INDEX

A
ABC method of inventory control, 444
Absence of inventories, 39, 49
Absenteeism, reducing, 184–185
Academy of Nutrition and Dietetics (AND), 53, 107–108, 299; code of ethics, 14; competence, 172; education conventions, 16
Accelerated cooking oven, 523
Accidents: defined, 312; and master schedule, 120; minimizing risk of, 89, 158, 160, 163, 312–313; prevention programs, 313; reports, 165, 175, 176, 312; types of, in foodservice, 313; workers’ compensation insurance, 149, 175
Accommodation, 40; and Americans with Disabilities Act (ADA), 4, 115, 147, 150–151; and conflict resolution, 142; defined, 142; reasonable, 147, 158, 160, 510
Accountability, 5–6, 109; and controlling process, 27; defined, 109; and department business plan, 80; financial, 211; and handling of cash, 215; mutual, 99; and operational planning, 75; and training/support, 56
Accounting period, 211
Accounts payable, 211, 217, 233
Accounts receivable, 209, 217, 233, 234
Accreditation Manual for Healthcare (TJC), 67
Acesulfame-K (Ace-K®), 12, 275
Achievement, need for, 32–33
Acidic cleaning compounds, 304
Acidophilus-cultured milk, 383
Acknowledgment, and removal of negative influence of emotional behavior, 129–130
Action plans, 82; marketing plan, 48; and organizational planning, 72
Action system, 102
Ad hoc committees, 98
ADA, See Americans with Disabilities Act (ADA)
Adequate Intake (AI), 347
Adjusted occupied beds, 117
Admission/discharge procedures, 3
Adulterated food, 370; and Food, Drug and Cosmetic Act (1938), 406
Advertising, 37–38; defined, 41; enhancement of, 41; feedback, 45; goal of, 41; of new menu, 49; for recruitment, 154
Aerobic bacteria, 267
Aesthetic, use of term, 348
Affects, 162
Affiliation, need for, 33
Affordability, health care, 4
Agent, 524
Affirmative action, 142
AIDS, 8, 11
Air gap, 519
Air Quality Act (1967), 253
A la carte menus, 351
Albacore tuna, 379
Alkaline detergents, 304
All-or-nothing bid, 417
All-purpose flour, 396
Allocated cost budget, 218
Allspice, 483
Alternative foodservice systems, 490
Aluminum, as packaging waste, 240
Alzheimer's disease, 1, 531
Ambience, changing, 41
Ambulatory care, 5
Ambulatory centers, 2
American cheese, 386–387
American Dietetic Association, on sustainability, 237
American Hospital Association (AHA), 10
American Indian/Alaska native population, 7
American Public Health Association, 299
American Society of Sanitary Engineering (ASSE), 303
Americans with Disabilities Act (ADA), 4, 7, 147–148, 507, 508; and AIDS/HIV, 8
Americans with Disabilities Act: Answers for Foodservice Operators (National Restaurant Association), 510–511
Analytical marketing, 47
Anaphylaxis, 275
ANFP, See Association of Nutrition and Foodservice Professionals (ANFP)
Animal control, 303; and health inspection, 300
Anisakiasis, 267–268
Anise, 483
Annual bonus, 186
Anthrax, 339
Antibodies, 275
Antioxidants, 275
Ants, 308
Anxiety, and presentations, 136
Apathy, as communication interference, 128
Appearance, as communication interference, 128
Appetizers, 353
Apples, 391
Applicant interviews, 152
Application blank, 154
Application form, 154
Apprenticeship, in a participative culture, 29
Approved vendor/distributor list, 413
Aquaculture, 377
Arabica coffee, 399
Arbitrator, 187
Artesian well water, 259
As purchased (AP) weight, 419
Asparagus, 390
Aspartame, 12
Assembly, 489
Assembly-and-serve system, 451–452
Assembly line balancing, 494
Assembly support equipment: cold-keeping equipment, 530; serving tables, 529–530
Assessment, 28
Assets, 217
Association of Food and Drug Officials, 299
Association of Food and Nutrition Professionals, 340
Association of Healthcare Food Service, 107
Association of Nutrition and Foodservice Professionals (ANFP), 107, 299; code of ethics, 14; education conventions, 16
At-risk groups, food-borne illness, 261–262
Atkinson, J., 32–33
Attendance, at team meetings, 135
Atteniveness, in communication, 140
Attitude objectives, 162
Authority: as depicted on organizational chart, 102; distributing, 109–110; line and staff responsibilities, 110; of managers, 26
Authority decision, Vroom-Y etton-Jago model of, 22
Autism, 1
Autodesk® Revit® Architecture Conceptual Design Modeling, 516
Availability and cost, and revision of menus, 272–273, 275
Bacillus cereus illnesses, 272–273, 275
Back-slab hood, 527
Backflow, 519
Background checks, 156–157
Backsiphonage, 519
Backup of data, 204
Bacon: and inhibitors, 266; and molds, 268; as processed meat, 376; recommended storage temperatures/times, 435; smoke point, 438; wrapping, 438
Bacteria: acidity/alkalinity, 266; aerobic, 267; facultative, 267; in food, 266; growth and reproduction, 263; inhibitors, 266; mobility, 263; moisture, 265–266; multiplication of, over time, 267; spores, 268; temperature, 265–266
Baked eggs, 474
Baked fish, 378
Baked potatoes, 269, 390, 476
Baking equipment, 527
Balance on hand, 441
Balance sheet, 233
Bananas, 391, 393
Bandages, 302
Barcode reader, 204, 408, 431, 440, 521
Barriers: to communication, 128, 129–131; to diversity, 170
Base pricing method, 362
Basil, 484
Bay leaves, 484
Béchamel sauce, 480
Bedside charting, 11
Bedside menus, 358
Beehive grade, 373; choice grade, 373; cutter grade, 373; primal cuts of, 374; quality grades, 372; as ready-to-serve meat, 375; recommended storage temperatures/times, 435; roasts, 374; select grade, 373; standard grade, 373; utility grade, 373; yield grade, 372–373
Behavior, communication barriers due to, 129–130
Behavioral interviewing, 155, 157–158
Behavioral objectives, 162
Behavioral segmentation, 40
Belgium carrots, 389
Bell peppers, 390
Benchmarking, 24, 53; and clinical quality assessment, 60; defined, 68; delivery of care, 3, 65; external, 68; and monitoring for performance, 497; and quality programs, 61
Benefits administration, 186
Benefits programs, 31
Benzoxate, 275
Bereavement time, 150, 176
Berries, 391
Best practice, 68
Beverage service ware, 402
Beverages, 353; alcoholic, 44, 333, 346; bottled water used in, 259; carbonated, 333; cocoa, 400; coffee, 399, 482; refilling cups/glasses of, 500; serving from dispensers, 242; specifications, 400; tea, 399–400, 482–483
BHT, 275
Bias, as barrier to diversity, 170
Bid packet, 417
Bid request (form), 423
Bids, obtaining, 416
Bimetal probe/dial-instant read thermometers, 280–281
Binding arbitration, 187
Biodiesel fuel, 242, 258
Biohazard symbol, 325
Biological threats, 338–339
Biohazard symbol, 325
Biohazard symbol, 325
Biotechnology, 11–12, 370; defined, 11
Bioterrorism, 338
Bird droppings, 308
Biscuits, 480
Biscuit method, for mixing quick breads, 480
Biscuits, 480
Bisques, 480
Bisque, 268, 386
Bribe, 268, 386
Briso cut of beef, 374
Broccoli, 362, 388, 389, 393, 419, 476, 478
Broches, 43
Broiled fish, 469
Broilers, 524
Brown rice, 397–398, 477
Brown sauce, 480
Brown stock, 480
Brussels sprouts, 475, 476
RTUs (British thermal unit), 252
Bubble diagram, 106
Budget preparation, setting a timetable for, 213
Budgetary control, 221–225
Budgeted balance sheet, 211
Budgets, 118. See also Financial management; capital, 80, 211, 221; cash, 80, 211; department, 80; expense, 211; financial, 211; fixed, 214; food cost, 218; labor, 217–218; marketing plan, 48; master, 211; materials, 218; nonmonetary, 211; operating, 211–214; operating, food service department, 153; overhead, 218; project-based budgeting, 214; revenue, 211, 214–216; static, 214; traditional, 214; variable, 214; zero-based budgeting (ZBB), 214
Bulb thermometers, 280–283, 438
Bulk food, distribution of, 491
Bundling, 42
Bureau of Labor Statistics (BLS), 7
Bush, G.H.W., 4
Business etiquette, 142
INDEX
Coaching: discipline compared to, 174; follow-up efforts, 174–175; game plan, creating, 173; to peak performance, 173; session, conducting, 173–174

