training and Submarine training. Catering Services training is provided in 2 squadrons, cookery, catering management and accounting in one and stewarding and SAGE/Central Fund accounting in the other. Logistics Officers are taught in the Command Training School and receive training from SMEs in both the catering and stewarding squadrons.

**Catering on Naval Afloat Units.** The Logistics Officer/Logistics Supply Officer (LO/LSO) on board ship is responsible for a number of functions including catering and accommodation services, ship's office functions, stores, legal responsibilities, as well as functional responsibility for NAAFI. Provisioning and accounting, as well as food services are the responsibility of the senior Catering Services rating, who answers to the LO/LSO for these functions.

Food production is centralised in 1 or 2 galleys, which supply 3 messes: the Wardroom, the Senior Ratings' Mess and the Junior Ratings' Mess. Wardroom facilities are routinely managed by a PO Logs (CS), together with a staff of specialists from the steward trade. In both the Senior Ratings' Mess and the Junior Ratings' Mess, personnel are drawn from the Ship's Company and employed for a period of time on communal duties – primarily the provision of meal time services and the cleaning of dining and associated communal areas.

On MM/PP Ships, the Leading Logistician (Chef) is responsible for both food production and catering accounting. Accounts are sent to the ship's base port Waterfront Organisation at the end of each month for auditing.

**Naval Shore Units.** In RN and RM shore establishments catering and accommodation services are delivered using either a Full Support Contract or a Catering Support Contract (with contract chefs). The catering contract may either be let as a single contract or as part of a MAC, with the prime contractor sub letting the catering element.

## CHAPTER 1 Annex B – CATERING ORGANISATION WITHIN THE ARMY

**HQ Land Forces (HQLF).** Food Services within HQLF is part of the Logistic Support Branch and is titled Logistic Support Food Services (Log Sp Food Svcs). It is based at Andover in Hampshire and is responsible for delivering the food service capability required to sustain HQLF Units, other Army TLB units and operational deployments, in order to meet the provision of military capability required by the HQLF plan. HQLF covers all LAND mounted operations overseas in support of PJHQ. In addition, overseas detachments in Canada, Brunei, Belize, Kenya, Nepal and other OTX locations come under the command of LAND. HQLF is also responsible for food services on all AG units; this includes food services at military schools. There are 5 Divisions within HQLF, each have a Log Sp Svcs Staff within the Logistic Support Branch at SO2 or SO3 level and normally one Food Services Catering WO. Each Division is as follows:

- a. 1(UK) Armd Div is a mobile Div with the HQ at Herford in Germany.
- b. 2 Div is a Regional Div and covers Scotland, Northern Ireland and Northern England with the HQ at Edinburgh.
- c. 3(UK) Div is a mobile Div with elements embedded within other Regional Divs. The HQ is based at Bulford.
- d. 4 Div is a Regional Div and covers the South of England. The HQ is based at Aldershot.
- e. 5 Div is a Regional Div and covers the Midlands, East Anglia and Wales. The HQ is based at Shrewsbury.

**Note:** *Each of the Divisions has a number of Brigades (Bdes). Most Bdes have Log Sp Svcs staff with a Log Sp (FS) Capt and/or a Food Svcs WO. It is the Bdes that deal directly with the individual Garrisons, Stns or Units.*

**London District (LONDIST).** This HQ is responsible for all London units. The HQ is at Horseguards.

**UK Support Command, (UKSC).** This HQ provides support to all units in Germany. The HQ is at Rheindahlen.

**HQ Gibraltar.** The Gibraltar Catering Officer is responsible for all military catering provision in Gibraltar. The post is staffed by an SO3.

**Cat Sp Regt.** The Cat Sp Regt is based at Grantham and is commanded by a Lt Col. It is a regular unit comprising specialist TA chefs. The Cat Sp Regt is responsible for providing training to TA chefs in support of the Regular Army. As such, chefs that are part of the Cat Sp Regt could be deployed in back-fill positions or to deployed locations as part of a Regular troop deployment.

