

Documenting Foodservice Operations at Camp Morrison

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Honors Project Proposal
May 31, 2016

A. Background and Significance

Camp Morrison is a Boy Scout Summer Camp for scouts ages 12-18 years. Troops come for one week at a time over the course of eight weeks. During a typical week there will be 350-450 scouts and leaders plus about 50 full time camp employees that are fed three times a day at the central dining hall. Camp Morrison typically staffs 4-5 kitchen employees who work under the direction of the Head Foodservice Director. Over the course of the summer this relatively small kitchen crew will serve approximately 60,000 meals to scouts and staff members. I will be working at Camp Morrison Boy Scout Camp this summer as an assistant manager in the kitchen. In addition to preparing meals, one of my main responsibilities at camp will be to assist the head foodservice director in the documentation of production methods and kitchen protocol.

Currently all record keeping is done by hand, not electronically, and there are no standardized recipes or documents from which to order or to control inventory. There are also no training materials to train new staff members at the beginning of each summer. For the past ten years, the director has primarily kept all production and protocol information in her head, and taken primary responsibility for directing production operations. As a result kitchen staff are trained day by day for specific tasks with little formal training. This creates difficulty in training consistently and adds a burden in the training process. In the event the director is gone, or otherwise discontinues her work at camp, there are currently little to no records for her replacement to refer to for continuation of the job.

B. Statement of Intent

The purpose of this project is to implement a method of documentation for kitchen operations that will prove easy to update and maintain. The documentation of production operations will aid in the improvement of training and efficiency of workers, increase cost effectiveness of

operations, facilitate easier ordering, and increase job satisfaction. Due to the large scale of these operations, even small improvements in efficiency will have a significant impact on overall productivity.

The current director is well known for the fantastic job she does in the kitchen providing meals that satisfy both young Boy Scout campers as well as adult staff members. Camp Morrison would like to ensure that the quality of the food will continue if there are changes in the food director position. The goals to achieve the program purpose include 1) standardize recipes, 2) create a menu cycle, 3) create production schedules for menu items, and 4) create digital and hard copies of all of these documents for future use. The completed project should increase productivity, efficiency, and cost effectiveness of future operations. As time permits I will also be recording allergen information as well as aiding in ordering and recording inventories of both food and equipment.

C. Methodology/Procedures

In preparation to go to Camp Morrison, I digitized paper records of past weekly menus into an Excel spreadsheet and created a menu history (see appendix A). From this history I gathered a list of menu items and organized them into subcategories such as breakfast dishes, lunch/dinner entrées, side dishes, desserts, beverages, and à la carte items offered daily. Menu items are listed in order from most to least frequently offered in order to get a better understanding of which items have been most successful in the past and therefore most likely to be repeated in the future. Before camp starts, I plan to work with the director mostly over the phone to create basic recipe templates for each menu item, which I will modify and complete after making first hand observations of on-site camp operations. Before arriving at camp on June 24th, I will have a basic recipe for each menu item, a preliminary menu cycle, and a template to create production

schedules based on recipes and observations that I make at camp. These will serve to facilitate better observations and collection of information at camp.

During my time in McCall, ID at Camp Morrison from June 24-August 10, I will primarily observe and work alongside the director to gather information about current processes, and make adjustments to the preliminary documents aforementioned. I will record my observations by hand and possibly with a voice recorder in order to avoid interruption of work flow in the kitchen. Working side by side with the director throughout the process will ensure that all necessary information is collected accurately. If possible, I would like to have enough information recorded by the last week of camp to implement our updates during the last week of production and evaluate the effectiveness of our chosen methods of documentation, as well as note any clarification needed.

Upon returning to Provo, UT in the fall, I will spend the next 6 months or so continuing to perfect records and record keeping methods to implement at camp the following summer. I plan on taking the Honors 499R three-credit class in the fall and winter semesters in order to ensure adequate time to finish the project according the timeline outlined in section H below.

D. Preliminary Outline/Prospectus of Finished Thesis

My final project will contain the following main sections:

I. Introduction and Background

II. Review of the Literature

III. Methods/Design

IV. Results

- a. Standardized Recipes for all menu items categorized according to recipe type
(lunch/dinner entrée, side dish, dessert, etc.)