Cocoa, 400

Cod, 378

Code violations, and health inspection, 300

Codes of ethics, 14–15

Coercive power, 28

Coffee, 399; breaks, 150; shops, 9

Coffee cups, placement of, 499

Cognitive skills, 162

Colby cheese, 386

Cold-keeping equipment, 530

Cold pressing, 395

Collaboration, and conflict resolution, 142

Collective bargaining, 149, 187

College, observing in, 45

Color-change alarm labels, 282–283

Combination oven-steamer, 524–525

Combination salads, 478

Commercial foodservice, 13

Commission on the Accreditation of Dietetic Education (CADE), 108

Commitment, and high-performance teams, 99

Committees: ad hoc, 98; cross-functional teams, 98; problem-solving teams, 98–99; project teams, 98; self-managed teams, 99; standing, 98; task forces, 98; virtual teams, 98

Communication, 19, 127–143, See also Nonverbal communication; Verbal communication; Written communication; barriers to, 128, 129–131; basic elements, 128; behavior, barriers due to, 129–130; business etiquette, 142; changes in, 2; channels of, within organizations, 141–143; choosing the medium best suited to a message, 140–141; conflict resolution, 142–143; credibility in, 139; cultural factors in, 130; culture, barriers due to, 130; defined, 127; and disorganization, 131; distracters, 129; downward, 141; environment, barriers due to, 129; experience/personal perception, barriers due to, 129; feedback, 128–129, 140; gaps, bridging, 31; grapevine, 141–142; in health-care organizations, requirements for, 127; and high-performance teams, 99; horizontal, 141; interferences, 128; language type, determining, 139; lines of, on organizational chart, 102–103; medium/channel, 128; message behind the message, 139; methods of, 131–139; nonverbal, 130–131, 136; operational barriers, 129; and personal bias, 129; planning the message, 139; problems, as barrier to diversity, 170; process, 128–131; receiver, 128; receiver’s perspective, 139; sender, 128; setting, appropriateness to conversation, 139; team meetings, 135; upward, 141; verbal, 131–136; written, 136–139

Compactors, 529

Comparative outcome measures, 67

Compensation, 8, 31, See also Salary/wages; in a participative culture, 30; unemployment insurance, 148–149; workers’ compensation insurance, 149

Compensation and benefits administration, 185–187; foodservice director, role of, 185–186; role of human resource department in, 185


Compensatory damages, 147

Competition, 113, 172–173

Competition, 2

Competitive benefits program, 186

Competitive bidding, 420

Complex service function, 489

Complimentary skills, and high-performance teams, 99

Composting, 242–243

Compromise, 140, 142

Comptroller, 209–210

Computer-assisted design (CAD), 516

Computer-assisted menu planning, 426

Computer-based training, 162–163

Computer Systems for Foodservice Operations (Kasavana), 190

Computer viruses, and foodservice operations, 204

Computerized inventory management system: accounting process, 445–446; cash discounts/no cash discounts, 446; cash on delivery, 446; defined, 444; penalty for late payments, 446

Computerized issuing process, 440

Computerized scheduling, 121–123

Computers in foodservice operations, 191–205; bar-code reader, 204; clinical management, 203; database review, 204; financial management, 203; food safety, 203; forecasting, 203; hardware and telecommunications review, 204; human resources–labor, 203; ingredient file, 191; management issues, 204; menu planning, 203; menu preparation and analysis, 203; nutrient analysis, 203; personnel review, 204; procedures, 204; production-related forms, 191–202; purchasing/inventory/receiving, 191; recipes, 191; software review, 204; special reporting, 203–204; viruses, 204

Conservation, 180

Conciseness, of objectives, 87

Condemnations for self-service use, 500; serving from dispensers, 242

Conduction, 462

Conferences, and training, 163

Conflict, defined, 142

Conflict management, 25

Conflict-of-interest buying, 427

Conflict resolution: and communication, 143; methods of, 142

Consent agenda, 132–133; business meetings, 132–133

Consideration behavior, 22

Consultations, 2

Consultative decision, Vroom-Yetton-Jago model of, 22

Consumer movements, 2

Contamination: bacteria, 263–267; bacterial growth needs, 264; defined, 262–263; food, route of, 264; mercury, 379; parasites, 267–269; viruses, 267; water, 339–340

Content theories of motivation, 31–32

Contingency theory, 22

Continuing education, 30

Continuous quality improvement (CQI), 19, 51, 53, 54, 61, 261, 408; benefits of, 68; cost savings, 68; and customer satisfaction, 54–55; foodservice CQI plan, components of, 57–58; formal/informal surveys, 55–56; innovation/risk taking, 57; interdepartmental teams, 56; intradepartmental teams, 56; organizations, cultural traits shared by, 55; principles driving the culture of, 54–58; reward/recognition, 57; team documentation form, 57; teams, 56; work process focus, 57

Contract bidding, 415

Contract employees, 153

Contract foodservice management, 14

Contract purchasing, 422–423

Control charts, 62–65

Control function, 207–208

Control measures, defined, 287

Control, preliminary, 209

Control process: comparing performance with standards, 210; corrective action, taking, 210–211; measuring performance, 210; productivity, 210; productivity standards, 210; setting standards, 209–210

Control systems, 102, 209

Control, types of, 208–209

Controller, 209–210

Controlling, as management function, 27–28

Controls, marketing plan, 48

Convocation, 462

Convocation steamers, 525

Convenience stores, for nonpatient meal service, 500
<table>
<thead>
<tr>
<th>Index Terms</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural diversity, 9–10, 169–170; barriers to, 170; and menu planning, 345; in menus, 10; policies/procedures, 170; of workforce, 7–8</td>
<td></td>
</tr>
<tr>
<td>Cultural factors, in communication, 130</td>
<td></td>
</tr>
<tr>
<td>Cultural identity group, as barrier to diversity, 170</td>
<td></td>
</tr>
<tr>
<td>Culture audit, 29</td>
<td></td>
</tr>
<tr>
<td>Culture, communication barriers due to, 130</td>
<td></td>
</tr>
<tr>
<td>Culture inventory, 29</td>
<td></td>
</tr>
<tr>
<td>Cultured buttermilk, 383</td>
<td></td>
</tr>
<tr>
<td>Cultured nondairy sour cream, 385</td>
<td></td>
</tr>
<tr>
<td>Curdling of milk, 474</td>
<td></td>
</tr>
<tr>
<td>“Current good manufacturing practices” (CGMP) regulations, and bottled water, 259</td>
<td></td>
</tr>
<tr>
<td>Current marketing situation, marketing plan, 48</td>
<td></td>
</tr>
<tr>
<td>Customer awards, 186</td>
<td></td>
</tr>
<tr>
<td>Customer departmentalization, 97</td>
<td></td>
</tr>
<tr>
<td>Customer-focused service strategy, 60</td>
<td></td>
</tr>
<tr>
<td>Customer needs, identifying/leading, 9</td>
<td></td>
</tr>
<tr>
<td>Customer-oriented focus: aging population, 9–10; cultural diversity in menus, 10; demographic changes, 9–10; nutrition awareness, 9; quality-cost equation, value in, 9; women as primary decision-makers, 9–10</td>
<td></td>
</tr>
<tr>
<td>Customer satisfaction: and CQI, 54–55; enhancement of, 505; survey, 502</td>
<td></td>
</tr>
<tr>
<td>Customer service: moving from customer orientation to customer satisfaction, 60; moving from service plan to, 60; and satisfaction, 59–60</td>
<td></td>
</tr>
<tr>
<td>Customer survey results, and revision of menus, 349</td>
<td></td>
</tr>
<tr>
<td>Customers, 489–491; choice/variety/expectations, 490; comfort foods, 491; cost of product, 490; defined, 490; language barriers, 491; lifestyle/personal values, 491; medical conditions of, 490; needs of, 490–491; preferences of, 490; religious/cultural/ethnic needs, 490–491; satisfaction, enhancing, 505</td>
<td></td>
</tr>
<tr>
<td>Cutter grade beef, 373</td>
<td></td>
</tr>
<tr>
<td>Cutting boards, 401</td>
<td></td>
</tr>
<tr>
<td>Cybernetic control systems, 209</td>
<td></td>
</tr>
<tr>
<td>Cycle menus, 352, 358</td>
<td></td>
</tr>
<tr>
<td>Cyclicity, 49</td>
<td></td>
</tr>
<tr>
<td>Cyclospora cayetanensis, 268</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td></td>
</tr>
<tr>
<td>Daily coaching, 30</td>
<td></td>
</tr>
<tr>
<td>Daily production: schedule, 453; sheet, 456</td>
<td></td>
</tr>
<tr>
<td>Daily receiving record, 432–433</td>
<td></td>
</tr>
<tr>
<td>Daily schedule, 120</td>
<td></td>
</tr>
<tr>
<td>Dairy products, See Milk/dairy products</td>
<td></td>
</tr>
<tr>
<td>Data collection: decision making, 89; market research, 46–47; and organizational planning, 72</td>
<td></td>
</tr>
<tr>
<td>Data, defined, 189–190</td>
<td></td>
</tr>
<tr>
<td>Database, defined, 190</td>
<td></td>
</tr>
<tr>
<td>Database review, 204; and computers in servers, 204</td>
<td></td>
</tr>
<tr>
<td>Deadlines, 121</td>
<td></td>
</tr>
<tr>
<td>Debit card, defined, 499</td>
<td></td>
</tr>
<tr>
<td>Decaffeinated coffee, 399</td>
<td></td>
</tr>
<tr>
<td>Decaffeinated tea, 400</td>
<td></td>
</tr>
<tr>
<td>Decentralization, 109</td>
<td></td>
</tr>
<tr>
<td>Decentralized assembly systems, 491; equipment selection/storage space, 531</td>
<td></td>
</tr>
<tr>
<td>Decibels, 517</td>
<td></td>
</tr>
<tr>
<td>Decision making, See also Team decision making: action plan, activating to implement best choice, 90; alternative solutions/outcomes, identifying, 89–90; alternatives, evaluating relative values of, 90; and availability of crucial resources, 89; and conflict resolution, 88; data collection, 89; defined, 88; elements essential to, 88; evaluating the decision, 90; follow-up, 90; and individual bias, 89; influences on, 89; and lack of clear objectives, 89; and lack of knowledge/ability, 89; in menu planning, 352; obstacles to, 88–89; in planning process, 88; process, 89; team, 90–91; team meetings, 135</td>
<td></td>
</tr>
<tr>
<td>Decisional role, of leaders, 25</td>
<td></td>
</tr>
<tr>
<td>Deck ovens, 524</td>
<td></td>
</tr>
<tr>
<td>Deep-fat frying, 526; of fish, 471; oils/shorening for, 395</td>
<td></td>
</tr>
<tr>
<td>Defensiveness, as communication interference, 128</td>
<td></td>
</tr>
<tr>
<td>Degemermed cornmeal, recommended storage temperatures/times, 435</td>
<td></td>
</tr>
<tr>
<td>Delegation, 109–110, 125</td>
<td></td>
</tr>
<tr>
<td>Deliveries, 430</td>
<td></td>
</tr>
<tr>
<td>Delivery of, 37; changes in, 2–3</td>
<td></td>
</tr>
<tr>
<td>Delivery slips, 431</td>
<td></td>
</tr>
<tr>
<td>Deming, W. E., 51–52</td>
<td></td>
</tr>
<tr>
<td>Demingian change, 526–527</td>
<td></td>
</tr>
<tr>
<td>Demographic changes, to customer-oriented focus, 9–10</td>
<td></td>
</tr>
<tr>
<td>Demographical segmentation, 39</td>
<td></td>
</tr>
<tr>
<td>Demonstrations, and training, 163</td>
<td></td>
</tr>
<tr>
<td>Department: budget, 80; business plan, 80; objectives, examining, 213; policies and procedures manual, 76; review, of meal service system, 505; structure, factors influencing, 107; survey, 55</td>
<td></td>
</tr>
<tr>
<td>Departmental activity reports, 137</td>
<td></td>
</tr>
<tr>
<td>Departmentalization: customer, 97; as depicted on organizational chart, 102; functional, 96–97; geographic, 97; process, 97–98; product, 97; time, 98</td>
<td></td>
</tr>
<tr>
<td>Depreciation, 217</td>
<td></td>
</tr>
<tr>
<td>Dessert fork, placement of, 499</td>
<td></td>
</tr>
<tr>
<td>Desserts, 353, 480–482; cakes, 481; fruit, 482; gelatins, 482; pastries, 482; pies, 482</td>
<td></td>
</tr>
<tr>
<td>Detergents/soaps, 303–306; alkaline, 304; automatic dispensers for, 306; ordering, 250; reducing the cost of, 258; sanitizer, 305</td>
<td></td>
</tr>
<tr>
<td>Development, 160</td>
<td></td>
</tr>
<tr>
<td>Diabetes mellitus, 1, 129, 262, 346; and food-borne illness, 270; and listeriosis, 272; and nutrition dietitians, 108; and patient menus, 359; and V. vulnificus infection, 273</td>
<td></td>
</tr>
<tr>
<td>Diagnostics, and technology, 11</td>
<td></td>
</tr>
<tr>
<td>Dial-instant read thermometers, 280–281</td>
<td></td>
</tr>
</tbody>
</table>
INDEX