**Defence Food Services School (DFSS).** The DFSS is part of the RLC Trg Centre at Worthy Down. It is responsible for 5 types of training, as follows:

- a. All RLC specialist chef training.
- b. All Arms Mess Management training (the Army does not have a specialist steward trade therefore all mess management training is provided to Regt personnel who are employed in front-of-house duties). This training is carried out at CTS, RAF Halton.
- c. Management training is provided to a wide range of personnel, including the officers' specialist food/contracting course.

- d. Food supply training provided to RLC supply specialists, these personnel are employed within Ration Troops.
- e. Ration account training is provided to Regt personnel who are employed in accounts/storemen roles.

**HQ British Forces Cyprus (HQBFC).** HQBFC is a Tri-Service organisation, as it includes C2 for RAF Akrotiri. Control of food supply and Garrison Catering Services within British Forces Cyprus (BFC) is part of J4 Branch of HQBFC located in the Western Sovereign Base Area of Episkopi. The specialist catering staff is comprised of a SO2 J4 Food Services and the Force Catering WO (WO1 RLC Chef).

**Inspections and Visits.** Army units are inspected according to the Logistic Support Inspection (LSI ) Aide Memoire. This is a total logistic inspection regime and includes all Regular and TA units. Formal inspections are conducted by members of the Formation Logistic Support Staff and may be part of a wider Staff Inspection, normally a LSI or Logistic Support Technical Inspection (LSTI). The formation Logistic Support Branch will issue the inspection timetable and the report will be written in to the ARMS reporting program.

- a. **DTE Contracts.** DTE sites are to be inspected in accordance with the Land Warfare Centre (LWC) contract. Monthly inspections are to be carried out at each site at which time a maximum of 3 functional areas are to be inspected along with any follow up actions from previous inspections. Additionally, Bde Food Services staff are to audit the DTE Ration Accounts prior to formal closure each month.

- b. **Reserve Forces.** Reserve Forces Units should receive a Pre and At Camp report from Logistic Support (Food Services) Staff from the relevant HQ prior to and during their Annual Camps. The reports raised are to be forwarded to the relevant Higher Formation. Subsequent visits may be required and these should be made throughout the camp period.

- c. **Short Term Catering Contracts (STCC).** If an exercise or training camp is supported by a STCC, a written report on the standards delivered by the contractor against the SOR is to be initiated, using the reporting format issued by HQLF Food Services.

- d. **Routine Visits.** For visits to be wholly effective, the unit's food service function must be checked regularly in a systematic way. Observations should be noted by exception with a plan detailing the remedial action required. If the remedial action is beyond the remit of the Regt Caterer or the Regt, the appropriate Formation Staff Branch is to be advised. The following areas must however be checked at least every 3 months:

- (1) Ration accounting (must be checked monthly).
- (2) Food safety and hygiene management.
- (3) Health and Safety at Work.

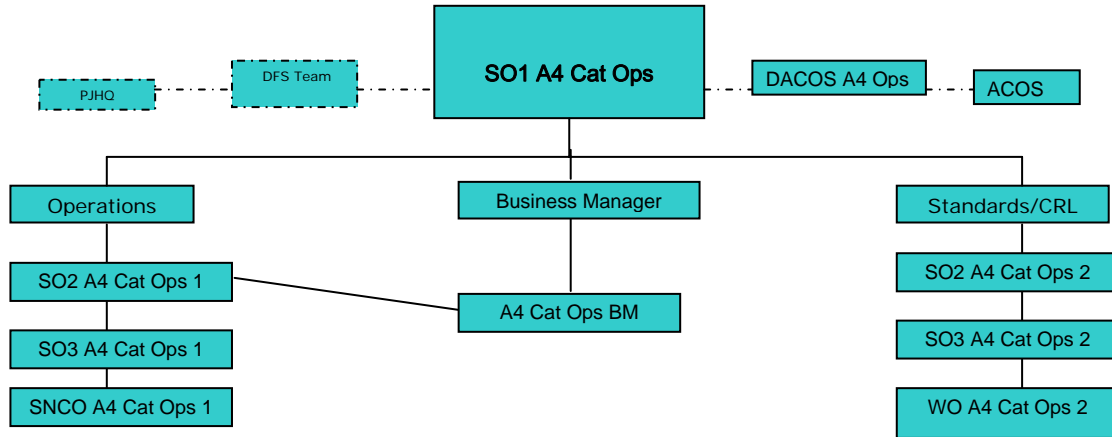
Units newly arrived within the formation area are to be visited as soon as possible after the arrival of the main body to offer advice and assistance on food service matters.