- b. Menu Cycle for the 8-week camp
- c. Production Schedule for each meal in the menu cycle
- d. Additional Documents (to be determined according to demand, but possibly to include: best ordering methods and instructions, allergen information of menu items, equipment inventory, and informational items for scout masters attending the camp).
- e. Evaluation of Effectiveness of Documentation

V. Conclusion

E. Preliminary Research

An annotated bibliography, using the following citations, will be provided to my honors committee. My preliminary research is based on the following areas related to the project: importance of good training materials in employee satisfaction and productivity; standardization of recipes and its effect on production costs and time efficiency; and menu planning and menu cycles and the effect on customer satisfaction and operational efficiency.

Key search terms included: food production schedule; efficiency; food cost reduction; menu cycle; menu analysis; employee training and satisfaction; recipe standardization; summer camp; and food production.

Eaglen A, Lashley C, Thomas R. The benefits of training in leisure retailing: A case study of McDonald's restaurants. *Strategic Change*. 2000;9:333-345.

Hur Y(K), Adler H. Employee's perceptions of restaurant brand image. *J Foodserv Bus Res*. 2011;14:334-359

Lam T, Zhang HQ. Job satisfaction and organizational commitment in the Hong Kong fast food industry. *Int J Contemp Hospitality Manag*. 2003;15(4):214-220.

Fang CY, Hsu FS. An efficiency-based metafrontier approach to menu analysis. *J of Hospitality & Tourism Research*. 2014;38(2):199-221.

Brown D. Prevalence of food production systems in school foodservice. Mississippi: National Food Service Management Institute, The University of Mississippi; 2004; R-75-04. Available at: <http://www.nfsmi.org/documentlibraryfiles/PDF/20080225032721.pdf>. Accessed May 17, 2016.

Tracey JB, Hinkin TR, Tran TLB, et al. A field study of new employee training programs: Industry practices and strategic insights. *Cornell Hospitality Q.* 2015;56(4):345-354.

Lai IKW. The roles of value, satisfaction, and commitment in the effect of service quality on customer loyalty in Hong Kong-Style tea restaurants. *Cornell Hospitality Q.* 2015;56(1):118-138.

Tews MJ, Michel JW, Stafford K. Does fun pay? The impact of workplace fun on employee turnover and performance. *Cornell Hospitality Q.* 2013;54(4):370-382.

Connors PL, Rozell SB. Using a visual plate waste study to monitor menu performance. *J Am Diet Assoc.* 2004;104:94-96.

Gregorie MB. Food production. In: Anthony V, ed. *Foodservice Organizations: A Managerial and Systems Approach.* 8th ed. Upper Saddle River, NJ: Pearson Education, Inc; 2013:170-180.

F. Qualifications of the Investigator

I am currently a student in the undergraduate Dietetics program at Brigham Young University. During the junior core I completed NDFS 374 (Food Production Management) and its accompanying lab course, NDFS 375, in the Pendulum Court Café, as well as NDFS 445 (Food Service Systems). These classes cover topics such as menu planning, recipe modification, production scheduling, ordering, and inventory control. My experience in the Pendulum Court Café was a great exposure to working in a foodservice production environment and gave me the opportunity to become familiar with various production areas of the kitchen. It also provided me with good managerial experience.

My position as an employee and assistant manager at Camp Morrison this summer also qualifies me to do this research in that it will allow me to have the hands-on experience required to understand and accurately document food service production there.

G. Qualifications of the Faculty Advisor

My faculty advisors are Instructor Ana Mitchell, MS, RDN, CD, who taught all of the classes listed above (NDFS 374, 375, and 445), and Pauline Williams, PhD, MPA, RDN, CD a professor in the dietetics program at BYU who teaches a senior core class on Management in Dietetics.

Both advisors are Registered Dietitians.

H. Schedule

May 18: Submit Proposal (10 resources and citations)

June 30: Submit annotated bibliography for preliminary research articles with an executive summary

June 24-Aug 10: Collect Information at Camp

Aug 22: Draft of the thesis

December 2016: Submit Final Draft for review by Faculty Advisors and Readers

February 2017: Thesis Defense

April 2017: Final Thesis Copy Uploaded for portfolio

I. Expenses/Budget

Travel expenditures to and from McCall, ID from Provo, UT: ~\$100

Paper/Printing expenses of recipes to test during production at camp: ~\$10

Voice Recorder: ~\$80

J. Closure

The completion of this project will require extensive observation and record keeping, along with cooperation and collaboration of the director and camp staff. I feel confident in my ability to work with others to accomplish this project based on my previous interactions with the

director and her enthusiasm for the goals of the project. I look forward to collaborating with her and learning from her expertise in this area of food production.