Diet Coke®, 12
Diet spreadsheet, 353
Dietary manager (DM), 104, 107
Dietary Reference Intake (DRI), 347
Dietetic technician registered (DTR), 107
Dietitian Week, 186
Digital computerized thermometers, 431
Dill, 484
Dining areas: can washing, 534; cart-washing machines, 534; checking, 45; employee training in safety/sanitation, 536; for employees/guests, 531–533; equipment, 531–536; equipment selection and purchasing, 535–536; housekeeping equipment, 535; for patients/residents, 531; technology and equipment advances, 534–535; ware-washing equipment, 533–534
Dinnerware, 499; plates, placement of, 498
Direct issuing, 439
Direct labor costs, 218
Dirty food handler, 308
Disability: under the Americans with Disabilities Act, 147; under the Americans with Disabilities Act of 1990 (Title I), 147–148
Disasters, See also Foodservice department disaster plan: Disaster Assessment Checklist, 335; disaster committee, 334–336; disaster plan, design of, 334–335; disaster training programs, 336; drills, 336; external, 334; F Tags, 334; foodservice department disaster plan, 336–340; internal, 334; notification system, 336; signed memorandum of understanding (MOU), 336
Discipline: compared to coaching, 174; progressive, 182
Discounts, 41–42, 242, 359, 408, 417, 419, 420
Discretionary benefits, 150
Dish machines, 305–306
Dishwashing machines, 533–534
Dismissal, 182
Disorganization, and communication, 131
Dispensing utensils, 500
Disposable gloves, 302, 306
Disposable prototypes, 516
Disposables, reducing quantity of, 242
Dissatisfaction stage, group development, 100
Distracters: to communication, 129; keeping to a minimum, 140
Distributors’ sales representatives (DSRs), 409
Diversity, 169–170; barriers to, 170; policies/procedures, 170
Divided loyalty, of contract company employees, 14
Divisional structure, as depicted on organizational chart, 102
Documentation, team meetings, 135
Double-hand-wash method, 301
Dough cutters and choppers, 526
Downer cow, 275
Downtime, foodservice operation computers, 204
Downward communication, 141
Dragon fruit, 393
Drained weight, 419
Dress code, 45
Dried beef, as processed meat, 376
Dried fruit, 393
Dried legumes, USDA grades for, 394
Driving record, and background check, 157
Drucker, P., 88
Drug abuse, 1
Drug screening, 152
Dry cereal, 398
Dry storage: facilities, 434; maintenance, 434–437
Dry storage equipment, 521
Du jour menus, 351
Dummy tray, 505
Durum wheat, 477
E
E-mail, 138–139; answering, 125; etiquette, 139
Earrings, 278, 326
Economic downturn, 2
Economical order quantity, 444
Economy of scale, of contract foodservice
Education record, and background check, 157
Effluent, use of term, 258
Egg/egg products: baking, 474; chilled egg products, 472; cooking methods, 473–474; dehydrated egg products, 472; dried egg solids, 472; egg substitutes, 472–473; frozen egg products, 472; frying, 473; hard cooking, 473; medium cooking, 473; omelets, 474; poaching, 473; processed egg products, 472–473; scrambling, 473–474; soufflés, 474
Egg noodles, 397
Egg Products Inspection Act (1970), 380, 381
Egg Products Inspection Act (1970), 380, 381
Egg/egg products, defined, 381; Egg Products Inspection Act (1970), 381; price consideration in purchasing eggs, 381; recommended storage temperatures/times, 435; shell egg grades, 380; shell egg USDA size categories, 381; shell egg weight/size, 380–381; specifications, 381
Eggs, grade stamps/inspection marks, 372
Elderly population, 5; and food-borne illness, 270; and V. vulnificus infection, 273
Electrical fire, 330
Electricity, and food preparation/work areas, 527–528
Electronic data interchange (EDI), 408
Electronic receiving tools, 431
Emergency Medical Treatment and Labor Act, 5
Emergency preparedness planning, 334–340
Emergency room (ER), 1–2
Emerging pathogens, 272–276
Emotional behavior, 129–130
Emotional stress of daily living/working, 1
Emotions, as communication interference, 128
Employee as customer, 8–9
Employee assistance programs (EAPs), 175
Employee-centered behavior, 22
Employee chemical information request form, 320
Employee empowerment, 34
Employee grievances, 180
Employee hazard communication program, 320
Employee involvement, 31
Employee morale, 153
Employee orientation program, 152
Employee relations department, See Human resource department
Employee restriction, 300–302
Employee Retirement Income Security Act (ERISA) (1974), 149
Employee skepticism, and participative management, 35
Employee stock option, 150
Employee training, See Training
Employee turnover, reducing, 182–183
Employees’ level of development, and positive reinforcement, 57; suggestion involvement, 34
Enclosed carts, 530
Endosperm, 396
Emerging pathogens, 272–276
Enerly population, 5; and food-borne illness, 270; and V. vulnificus infection, 273
Electrical fire, 330
Electricity, and food preparation/work areas, 527–528
Electronic data interchange (EDI), 408
Electronic receiving tools, 431
Emergency Medical Treatment and Labor Act, 5
Emergency preparedness planning, 334–340
Emergency room (ER), 1–2
Emerging pathogens, 272–276
Emotional behavior, 129–130
Emotional stress of daily living/working, 1
Emotions, as communication interference, 128
Employee as customer, 8–9
Employee assistance programs (EAPs), 175
Employee-centered behavior, 22
Employee chemical information request form, 320
Employee empowerment, 34
Employee grievances, 180
Employee hazard communication program, 320
Employee involvement, 31
Employee morale, 153
Employee orientation program, 152
Employee relations department, See Human resource department
Employee restriction, 300–302
Employee Retirement Income Security Act (ERISA) (1974), 149
Employee skepticism, and participative management, 35
Employee-stock option, 150
Employee training, See Training
Employee turnover, reducing, 182–183
Employees’ level of development, and positive reinforcement, 57; suggestion involvement, 34
Enclosed carts, 530
Endosperm, 396
Energy conservation, 252–258; fuel costs, saving on, 258; practices, 257
ENERGY STAR rated equipment, 518, 520
Energy utilization: energy management program, 252–253; measurement/rates, 252
Environmental intelligence, 46
Environmental issues, and sustainability, 237–249
Environmental Protection Agency (EPA), 258, 299, 520; drinking water standards, 258
INDEX
INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