- e. **Food Supply – Logistic Support Technical Inspection.** If food (incl. ORP) and water is being stored at 2<sup>nd</sup>/3<sup>rd</sup> Line it may be subjected to a Logistic Support Technical Inspection (LSTI). HQLF Food Services would issue further instructions in accordance with LFSO 4202 on this matter.



**CHAPTER 1 Annex C – CATERING ORGANISATION WITHIN THE ROYAL AIR FORCE**

The wiring diagram shown below depicts a pictorial representation of catering within the RAF. The dotted line between the DFS Team and RAF formations represents the link as agreed by the JBA. The Trade Sponsor for TG19 personnel is employed within the Logistics (Branch & Trade Sponsor) organisation.



**A4 Catering Operations (A4 Cat Ops).** A4 Cat Ops is based at HQ Air Command at RAF High Wycombe and is commanded by a Wg Cdr Logistics officer. It is responsible for all catering provision and services within the RAF, including 3MC Sqn and Flight Catering on behalf of 2 Gp. A4 Cat Ops comprises 2 main support desks, each headed by a Logistics Sqn Ldr. The 3<sup>rd</sup> pillar is important for delivery of Ground Handling Service in support to the RAF. The main areas of responsibility for A4 Cat Ops are to:

- a. Manage RAF mobility and emergency catering resources.
- b. Provide an external validation of catering standards on units through the mechanism of Operational Capability Checks (OCC)
- c. Provide a catering consultancy service to units through working visits.
- d. Provide TG19 support to operations and exercises, as well as assisting with determining unit support where required.
- e. Provide specialist desk advice on a range of issues including food safety, hygiene and quality management.
- f. Liaise with the DFS Team, PJHQ, ACSSS, PMOC and CMLO on a range of catering matters.

**3 Mobile Catering Squadron (3 MC Sqn).** Based at RAF Wittering, the 3 MC Sqn is a formed Air Combat Service Support Unit (ACSSU) commanded by a specialist Logistics Sqn Ldr, within 85 Expeditionary Air Wing, and a national asset not declared to NATO. The sqn includes TG19 personnel who form the nucleus of 3 deployable flights and one training flight (including RAF Regt personnel), commanded by a Logistics Flt Lt. The 3 deployable flights may be augmented by military catering staff dispersed throughout the RAF and, when reinforced, the 3 MC Sqn is capable of providing deployed catering and life support for 250 -1500 personnel at each of 3 separate locations. 3 MC Sqn personnel, together with vehicles and support equipment, are held at high readiness state. The Sqn also maintains a commitment to NERO and Post Crash Management spt as well as providing all formal specialist field catering trg in the RAF.

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**A4 Flight Catering Operations (Flt Cat Ops).** The A4 Flt Cat Ops function sits within the Operations pillar of the A4 Cat Ops element of HQ Air Command and is responsible for the setting and implementation of policy for all flight catering and transit ground catering for military In Flt Catering. It issues flight catering tasking to units for scheduled and non-scheduled Air Transport (AT) and is responsible for the inspection of flight catering services in the air and on the ground. It has audit responsibility for flight catering bills incurred by RAF aircraft at civil and foreign military airports world-wide, whilst ensuring that all flight catering related MoD contracts are well managed and controlled. It is additionally responsible for ensuring that there is adequate supply of pre-positioned or rotational catering equipment available for 2 Gp aircraft.

**Catering Training Squadron RAF (CTS).** CTS is responsible for providing all specialist mainstream catering training in the RAF. It is based at DCLPA Worth Down Food Service Wing and is commanded by a Sqn Ldr Logistics Officer. CTS runs a number of different courses for officers from the Logistics Branch and service personnel from TG 19 (consisting of chefs and caterers). The Sqn also provides food hygiene training to Air Loadmasters (ALMs) and nurses and, on an opportunity basis, contractors' staff. Embedded within CTS is the CAT Apprenticeship Team providing support to TG 19 Apprentices

**Catering on RAF Stations.** Catering in the RAF is a logistics function, as part of the Logistics Branch. Routinely, there will be a Logistics Officer commanding the Sqn/Flt from a catering HQ/office, supported by a TG19 WO. There would normally be 3 messes in operation – an Officers' Mess, a SNCOs' Mess and a JRM. Additionally, there may be any number of satellite catering facilities, which will be parented by one of the 3 main messes. Examples of the satellites facilities may include airfield buffets, or SAR/QRA feeders. Each of the Officers' and SNCOs' messes would be managed by a Catering Manager and would have Catering Manager (Chef), Chefs, Catering Managers and Caterers, at a staffing level appropriate to the size of the mess. The JRM would normally be run by the senior Catering Manager (Chef), who may also act as the senior chef in the Sqn/Flt/contract. On non-contracted units, any of the Service posts may be civilianised by an equivalent MOD civil Service or LEC grade. The Logistic Officer on the Stn would have a direct line of communication to the appropriate desk officer at A4 Cat Ops.

On many stations, catering is contracted out to civilian catering contractors as part of the Super CRL Contract, Multi Activity Contracts (MACs) or stand-alone contracts. The organisation is similar to that on Service run Stns with a contract catering manager and the 3 mess system. However there are 2 primary differences:

On non CRL units, the catering office may be staffed by MoD civil servants or LEC. On such units, the catering office continues to manage the food supply and accounting system, whilst liaising closely with the contractor's staff in the kitchens. The contractor has its own office on the Stn.

The contract is monitored by a Contract Catering Supervising Officer (CCSO). On most units, this task is conducted by a Logistic Officer or Warrant Officer who is part of a Contract Monitoring Team (CMT). The CCSO continues to manage the Catering Office.

On CRL units, the catering office may be staffed by MoD civil servants, LECs, contracted staff or a mixture of all. On such units the catering office continues to be responsible for the management of the Crown Feeders Account.

The contract is partnered by a Catering Retail and Leisure Partnering Officer (CRLPO). On most units, this task is conducted by a specialist Logistic Officer or Warrant Officer who may be stand-alone or part of a larger Contract Monitoring team. The CRLPO acts as the line manager for all TG19 personnel employed within the contracts.

**Inspections and Visits.** A4 Cat Ops is required to provide a mandatory health check of stn catering operations on behalf of CinC Air Command. The Operational Capability Check (OCC) is carried out on a 12-18 month basis on all RAF units. A4 Cat Ops aims to advise and support stns by adding value in the form of identifying best practice, as well as providing a constructive

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consultancy service that assists stns in a drive for continuous improvement. Inspection officers are duty bound to challenge any weaknesses in the procedures or systems that may breach regulations or have an adverse impact on catering services. The weaknesses will be identified either through the Catering Management Reporting and Audit System (CAMARAS) for non Super CRL units. CAMARAS bi-annual reports will be used as the basis upon which the Inspecting Officer or team will conduct the OCC. For those units covered by the RAF Super CRL Contract the ISS 'Maximiser' System will form the basis for the conducting of the joint OCC.

**Principles of Work Organisation.** Organisation is concerned largely with the determination and specification of responsibilities. The first step is analysis of the task, which is to establish the amount and nature of the work to be done and the skills required. The task is broken down progressively into components until individual tasks are identified and defined, similar tasks being grouped together in the process. Individual tasks are analysed in detail and are measured in terms of an individual's working day. Data about the number of individuals and the skills required at the working level are then used to build up the organisation from the bottom, relating the individual tasks, grouping them accordingly and providing for supervision. At every stage, the principles of organisation are applied.

**Definition of Responsibilities.** To organise is to define what activities are to be carried out by groups or individuals. The first principle of organisation is to define the responsibilities of individuals, to ensure that there is no overlapping, and that each member of the staff knows what is required of him.