560

INDEX

56
Foodservice department: decentralization, 97; functional departmentalization, 96–97; functional organization of, 96; image, 35; inventory systems, 11; nutrition analysis, 11; operating budget, 153; operation of, 152, 237–238; organizing, 102–109; orientation to, 159; and process decentralization, 97–98; role of, 14; scheduling work in, 118–125; staffing, 110–118; waste removal, 249

Foodservice department disaster plan: biological threats, 338–339; bioterrorism, 338; blistering agents, 338; blood agents, 338; chemical agents, 338; choking agents, 338; cleanup, 337; communications, 337; coordination, 337; floods, 337–338; heat exhaustion, 338; hurricanes, 337–338; menus, 336–337; methods of alert of impending dangers, 336; nerve agents, 338; nuclear agents, 337; participation, 337; planning for disasters, 337–340; power failures, 337; sanitation, 337; security, 337; service priorities, 337; signed participation, 337; planning for disasters, 26; dining areas, 491–502; menu planning, 362–364; menu planning, 352–359; menu specifications, 349–352; MIS system for analyses, development of, 189; monthly performance report/control reports, 231–233; networking, 16, 24; operating procedures/standards/expenses, review of, 225; operations data, evaluation of, 223–224; orientation, 159; performance evaluations, 170, 223, 225; performance measurement, 210; personal and professional development, 16; personal code of ethics, 15; persuasive communication skills, 137; and pest infestations, 309; plate waste and sales volume studies, 349; and power requirements of equipment, 518; pricing strategies, 359–362; procurement process, 411–417; product evaluation, 417–420; production forecasting, 452–453; production schedules, 453; production strategy, 80; productivity measurements, identifying/establishing, 118; professional organizations, membership in, 107; profit-and-loss statement, 216; purchasing methods, 420–424; and quality, 58; quality control, 58, 210; reduce/reuse, 241–242; refrigeration/refrigerants, 258; responsibilities of, 88, 107, 109, 262, 447; revenue, 216; as role model/mentor, 16; safety training, 326; sanitation food service, provision of, 300–303; scheduling, 118–125; security, 332–334, 434; service supplies, 402; standards, 67; statistical indicators, determination of, 219; storage procedures, 434–439; strategic planning, 27, 75; stress, 15–16; and stress, 15–16; supplier selection/relations, 424–425; sustainability, 237–249; training, role in, 160; transporting, 409; units of service, estimating, 214; variance analysis, 223, 225; waste management, rethinking, 242–249

Foodservice Energy Management Survey, 254–257

Foodservice equipment, 12–13

Foodservice industry: background of, 13; classifications, 13–14; managerial ethics/social responsibility, 14–15

Foodservice manager, See Foodservice director

Foodservice operations: foodservice director's responsibilities, 262; and Obama health care plan, 1

Foodservice opportunities, 6

Foodservice organizations, systems approach to, 101–102

Foodservice staff, and food tray service, 496

Foodservice workers, availability/skills of, 347

Foot-candle, 518

Force factors, in ergonomics, 340

Forcing, and conflict resolution, 142

Forecasting, 414, 452–453; and computers in foodservice operations, 203

Forecasting in Foodservice (Messersmith/Miller), 453

Forecasting methods, monitoring, 242

Foreign language menus, 358

Foreshank cut of beef, 374

Forks, placement of, 499

Formal/informal surveys, and CQI, 55–56

Formal leaders, 25

Formal rewards, 30

Format: business plan, 82; menus, 359

4Rs (reduce, reuse, recycle, rethink), 241–242

401(k) plan, 150

Fowl, 379

Free-on-board (FOB), 417

Freezers, 519

French-fried potatoes, 390, 477

Freshwater fish, 375

Fried eggs, 473

Fringe benefits, 150

Frozen foods: delivery, 420; storage, 420, 437–439

Frozen meals, sale of, 502

Frozen vegetables, 389, 476

Fruit cocktail, 393

Fruit desserts, 482

Fruits: apples, 391; bananas, 391; berries, 390, 391; botanical types of, 390–391; canned, net weights of, 388; cherries, 392; citrus, 391; container size, 389; dehydrated, 393–394; delivery/storage, 419; dragon, 393; dried, 393; dupe, 390; exotic, 393; grades, 393; grades of, 387–388; guava, 393; intended use, 388; jackfruit, 393; kiwi, 392; kumquat, 393; mangoes, 392; melons, 391–392; oranges/citrus, 392; passion, 393; peaches, 392, pears, 392; pineapples, 392; plums, 392; preparing/serving, 479; rambutan, 393; recommended storage temperatures/times, 435; rose apple, 393; specifications, 393; tropical, 391; types of, 391; watermelons, 392

Functional departmentalization, 96–97

Functional organization, of the foodservice department, 96

Fuse boxes, 528
INDEX

G
Game meat, 375
Gantt chart, 82–84, 85, 508
Garbage and refuse disposal, and health inspection, 300
Garlic, 484
Garnish, 353
Gelatins, 482
General ledger, 234
General-line wholesalers, 410
Generation X and Generation Z, and the workforce, 7
Genetic engineering, 11–12
Genetically engineered (GE) organism, defined, 369
Genetically modified foods: cloned food, 370; health concerns, 369–370
Genoa salami, as processed meat, 376
Geographical location, and supply/price of foods in marketplace, 348
Geographical segmentation, 39
Geriatric medicine, 1
Germ, 396
Germicides, 305
Giardiasis, 267–268
Ginger, 484
Glassware, 499
Glass ceiling, 147
Greenhouse gas (GHG) emission, 409
Green Seal™ Environmental Standards for Restaurants and Foodservices (GS-46), 409
Green tea, 399
Greenhouse gas (GHG) emission, 409

Grains/cereals, 477
Governing board, 73
Gourmet meal service, for family members, 43
Gourmet meal programs, 354–356
Gouda, 386
Gorgonzola, 268, 386
Goods, 38
Good Manufacturing Practice (GMP), 370
Good Agricultural Practices (GAP), 370
Goat’s milk, 383–84
Good Agricultural Practices (GAP), 370
Good Manufacturing Practice (GMP), 370
Goods, 38
Guava, 393
Gueridon, 498
Guest relations, 59–60
Gumbos, 480

H
HACCP, See Hazard Analysis Critical Control Point (HACCP)
Half-and-half, 500
Half-slip, use of term, 390
Ham: and inhibitors, 266; and molds, 268; as processed meat, 376; recommended storage temperatures/times, 435; wrapping, 438
Hand antiseptic, 301
Hand trucks, 521
Hand-washing: facilities, 300, 303; habits, 301; procedures, 280
Hazard Analysis Critical Control Point (HACCP): action plan for implementation, 298; CCP monitoring system, establishing, 294–295; control measures, 286–287; cook-and-chill procedures, 293; cook-and-freeze procedures, 287; cooling plan documentation, 298; corrective action, establishing, 295–296; critical control points, determining, 287; critical control points, flowchart for, 295; critical limits for each CCP, 287–294; decision tree for critical control points, 292; defined, 286, 298; documentation/record keeping establishing, 296–297; food hazard analysis, components of, 291; foodservice operation hazardous practices, 290; and foodservice systems, 287–294; implementing, 285–286; inspections, 299; and ISO 22000, 286; potential hazards, 286–287; principles of, 286–299; purpose of, 287; ready prepared foods, 287; recipe flowchart, 288–289; records to maintain, 297; verification procedures, establishing, 296
Hazard communication standards (OSHA), 316, 320
Hazard training programs, OSHA, 319
Hazardous communication standards, 250
Hazardous waste management: material safety data sheets (MSDSs), 250–251; Medical Waste Track Act, 249; “Standards for the Tracking and Management of Medical Waste,” 249
HazCom Standards, Occupational Safety and Health Administration (OSHA), 316
Health and safety legislation, 150
Health care: affordability, 4; ambulatory care, 5; case management, 5; changes in, 2–6; extended-care facilities, 4–5; future of, 1; internal operations of organizations, 1–2; lack of access to, 1; patient-focused (patient-centered) care, 5
Health care foodservice operations, competition with other retail/commercial operations, 490
Health-care management levels, 26
Health care meal service systems, 489, 491–505; nonpatient meal service, 499–502; patient meal service, 491–497; resident meal service, 497–500; standards, 502–505
Health-care providers: factors faced by, 2; interdisciplinary, 3
Health inspections, 299–300
Health insurance, 150; lack of, 1
Health Insurance Portability and Accountability Act (HIPAA), 64, 496
Hearing, listening vs., 140
Heart disease/ heart disease patients, 1, 5, 10; potable water for patients, 258; and soy protein, 387
Heat-and-serve processed meat, 375
Hemochromatois, and V. vulnificus infection, 273
Hemorrhagic fever, 339
Hepatitis A, 274, 279
Herbal tea, 400
Herbs/spices, 399, 468, 469, 476; cooking with, 483–484
Herzberg, F., 32
Hierarchy of needs, 31–32
High involvement, 34
High-performance teams: building, 3; characteristics of, 99–100
High-pressure steamers, 525
High-ratio method, of mixing, 481
Hispanic/Latino population, 7
Historical data, reviewing, 214
HIV, 8
HIV/AIDS: and listeriosis, 272; and V. vulnificus infection, 273
Home care: and health care quality, 52; hospital-own services, 1, 5; transition to, 62
Home-replacement meal (HRMs), 500
Hominy, 397
Honey, 400
Horizontal communication, 141