**Unity of Command.** The Chain of Command must be arranged so that each individual is directly responsible to and takes orders from one superior. Orders should normally be passed through an individual's superior; the bypassing of subordinates, though occasionally necessary, should be avoided wherever possible. Failure to observe this principle is likely to result in confusion, overloading of the individual, and injured feelings of the subordinate who has been bypassed.

**Span of Control.** Only a limited number of subordinates can be effectively controlled by one immediate superior, and in general a suitable number is regarded as from three to seven, but there are many factors which influence this question:

**a. Variety of Responsibility.** If all subordinates have the same function the superior can control a larger number. If, however, there is a wide variety in the functions of the subordinates, the superior will have difficulty in understanding sufficient of their problems to give efficient supervision and guidance, and the number must be reduced.

**b. Distance.** The greater the distance between subordinate and superior, the more difficult it is to give supervision. Personal contact is essential.

**c. Time.** If the superior has other major responsibilities, the time he can devote to the supervision of subordinates is limited and the number he can effectively control is correspondingly reduced.

**Assignment of Duties.** In the assignment of duties, if an individual is to be efficient and content in their work, they must be given responsibilities which are related and form a whole. Furthermore, they must be fitted by their training and experience to discharge those responsibilities. The extent of the responsibilities must be given careful consideration to ensure that they are within their capabilities.

**Delegation of Authority.** In allocating responsibility, it is most important to ensure that authority and responsibility go hand in hand. Delegation of responsibility must always be accompanied by enough authority to discharge the task; authority must never be delegated without commensurate responsibility. The superior who attends to all details overloads themselves and frustrates their staff. It should be noted, however, that delegation of authority will often entail the need for training

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subordinates and considerable patience will be required by the superior until such time as the subordinate is fitted to discharge their responsibilities fully.

**System of Work Organisation for Catering** Work studies in messes have shown that when establishments are fully manned and an efficient system of work organisation exists, the working hours of catering personnel should not exceed those of personnel of other trades. For this reason, a standard system of work organisation has been evolved for catering sections. This system, details of which are given below, should be maintained at all times in respect of all messes, and all mess staff including civilian employees and those established for personal service. For the RN, see also the Watch System of work organisation described later in this Chapter.

**Responsibility for Operation.** The operation of the system, and the compilation and maintenance of the appropriate forms, is the overall responsibility of the Catering Manager. The system is to be maintained at all times and work plans are to be adjusted, as necessary, when establishment or manning changes. When messes are undermanned, there is an even greater need to conserve labour by careful planning.

**Conditions Necessary for Effective Operation.** In operating the system, it is essential that:

- a. Supervisors and other personnel should be given precise details of their duties and tasks.
- b. Peaks and lulls in workload should be eliminated, as far as possible, by rationalising duties that do not have to be carried out at specific times.
- c. Except when unavoidable, ie, in small messes, skilled personnel should not be employed on unskilled tasks.

**Relation of Passes to Working Shifts.** To ensure that catering personnel enjoy the same aggregate working hours as other personnel, work programmes should be based on an average shift of 9 hours gross, with 20 shifts being worked in every 28 days that a person is available for duty. Ideally, personnel should be allowed 2 days off in every week, but passes can be of 1, 2, 3 or 4 days' duration. However, a 4-day pass indicates that a person would have worked on 10 consecutive days and this is not recommended as a matter of routine. Public Holidays are a separate entitlement and are not to be calculated as rest days.

**Allowance for Meal Breaks.** Within each 9-hour shift catering personnel may be allowed 1¼ hours for meals and breaks. The actual length and times of staff meals and breaks are to be laid down to suit the working programme and the shift being worked but they are not to exceed 1¼ hours a shift.

**Application to Civilian Employees.** The principles of the above provisions apply to civilian industrial employees in catering sections. However, since working hours, time off and leave regulations vary depending on length of service and local conditions, the regulations contained in the MoD Personnel Manual Volumes 1 and 2 should be checked.