562 INDEX
Human resource control, 208–209
Hourly employees, 153
Housekeeping products, 278
Human resource control, 208–209
Human resource department, See also Personnel; Personnel policies and procedures; Recruitment; Training; applicant interviews, 152; compensation and benefits administration, 185–187; contract employees, 153; drug screening, 152; employee orientation program, 152; employer-employee relationship, 145–151; and fair treatment of all employees, 151; full-time employee (FTE), 153; functions of, 151; health care, areas of responsibility, 151; hourly employees, 153; job sharing/job splitting, 153; nonprofessional employees, 152; orientation to the organization, 159; part-time employee (PTE), 153; personnel requisition, 152–153; professional employees, 152–153; recruitment, 152; references, checking, 152; resolution of employee issues/problems, 151; role of, 151–159; salaried employees, 153; skilled workers, 153; structure of, 145; temporary employees, 153; training, 160–167; turnover rate, 153; unskilled workers, 153
Human resource management, 19–20, 145–168; absenteeism, reducing, 184–185; Age Discrimination in Employment Act (1967), 146; Civil Rights Act (Title VII) (1964), 146; compensation and benefits administration, 185–187; cultural diversity, 169–170; discrimination, interpretive guidelines on, 146–147; dismissal, 182; employee assistance programs (EAPs), 175; employee turnover, reducing, 182–183; equal employment opportunity legislation, 146–148; ethnic slurs, 147; exit interviews, conducting, 182; labor relations, 186–187; laws affecting, 145–146; personnel policies and procedures, 176; personnel records, 175–176; Pregnancy Discrimination Act (1978), 146; racial jokes, 147; resignation form, 184; sexual discrimination, 146–147; sexual harassment, 146–147; Vietnam Era Veterans Readjustment Assistance Act (1974), 146; Vocational Rehabilitation Act (1973), 146
Human resources management: Americans with Disabilities Act of 1990 (Title I), 147–148; benefits administration, 186; bona fide occupational qualifications (BFOQ), 147–148; Civil Rights Act (1991), 147; compensation and benefits legislation, 148–150; Executive Order 11375, 147; glass ceiling, 147; health and safety legislation, 150; immigration reform legislation, 150–151; performance evaluation systems, 170–175; Privacy Act (1974), 147; recognition and awards programs, 186; Humidity, and food quality, 438–439; Hydrochlorofluorocarbons (HCFCs), 253, 257–258; Hydrogenated vegetable oil, 275; smoke point, 465; Hydrogenation, 394–395; Hygiene, 300–301; Hygiene factors, 32; I, 259; dispensing, 500; Ice beverage glass, placement of, 499; Ice-making equipment, 523; Iced tea, 400; Identity, standards of, 369; Ignorance, and conflict resolution, 142; Illegal Immigration Reform and Immigrant Responsibility Act (1996), 150–151; Image: enhancement of, 41; foodservice department, 35; Imitation milk, 385; Immersion dishwashers, 306; Immigration Reform and Control Act (1986), 150–151; Impingement, 524; Implementation phase, marketing management cycle, 49; Improved skills, 186; In-service training, 30; group, 161–162; maintaining records of individuals/group training programs, 165–167; sessions, evaluating, 163; topics/resources, identifying, 163–164; Incentives, 8; Incident reports, and training, 163; Indirect labor costs, 218; Individual bias, as barrier to diversity, 170; Individual meal service, 502; Individual motivation, and high-performance teams, 99; Induction heating, 462; Industrial engineers, and standards, 210; Influencing function, 27; Informal buying, 423–424; Informal leaders, 25; Informal rewards, 30; Informal surveys, and CQI, 55–56; Information: defined, 190; measuring the value of, 190; Information control, 209; Information overload, and communication, 131; Information phase, marketing management cycle, 46; Information systems, 11; Informational role, of leaders, 25; Infrared ovens, 524; Ingredient control, 460–461; production system based on, 461; Ingredient file, 191; Ingredient room layout, 460; Ingredient substitution, in standardized recipes, 460–461; Injuries, defined, 312; Innovation, and CQI, 57; Input, 102; Inquiry/inquiry stage, in supplier selection, 424–425; Insect control, 303; and health inspection, 300; Insecticides, using around food, 309; Inspection, meat/meat products, 371; Instant coffee, 399; Institutional foodservice, 13; self-operated, 13–14; Institutional foodservice jobs, demand for, 7; Insulated tray system, 494–495; Intangible standards, 210; Integrated system, EPA definition of, 241; Integration of health care organizations, 2; Interactive computer training, 162–163; Interdepartmental teams, 56; Interdisciplinary health-care providers, 3; Interest, lack of, and communication, 130; Interest tests, 158; Interferences, 128; Intergraded pest management (IMP), 309; Intermediate-range planning, 73; Internal benchmarking, 68; Internal customers, 490; Internal records, 46; Internal recruitment, 153; Internal security, 332–333; International Classification of Diseases (ICD-9), 299; Internet, 125; education-based courses, 163; promotion using, 43; and recruitment, 154; Interpersonal power, 28; Interpersonal relationships, and high-performance teams, 99; Interpersonal role, of leaders, 25; Interpersonal skills, of leaders, 24–25; Interstate Certified Shellfish Shippers List, 273; Interviewing applicants, 155–156; equal employment opportunity legislation, 146–148; ethnic slurs, 147; exit interviews, conducting, 182; labor relations, 186–187; laws affecting, 145–146; personnel policies and procedures, 176; personnel records, 175–176; Pregnancy Discrimination Act (1978), 146; racial jokes, 147; resignation form, 184; sexual discrimination, 146–147; sexual harassment, 146–147; Vietnam Era Veterans Readjustment Assistance Act (1974), 146; Vocational Rehabilitation Act (1973), 146; Intrinsic motivation, 32; Inventory control: computerized inventory management system, 444–445; first-in, first-out (FIFO) method, 443; inventory turnover, 443; issuing process, 439–440; last-in, first-out (LIFO) method, 443; procedures, 439–444; record keeping, 440–442; shrinkage, 443; stores requisition, 439; weighted averages, 443...
INDEX

Job specification, 113–115
Job rotation, in a participative culture, 29
Job enlargement, 116
Job design, 116
Job description, 113–115
Job-centered behavior, 22
Job analysis, 111
Job-centered behavior, 22
Job description, 113–115
Job design, 116
Job enlargement, 116
Job enrichment, 116
Job insecurity, and participative management, 35
Job involvement, 34
Job rotation, in a participative culture, 29
Job sharing/job splitting, 120, 153
Job specification, 113–115
Joint Commission, The (JTC), 4, 51, 64, 102, 299; Accreditation Manual for Healthcare, 67; competence, 172; dietetic standards, 66, 307; Emergency Preparedness, Safety, Infection Control, and Leadership, 67; hand-washing sink standards, 528; influence on health care quality, 52–54; journalizing, 234; manual, 314; National Patient Safety Goals, 66; standards, 210, 314; standards for accreditation, 54; on workplace violence, 331
Juice glass, placement of, 499
Jurian, J., 52
Jury duty, 150
Just-in-time (JIT) purchasing, 421–422
Justification or cost-benefit analysis, 516–517
Kitchen area, basic safety tips for, 313
Kiwi fruit, 392
Knives, 401; placement of, 499
Knockwurst/knackwurst, as processed meat, 376
Knowledge objectives, 162
KOF-K symbol, and kosher status, 371
Kona coffee, 399
Kosher agencies, 371
Kosher salami, as processed meat, 376
Kosher stamp/seal, 371
Kumquat, 393
L
Labeling, 40, 370; of animal products, 407; standard label information, 371
Labels, 320
Labor budget, 217–218
Labor contracts, 149
Labor hours per meal, 117
Labor-Management Relations Act (Taft-Hartley Act) (1947), 150
Labor-Management Reporting and Disclosure Act (Landrum-Griffin Act) (1959), 150
Labor relations, 186–187; arbitrator, 187; binding arbitration, 187; legislation, 149–150
Labor unions, 149
Lack of interest, as communication interference, 128
Lack of knowledge, as communication interference, 128
Lactose-free milk, 383
Ladies, 500; approximate yield from, 455; and standardized recipes, 460
Lamb, 373–374; primal cuts of, 374; recommended storage temperatures/times, 435
Language type, determining, 139
lard, smoke point, 438
Last-in, first-out (LIFO) method, 443
Late tray service, 358
Lauric acid oils, 385
Lead time, 444
Leaders, role of, 23
Leadership, 21–36; achievement, 22; autocratic, 22; characteristics for effective management, 23–24; consideration behavior, 22; country club management, 22; democratic, 22; directive, 22; effective, 25; effective, behavioral theories of, 21–22; employee-centered behavior, 22; formal vs. informal leaders, 25; and gender, 23; improvised management, 22; interpersonal skills, 24–25; job-centered behavior, 22; laissez-faire, 22; leaders as managers, 23–28; as management function, 26–27; managers' roles, 25–26; middle-of-the-road management, 22; participative, 22; situational, 22–23; structural behavior, 22; style, 21–23; supportive, 22–23; task-management leaders, 22; team management, 22; technical
expertise/proficiency, 24; Vroom-Yettont-Jago model of, 22
Lean Path, 241
Lectures, and training, 162
Leftovers, 453–455; on customers' plates, 500; leftover report, 455; meats, 466; rice, 477
Legitimate power, 28
Lemon balm, 484
Length of stay, 3; and morbidity, 67
Lettuce, 390
Levels of management, 26
Liabilities, 209, 211, 217
License, 308; and health inspection, 300
Licensed dietitian (LD), 108
Lie detector test, 158
Life cycle, equipment, 520
Lifting procedure, 326–327
Light meat tuna, 379
Lighting, 303
Likert, R., 22
Lily Ledbetter Fair Pay Restoration Act, 148
Limburger cheese, 386
Limited-function wholesalers, 410
Line employees, 110
Line-item bidding, 417
Line of authority, 109
Lines of communication, as depicted on organizational chart, 102–103
Link, 189–190
Linking processes, 102
Liquid assets, 217
Liquid coffee, 399
Liquidity ratios, 234
Listening, 19, 140; to employee concerns, 186; to an employee in a performance evaluation, 172; improving your skills, 140; pretending to listen, 140
Listeria (L. monocytogenes), 261, 271–272, 275, 339
Listserv, 139
Literacy, and the workforce, 8
Liverwurst/liver sausage, as processed meat, 376
Loading docks, 519
Local markets, 40
Locally grown organic foods, use of term, 370
Lodging, 13
Log of daily activities, 123
Loin cut of beef, 374
Long-grained rice, 477
Long-range planning, 73
Loss of control, and contract foodservice management, 14
Low-temperature storage: facilities, 434; maintenance, 437–439
Lunch periods, 150
Luncheon meat, as processed meat, 376
M
Macaroni, 397, 477
Machine-mounted indicating thermometers, 306
INDEX
INDEX

Nursing Week
NutraSweet™, 12
Nutmeg, 484
Nursing staff, and food tray service, 496
Nuclear agents, 338
North Dakota Department of Health (NDDH), 375
Norovirus, 345–346
Noodles, 397, 477
Nonverbal communication, 130–131, 136; body language, 136; touching, 136
Nonverbal cues, 130; observing, 140
Noodles, 397, 477
Norrirus, See Norwalk virus (Norovirus)
North Dakota Department of Health (NDDH), 375
Norovirus (Norovirus), 272, 274, 279, 300–301
Nuclear agents, 338
Nursing staff, and food tray service, 496
Nuclear agents, 338
Nutmeg, 484
NutraSweet™, 12
Nutrient analysis, and computers in foodservice operations, 203
Nutrition analysis, 11
Nutrition and Your Health: Dietary Guidelines for Americans, 346
Nutrition awareness, 9
Nutrition labeling, 370, 407
Nutrition Labeling and Education Act (1990), 6, 407
Nutrition labels, 6
Nutrition, promoting, 41
Nutritional needs/requirements, 345–347; Dietary Guidelines for Americans 2010, 345–346; My Plate, 346–347, 350; patient market, 347
Nuts, 398

O
O/K symbol, and kosher status, 371
O/U symbol, and kosher status, 371
Obama health care plan, 1, 3–4, 8, 16; and employees with medical coverage, 8; Medicare/Medicaid regulation changes, 4; and uninsured workers, 4
Obesity: in children, 1; as a national problem, 12; reasons for crisis, 345
Objective-based performance review, 172
Objectives, 71; assigning responsibility for fulfilling, 88; conciseness of, 87; management by (MBO), 88; method of, 87; operational, 85; progress reports, 88; reality of, 87; RUMBA, 87; specificity of, 87; target idea, identify, 88; time dimension of, 87; value dimension of, 87; well-written, characteristics of, 85–87; writing with outcome measures, 88
Obstacle removal, 31
Occupational illness, 312
Occupational Safety and Health Act (OSHA), 150
Occupational Safety and Health Administration (OSHA), 3, 64, 110, 150, 250, 299, 313, 315–331; blood-borne pathogens, 323; Change in Product or Material Safety Data Sheet, 321; control methods, 324–326; engineering controls, 324–326; ergonomics, 340–341; Fact Sheet on Workplace Violence, 331; fire drills, 331; fire extinguishers, 330–331; fire safety and prevention, 326–331; first aid, 331; Hazard Communication Monitoring Checklist, 322; Hazard Communication standards, 311, 316, 320; hazard training programs, 319; HazCom Standards, 316; inspections, 315–316; material safety data sheets (MSDSs), 316–319; New Employee orientation Checklist for Hazard Communication, 324; permissible sound exposure standards, 518; record keeping, 315; safety checklist, example of, 328–329; safety training/self-inspection of safety-training programs, 326; universal precautions, 324; work safety policies/procedures, 326; workplace violence, 331; written hazard communication programs, 319–320
Odd-cents pricing, 362
Off-site meal service, 501–502
Office of Regulatory Services (ORS), 66
Oils, See Fats/oils
Older adults, menu planning for, 354
Olestra®, 12, 275
Olive oil, 395; smoke point, 438
Olives, 400
Omelets, 474
Omnibus Budget Reconciliation Act (OBRA), 3, 4, 64, 65–66, 104, 210, 299; State OBRA
Operational Manual for Surveyors, 66; Survey Protocol for Long-Term Care Facilities, 66
On-the-job training (OJT), 8, 163; in a participative culture, 29
One-bowl method, of mixing, 481
One-stop purchasing, 421
One-stop shopping, 410
1% low-fat milk, 383
Onions, 390, 476
Oolong tea, 399
Open houses, 42
Open-mindedness, in communication, 140
Open system, 101
Operating budget, 211–214; budget preparation, setting a timetable for, 213; cost center, 214; defined, 211; department objectives, examining, 213; financial feasibility of objectives, analyzing, 213–214; foodservice department, 153; foodservice staff, asking for information from, 214; historical data, reviewing, 214; operating expense, estimating, 214; preparation of, 212–213, 221; revenue budgets, 211, 214–216; revenue center, 214; units of service, estimating, 214
Operating expense, estimating, 214
Operating ratios, 234
Operational barriers, 129
Operational budget, 80
Operational control, 208
Operational objectives, 85
Operational perquisite programs (OPRPs), 286
Operational planning, 27, 72; periodic, 76–77; primary responsibility for, 75
Oranges/citrus, 392
Order quantity, 414
Oregano, 484
Organic flour, 396
Organic milk, 383
Organically grown foods, 367, 370
Organization and management strategy, 80
Organization, defined, 95
Organizational chart: authority, 102; chain of command, 102; departmentalization, 102; divisional structure, 102; items depicted on, 102–104; lines of communication, 102–103; reduced staff, 103–104; span of control, 103; tall, 104; unity of command, 102
Organizational control, 207
Organizational culture, 106–107; characteristics of, 107
Organizational structure, 95–101, 102; alternative, 104–105; committees, 98–99; defined, 95; department members/ responsibilities, 107–108; departments/departmentalization, 118–119; factors influencing, 107; flattening of, 2–3; product departmentalization, 97
Organizing, as management function, 26–27
Orientation, 30
Orientation stage, group development, 100
ORYX, 53
Other expenses, defined, 221
Outbreak: CDC definition of, 276; food-borne illness, 270
Output, in nutrition and foodservice department, 116
Output system, 102
Outside consultants, 118
Outsourcing, 14
Oven frying fish, 469–471
Oven thermometers, 283
Over-rings, 333
Over-the-counter service, 499–500
Overhead budget, 218
Overhead-contribution system, 362
Overhead pipes, removing/covering with a false ceiling, 302
Overproduction, 454
Overtime needs, 118
P
Packaged products, 43
Packaging, 40
Packaging material, evaluating, 242
Packaging, 40
Participative culture, defined, 29
Payroll, 150
Pallets, 431
Pan size yield, 462
INDEX