**Flexible Approach by Supervisors.** Although for planning purposes the basic shift is 9 hours, with 1¼ hours for breaks, common sense must be applied to gain maximum flexibility to the benefit of the Service and the individual. For instance, it may well be wise to allow a worker to finish a shift early, if the pattern of work so dictates. Conversely on a weekend, it may be prudent to roster an individual for a 10 or 11 hours shift, rather than have a second person come on duty with the resultant overlap of two individuals on duty and only sufficient work for one. This would increase the staff availability for the busier weekdays. These shorter and longer shifts should be clearly shown on the roster.

**Organising Work.** There are 3 basic requirements to organising work:

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a. **Mess Organisation and Establishment Summary.** This is used to show the basic shift organisation and numbers of catering personnel of all trades required to meet the tasks in each catering operation/mess. Management and supervisory requirements should also be included. When compiling this form, the current task, and shift organisation to meet that task, is to be questioned in every detail. The Catering Manager should review the summary for which he has responsibility within 3 months of taking up his appointment and, thereafter, at 6 monthly intervals, to ensure that it reflects current establishments and trends.

b. **Leave and Detachment Plan.** It is a fundamental aim that all personnel should be able to take their full leave entitlement in one year. Leave is to be planned with the object of ensuring that the number of personnel in any one grade away at one time is not excessive. A record is to be maintained that records all leave (e.g. annual, resettlement, terminal) as well as detachments and training courses. Where there are periods that few staff are away, personnel should be encouraged to take their leave so bottlenecks do not form towards the end of the leave year.

c. **Shift Roster.** Using the Mess Organisation and Establishment Summary as a guide, and taking due notice of the Leave and Detachment Plan, it is possible to write the shift roster. This should identify all personnel available to work and indicating on each day who is working what hours. This can be by means of writing the shift times on the roster or by using a series of codes to indicate standard shift patterns. All leave, training courses, detachments etc should also be annotated on the roster. Where possible, the roster should also indicate where each person is to work or on what tasks they might be involved with. Supervisors and managers should also be identified, together with their sphere of responsibility. A roster might be for a week, fortnight, 28 days or calendar month. Ideally, shift rosters should be completed 14 days in advance, and a copy displayed in each mess concerned for staff information. As rosters will frequently require amendment due to unforeseen circumstances, it is suggested that the roster is completed in pencil. At the end of each roster period, a note should be made of any adjustment of pass/allowance to be carried forward to the following period.

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## CHAPTER 1 Annex D – CATERING DEPARTMENT MANAGEMENT HANDOVER/TAKEOVER

A catering manager has to manage not only messing accounts, but physical stock, non public accounts, property, personnel and many other factors essential to a successful and efficient catering operation. It is of the utmost importance, therefore, that each and every stage of the taking-over of a catering operation is thoroughly understood. Any point that is not understood should be clarified by the person handing-over.

a. **Handover/Takeover.** The Handover/Takeover process is not to be hurried and time is to be taken to ensure that everything is correct.

- (1) The incoming manager is not to sign any documents, bills or other papers until he/she is completely satisfied that whatever statement or information it contains is correct.
- (2) Details of checks that should be carried out are explained in the following paragraphs, together with additional subsidiary information as required.

b. **Unit Familiarisation.** It is important that the manager taking over knows how the unit operates and how catering fits into the overall scheme of things. Actions that would help to achieve this are as follows:

- (1) Appointments are to be made with the Senior Management personnel on the unit with whom the incoming manager can expect to have routine business with.
- (2) The incoming manager is to conduct a tour of the Unit, paying particular attention to areas that have a common link with catering – Ops, Supply/Logistics, Admin, MT.
- (3) A thorough check of the Units Management/Business Plan for accuracy and any indicators that reflect on the catering service.

c. **Unit Messing Account.** The Catering manager is to obtain a true picture of the current position on a particular day, with a current account balance printed off the computer system. In particular, the following should be checked:

- (1) A physical check of stocks in each provision/ration store is to be carried out. The reconciliation of physical stocks is to be in accordance with current regulations and the departing officer is to keep a copy. All stocktaking is to be done carefully and meticulously; where necessary goods should be weighed to ascertain the correct quantity. It is the responsibility of the officer handing-over to take the necessary action to correct any discrepancies that arise.
- (2) All expenditure is to be checked against the most current statement produced by the Contractor. Also, expenditure from any local traders and other suppliers is to be checked.
- (3) Income from the various sources including any outstanding non-public income due is to be verified.
- (4) The carry forward balance is to be verified.
- (5) A true balance is to be obtained, with particular attention being paid to all miscellaneous debits and credits, adjustments to ration strength, catering differentials, missed meal abatements and previous audit observations.

d. **Non-Public Accounts.** The Catering Manager may be responsible for one or more non-public funds. The balances are to be checked against statements that ensure the accounts are accurate. Additionally, the current position is to be ascertained by reconciling it with any outstanding receipts or charges. All articles of a non-consumable nature purchased with non-public funds are to be accounted for in a property book. The articles on charge are to be physically checked.

e. **Inventories of Equipment.** Where the Catering Manager holds an inventory, it is to be taken over with care and diligence and all items are to be checked to confirm they are still there against up-to-date printouts of expected holdings. Where inventories are held by Senior Rates/Ranks or Junior Rates/Ranks, it is the responsibility of the Catering Manager to ensure that they are up to date and correct.

f. **Buildings and Equipment.** All kitchen equipment and plant in the messes is to be checked for condition and serviceability. All buildings are to be inspected and outstanding defects checked with the Property Manager (PM). Any particular food safety/health and safety hazards are to be identified together with a brief on what action has been taken to date. Where field kitchen equipment is held on unit, this is to be checked against expected holdings.

g. **Personnel Issues.** The incoming Catering Manager is to check the establishment figures against the current manning position for both Service and civilian personnel. Additionally, as soon as is practicable, after handover, the catering manager is to:

- (1) Personally interview the WOs and Senior Rates/Ranks and meet all the staff.
- (2) Arrange to meet the Local Area Environmental Health Officer (LAEHO) and the Unit Health and Safety at Work Officer.
- (3) Review the training and development plan for personnel. Identify any personnel nominated for training including food safety and field catering.
- (4) Check terms of references (TORs) for accuracy and ensure all individuals re-sign them.

h. **Miscellaneous.**

- (1) Check Catering Standing Orders and re-issue under new signature.
- (2) Establish contact with the Contract Caterer's District Manager if applicable.
- (3) Check lists of all periodical returns to Front line Commands (FLCs).
- (4) Inspect minutes of recent messing committee meetings and the suggestion books in the messes.
- (5) Check all catering files, operation orders applicable to catering, security keys and lockers for classified files, if held in the catering office.
- (6) Check the custody and condition of all catering items held on loan by the Unit, e.g. catering trophies.

i. **Hand-over Certificate.** When all the above checks have been carried out, a locally produced certificate of hand-over/take-over is to be completed. The handover is to identify factors such as account balances, values of stock, identification of inventories handed over



and values of any non-public funds. Any points in the hand-over that are considered to be unsatisfactory is to be stated in writing. Similarly, if the hand-over has been carried out smoothly with the minimum of trouble and everything is satisfactory, this is to be stated. Best practice is for each person to sign the handover certificate and keep a copy. A third copy is also to be sent to the next higher level of command. For RN personnel, the Compliance Management Tool (CMT) includes a Supersession Certificate, completion of which is a mandatory requirement.

**TORs.** TORs are to be produced for all personnel to ensure that they know what duties are expected of them. Whilst TORs will vary from job to job and unit to unit, there are many factors that will be standardised across the board. For guidance it is recommended that TORs, respective to different rates/ranks are broken down into 3 specific functions – mess management/stewarding, kitchen manager/senior chef and accounting. Catering Managers would need to mix-and-match the information to arrive at an appropriate TOR that reflects the tasks carried out by the individual. TORs are a living document and are required to be checked at least annually; best practice suggests they should be reviewed twice yearly, together with the Training and Development Plan (TDP), when the annual or 6-monthly interim confidential report is debriefed. TORs are issued under guidance of single Service Personnel branches.