Pancakes, 480
Panfrying fish, 469
Pans, 328, 337, 400–401; pan size yield, 462; panfrying fish, 469; sauce-, 401; sheet, 401; storage of, 307; washing/cleaning/sanitizing, 302, 305
Paperwork, reducing, 125, 140
Par stock system, of inventory control, 444
Parasites, 267–269; *anisakisiasis*, 267–268; *cryptosporidiosis*, 267, 268; *cycluspora cayetanensis*, 268; food-borne illnesses caused by, 267; fungi, 268–269; *giardia lambia*, 268; *giardiasi*, 267–268; invasive, 267; noninvasive, 267; and pork, 267–268; *toxoplasma gondii*, 268; transmission of, 267; *trichinella spiralis*, 267; toxoplasmosis, 267
Parmesan cheese, 386
Pastries, 482
Pastrami, as processed meat, 376
Pasta, 353, 395–396, 477; durum wheat, 477; specifications, 397; types of, 397
Pasteurization, 263
Pastrami, as processed meat, 376
Pastries, 482
Pastry and cake flours, 396
Pathogens: defined, 263; emerging, 272–276; known to cause disease/death, 275
Patient care unit, 97
Patient-focused care, 5; units, 97
Patient meal service, 492
Patient care unit, 97
Patient-focused care, 5; units, 97
Patient meal service, 492
Patient care unit, 97
Patient-focused care, 5; units, 97
Patient meal service, 492
Patient care unit, 97
Payroll deduction, defined, 499
Payroll stuff ers, 43
Peaches, 392
Pears, 392
Pediatric patients, menu planning for, 353–355
Peer review, 172
Performance, as communication interference, 128
Performance coaching, 173
Performance evaluation, 185; 360° review/feedback, 172; appraisal performance, 172; coaching, 173; competence, 172–173; critical incidents, 172; defined, 170; graphic rating scale, 171; halo effect, 171; objective-based performance review, 172; ongoing review, 171; peer review, 172; performance appraisal form, 170–171; performance standards, 171; preparing for appraisal sessions, 171; recency error, 171; self-evaluations, 172; subordinate review, 172; systems, 170–175; verbal performance reviews, conducting, 171–172; verbal review, 170; written evaluation, 170
Performance planning, 27
Perfume, 301, 496
Periodic operational planning, 76–77; department budget, 80; department business plan, 80
Periodic plans, 72
Perishable resources, 38
Perpetual inventory, 441
Perquisite programs (PRPs), 286
Personal and professional development, 16
Personal appearance, presentations, 136
Personal appraisals, 170–171; *see also* Performance evaluation
Personal ethics, defined, 14
Personal perception, communication barriers due to, 129
Personal power, 28
Personal protective equipment, 326
Personnel, 446
Personnel policies and procedures, 176; policies and procedures, 176, 178–180; records, 20, 175–176; requisition, 152–153; review, and computers in foodservice operations, 204
Personnel department, See Human resource department
Personnel policies and procedures, 176; corrective action record (form), 179; grievance procedures, following, 180; hot stove rule, 178
Persuasion, 131
Pest control, 303, 307–309; checking for infestations, 309; intergraded pest management (IMP), 309; kitchen pests, 308; pest control employee/operator, hiring, 309
Pesticides, 278
Petty cash, 216
Phenotype group, as barrier to diversity, 170
Phynylketouria (PKU), 275
Physical environment, business meetings, 133
Physical inventory, 441–442; record, 442
Pick-up service, 43
Pickle, 400
Pies, 482
Pillage of food/supplies, 332, 333, 440, 441, 446
Pineapples, 392
Pink (humpback) salmon, 379
Place, as element of the marketing mix, 40–41
Place settings, 492
Placement offices, 154
Plan-do-check-act (PDCA) cycle, 51–52
Planning, 19, 71–88, 207; business planning phases, 81–82; core values, 71; defined, 71; intermediate-range, 73; long-range, 73; as management function, 26–27; objectives, 71; operational, 72; and organizational agendas, 71–72; periodic plans, 72; purpose of, 71; short-range, 73; single-use plans, 72; standing operational, 75–78; standing plans, 72; strategic, 72; strategies, 71; types of, 72
Planning function, 27
Planning grid, 84–85
Planning phase, marketing management cycle, 47–48
Planning process, 47–48, 72–73; decision making in, 88; and time, 73
Planning team composition, 508
Plant food toxins, 269
Plastic, as packaging waste, 240
Plate waste and sales volumes studies, and revision of menus, 349
Plate waste, observing, 363
Plate-Waste or Food-Return Record, 504
Plate-waste studies, 505
Play and Make step, 339
Plumbing, 303, 518; and food preparation/work areas, 527–528; and health inspection, 300; work area, 519
Plums, 392
Poached eggs, 473
Poaching fish, 472
Pod system, 492
Point-of-sale items, 43
Point-of-sale (POS) cash register system, 215
Point-of-sale (POS) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sale (POS) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
Point-of-sales (POs) cash register system, 215
INDEX

Quality assessment, defined, 58
Quality, 40; benchmarking, 68; case
management, 67; clinical quality assessment,
60–61; comparative outcome measures, 67;
development of, in healthcare, 51–54;
process reengineering, 67–68; standards of,
369
Quality assessment, defined, 58
Quality assurance, 61
Quality checklist, inspection criteria, 58–59
Quality circles, 91
Quality control, 58–59, 61; customer service
and satisfaction, 59–60; defined, 58; of food
products, 58; inspection criteria for food
production and service (exhibit), 59,
program, 58; tests, 210
Quality Control Handbook (Juran), 52
Quality-cost equation, value in, 9
Quality grades, meat/meat products, 371
Quality Improvement Organization (QIO),
Medicare, 65
Quality management, 51–69; continuous quality
improvement (CQI), 53, 54; history of,
51–52; ORYX, 53; total quality control
system, 53
Quality of care, 2
Quality programs, 61–62
Quality standards, 502–505; customer
satisfaction survey, 502–504; Patient
Satisfaction Questionnaire, 503; Plate-Waste
or Food-Return Record, 504; plate-waste
studies, 505; Sensory Assessment for Test
Tray (form), 504; test/dummy tray, 505
Quantity meals, 502
Quick breads, 480
Quick-chill and freezing systems, 522–523
Quick method, of mixing, 481
Quick ratios, 234
Quotas, 147
Quotation sheet, 424
R
Racial jokes, 147
Racism, as barrier to diversity, 170
Radiation, 462
Rambutan, 393
Random drug test, and dismissal for cause, 182
Range ovens, 523
Ranges, 524
Ratio analysis, 234
Rations, 234
Raw food cost, 116
Reactive managers, 29
Ready-to-eat breakfast cereals, 398
Ready-to-serve meats, 375
Reality, of objectives, 87
Really cutie, program planning/scheduling,
161–162
Reasonable accommodations or modifications, 147
Rebates, 408, 415, 419, 420, 422; on energy-
efficient equipment, 520
Receivers, 128, 140; perspective of, 139
Receiving: blind, 432–433; daily receiving
record, 432–433; invoice, 432; procedures,
430–432; product receipt, 432–433; record
keeping, 432; report, 432; security, 434;
system, 431
Receiving area equipment, 521
Recycling Materials Flow Plan Worksheet, 244
Red Cross, 241
Reduced staff, as depicted on organizational
chart, 103–104
References, checking, 152
Referent power, 28
Refrigerated and low-temperature storage
equipment, 521–523; quick-chill and freezing
systems, 522–523; self-contained refrigerators/freezers, 522; tempering
refrigerators, 523; walk-in coolers/freezers,
522
Refrigeration equipment: maintenance of, 258;
thermometer, 438
Regional language, and communication, 131
Registered dietitian (RD), 108; Registered
Dietitian Week, 41
Regrouping analysis, 452
Regulation, of purchasing, 406–407
Reinforcement theory of motivation, 33
Reintegration, and departmentalization, 96
Religious discrimination, 146
Relishes, 478–479
Remote-reading thermometers, 280–283, 438
Repealing what was heard, 140
Repetitions, 340
Request for proposal (RFP), 516
Research and development strategy, 80
Resident meal service, 497–500; American style
service, 498; buffet service, 497; cafeteria
service, 497; dining room service/group
dining, 497; English style of service, 498;
family-style service, 498; French style of
service, 498; group dining, 498; Russian style
of service, 498; table service, 497–498
Resistance to change, 91–92
Resolution stage, group development, 100
Resource Conservation and Recovery Act, 240;
Medical Waste Track Act, 249
Resource management, 23–29
Responsibility, 109–110; delegation of, 110; of
managers, 26
Restaurants, and food service sales, 13
Retirement pay, 150
Reusable products, purchasing, 242
Reusable ware, 402
Revenue budgets, 211, 214–216; cash receipts,
215–216; petty cash, 216; point-of-sales
(POS) cash register system, 215; principles of
control for handling cash, 215–216
Revenue center, 214
Revenue journals, 234
Revenues, 209; enhancement of, 41
Reward power, 28
Rewards: and CQI, 57; implementing, 3; in a
participative culture, 30
Rib cut of beef, 374
Rice, 353, 396, 477; brown, 397–398, 477;
converted, 397; long-grained, 477; milled,
INDEX 571