**Sources of Information.** The Catering Manager is to have access to all relevant documents so that the catering task can be carried out effectively. Some of the documents are Joint Service Publications (JSPs) and these are common to all 3 Services, however, the vast majority are single Service Publications. The Catering Manager is to check that they have appropriate access to the documents or hold a copy in the Catering Office/Mess.

**Catering Standing Orders (CSOs).** CSOs are the vehicle that ensures personnel work in the way that is expected of them. They are to be read by all staff on an annual basis and best practice is to get people to sign as having read. CSOs are issued as a guide, providing generic headings and information in order to allow the production of detailed kitchen orders for individual units. CSOs are to be reviewed and updated as necessary and all personnel subject to CSOs are to 'Sign' to confirm that they have read and understand the orders.

- a. **Kitchen Premises.** The kitchen area, including areas that are 'In' or 'Out-of-Bounds' to catering and non-catering personnel are to be defined clearly.
- b. **Accident Reporting.** All accidents, including burns and scalds, are to be reported, by the Department Supervisor, to the CoC.
- c. **Dress.** When on duty all personnel are to be correctly dressed in clean protective clothing and non-slip footwear commensurate with the environment in which they work. Military personnel are to wear appropriate badges of rank.
- d. **Economy of Resources.** Stringent economy is to be exercised in the use of energy, cleaning materials, consumables, food and water. Every effort must be made to conserve energy and minimise the use of resources. All catering equipment is to be switched off when not in use. Water taps are not to be left running. Specific guidance and direction on the economy of resources are to be subjected to additional Standing Orders.
- e. **Equipment.** Personnel are not to use any kitchen machinery until trained to do so. Personnel are to 'sign' to confirm that they have received initial training and it is then to be repeated bi-annually or when a new item of equipment is introduced. Machinery operating instructions are to be displayed prominently near each item of machinery and adhered to. All kitchen machinery is to be regularly maintained by a qualified and authorised person. Immediate action is to be taken to notify and record the need for repairs, alterations or adjustments to machinery. Repair books are to be maintained and outstanding repairs are to be investigated by department heads. Losses of equipment are to be reported

immediately to the Line Manager, accompanied by a statement of all the known facts relative to the loss, to assist in any resulting inquiry.

- f. **Fire Precautions.** All staff employed in kitchens or ancillary areas are to ensure that they are familiar with Unit Fire Orders and the purpose and method of use of each type of fire extinguisher. Equipment is to be maintained in a serviceable condition and is not to be moved from its authorised position. The action to be taken in the event of fire is to be clearly displayed in all Messes. Any damaged, unserviceable or deficient fire equipment is to be reported immediately to the Unit Fire NCO.
- g. **Personal Hygiene.** Refer to JSP 456 Vol 3.
- h. **Intoxicants.** Whilst on duty, catering staff are not to consume intoxicants or alcohol.
- i. **Notices.** All official notices i.e. legislation, HSAW are to be prominently displayed and the attention of all staff is to be drawn to them. Notices are to be protected against defacement and replaced when necessary. A section of the mess notice board is to be reserved for catering instructions, which may, from time to time, be issued.
- j. **Safe Custody and Control of Foodstuffs.** All foodstuffs are to be correctly receipted and stored upon delivery, in accordance with JSP 456 Vol 1 Chap 3 and JSP 456 Vol 3.
- k. **Salvage and By-Products.** Sufficient designated bins are to be provided for wet and dry rubbish. There will also be a requirement for a specific arrangement for the disposal of waste cooking oil and fats.
- l. **Security and Maintenance of Buildings.** All catering departments are to be secured in accordance with local instructions. Buildings are to be protected against undue wear and tear. The building custodian is responsible for ensuring that the premises are maintained in a serviceable condition. Urgent repairs are to be brought to the attention of the relevant department.
- m. **Food Production and Service of Meals.** Food must be produced in accordance with the criteria stipulated in JSP 456. Staff must be adequately supervised at all times. Meals are to be served at the times laid down in Unit Orders, or mess rules. The designated manager/supervisor is responsible for the meal service. Duty and late meals are to be freshly cooked.