477; precooked, 397; recommended storage temperatures/times, 435; types of, 397; white, 397–398; wild, 398
Ricotta cheese, 386
Right to know, 250
Right-to-Work law, 150
Rings, 278
Risk taking, 99; and CQI, 57
Roaches, 308
Roadblocks to participative management, 35–36
Robotics, and foodservice equipment, 12–13
Robusta coffee, 399
Rodent control, 303, 308; and health inspection, 300
Role model, serving as, 16
Romano cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–357
Roquefort cheese, 386
Rose apple, 393
Rosemary, 484
Rose apple, 393
Roquefort cheese, 386
Room service, 493–494; program/menu, 356–35
INDEX

572

Stige bella spp., 261, 275, 279, 339
Shigellosis, 273
Ship jack tuna, 379
Sho get, defined, 371
Shoes, 136, 302, 326
Short plate cut of beef, 374
Short-range planning, 73
Shorten ing, smoke point, 438
Shrimp, 378
Shrinkage, 443, 463–464
Sick employees, 279–280
Sick leave, 150
Signed memorandum of understanding (MOU), 336
Simmering fish, 472
Simple service function, 489
Simplese®, 12
SINE mnemonic, 424
Single-service disposable dinnerware, 402
Single sourcing, 421
Single-tank conveyor machines, 533–534
Single-tank stationary rack machines, 533
Single-use menus, 352
Single-use plans, 72
Singing, 476
Sinks, 528
Situational diagnosis, 81–82
Situational leadership, 22–23
Situational leadership theory, 23
Skids, 521
Skill enhancement programs, 30
Skilled workers, 153
Skills objectives, 162
Skin/nonfat milk, 383
Small equipment/utensils, 400–401; cutting boards, 401; knives, 401; measuring devices, 400; pans, 400–401; portioning equipment, 401; scales, 401; thermometers, 401
Smallpox, 339
Smoky links, as processed meat, 376
Snack shops, 500; for nonpatient meal service, 500
Soaps, See Detergents/soaps
Social litigation, 2
Social responsibility, 15
Social Security, 150; Social Security Act (1935), 148
Socioeconomic changes, 2
Sockeye salmon, 379
Sodium nitrite/nitrate, 275
Software review, 204
Soiled tableware, reuse of, prohibition against, 500
Solid waste management, 240–241
Solvency ratios, 234
Solvent cleaners/degreasers, 304
Soufflés, 474
Soups, 480
Sour cream/sour half-and-half, 384
Source, considering, in communication, 140
Source of message, and communication, 130
Source reduction, 241–242
Sous vide cooking, 493
Sous vide process, 11
Soy flour, 396
Soy protein concreate, 387
Soy protein isolate, 387
Soybeans, 387
Spaghetti, 397, 477
Span of control, as depicted on organizational chart, 103
Special events, catering, 501
Special holiday takeouts, 43
Special reporting, computers in foodservice operations, 203–204
Special services, menu planning for, 354–356
Specialty fryers, 526
Specifications, defined, 374; meat/meat products, 374–375
Specificity, of objectives, 87
Spices, See Herbs/spices
Splenda™, 12
Spices, 400; pans, 400–401; portioning equipment, 401; scales, 401; knives, 401; measuring devices, 401
Sprays, using around food, 309
Spray dishwashers, 306
Spor es, 265, 268; mold, 268–269
Sprinkling and action plans, 75; middle manager’s role in, 75
Storage space: for germicides and sanitizers, 305; and menu planning, 348
Storage tags, 431–432
Stores requisition: defined, 439; form, 440
Strategic control points, 210
Strategic planning, 27, 72, 73–75; data gathering/analysis, 73–74; goals/objectives/strategies/plans, establishing, 74–75; implementation/evaluating/modifying goals and action plans, 75; middle manager’s role in, 75
Strategies, 71
Stress, 15–16
Structural behavior, 22
Styrofoam, as packaging waste, 240
Submissive resolution, 142
Subordinate review, 172
Subsidy, 217
Substitutes: cheese, 387; cream, 385; fats, 12
Subsystems, 101–102

“Standards of quality” regulations, and bottled water, 259
Standing committees, 98
Standing operational planning, 75–78; department policies and procedures manual, 76; policies and procedures, 75–76; rules, 76
Standing order purchasing, 423
Standing plans, 72
Staphylococcal infection, 271
Staphylococcus aureus (MRSA), 270–272, 275, 280
Staples, delivery/storage, 419
Star K, and kosher/kashrut standards, 371
Starches, 476–477
Static budgets, 214
Static menus, 351, 352
Stationary equipment, cleaning, 305
Statistical data, 233
Statistical indicators, determining, 219
Status report, 49
Steam equipment, 525–526
Steam-jacketed kettles, 525
Steamers, 525
Steaming fish, 472
Stereotyping, 130; as barrier to diversity, 170
Sterilization, 263
Steroid use, and listeriosis, 272
Stews, fish, 472
Stilton, 268, 386
Stock, 480
Stockpots, 401
Storage, 435; dry storage facilities, 434; dry storage maintenance, 434–437; low-temperature storage facilities, 434; low-temperature storage maintenance, 437–439; procedures, 434–439; recommended temperatures/times, 435; refrigerated, 434–435
Storage equipment, 521–523; dry storage, 521; ice-making equipment, 523; refrigerated and low-temperature storage, 521–523
Storage space: for germicides and sanitizers, 305; and menu planning, 348
Storage tags, 431–432
Stores requisition: defined, 439; form, 440
Strategic control points, 210
Strategic planning, 27, 72, 73–75; data gathering/analysis, 73–74; goals/objectives/strategies/plans, establishing, 74–75; implementation/evaluating/modifying goals and action plans, 75; middle manager’s role in, 75
Strategies, 71
Stress, 15–16
Structural behavior, 22
Styrofoam, as packaging waste, 240
Submissive resolution, 142
Subordinate review, 172
Subsidy, 217
Substitutes: cheese, 387; cream, 385; fats, 12
Subsystems, 101–102

“Standards of quality” regulations, and bottled water, 259
Standing committees, 98
Standing operational planning, 75–78; department policies and procedures manual, 76; policies and procedures, 75–76; rules, 76
Standing order purchasing, 423
Standing plans, 72
Staphylococcal infection, 271
Staphylococcus aureus (MRSA), 270–272, 275, 280
Staples, delivery/storage, 419
Star K, and kosher/kashrut standards, 371
Starches, 476–477
Static budgets, 214
Static menus, 351, 352
Stationary equipment, cleaning, 305
Statistical data, 233
Statistical indicators, determining, 219
Status report, 49
Steam equipment, 525–526
Steam-jacketed kettles, 525
Steamers, 525
Steaming fish, 472
Stereotyping, 130; as barrier to diversity, 170
Sterilization, 263
Steroid use, and listeriosis, 272
Stews, fish, 472
Stilton, 268, 386
Stock, 480
Stockpots, 401
Storage, 435; dry storage facilities, 434; dry storage maintenance, 434–437; low-temperature storage facilities, 434; low-temperature storage maintenance, 437–439; procedures, 434–439; recommended temperatures/times, 435; refrigerated, 434–435
Storage equipment, 521–523; dry storage, 521; ice-making equipment, 523; refrigerated and low-temperature storage, 521–523
Storage space: for germicides and sanitizers, 305; and menu planning, 348
Storage tags, 431–432
Stores requisition: defined, 439; form, 440
Strategic control points, 210
Strategic planning, 27, 72, 73–75; data gathering/analysis, 73–74; goals/objectives/strategies/plans, establishing, 74–75; implementation/evaluating/modifying goals and action plans, 75; middle manager’s role in, 75
Strategies, 71
Stress, 15–16
Structural behavior, 22
Styrofoam, as packaging waste, 240
Submissive resolution, 142
Subordinate review, 172
Subsidy, 217
Substitutes: cheese, 387; cream, 385; fats, 12
Subsystems, 101–102
Traditional budget, 214
Traditional generation, and the workforce, 7
Training, 3, 160–167; attitude objectives, 162; behavioral objectives, 162; case studies, 163; coaching, 163; cognitive skills, 162; computer-based, 162–163; conferences, 163; defined, 160; demonstrations, 163; and employee needs, 162; employee's in-service record (sample), 166; group in-service training programs, conducting, 161–162; human resource management, inter-surface record for, 167; incident reports, 163; individual programs of, conducting, 161; instructor's role, 160–161; instructor's training skills, evaluation of, 165; interactive computer training, 162–163; Internet/web education-based courses, 163; on the job, 163; knowledge objectives, 162; lectures, 162; lesson plan, 164; materials, prescreening, 164; methods of, 162–163; needs assessment, 161–162; for physically/mentally challenged employees, 160; program evaluation, 165; program implementation, 164–165; skills objectives, 162; task analysis, 163–164; teleconferencing, 163; videotapes, 162
Trans fat/hydrogenated shortening, 394–395
Transaction journals, 234
Transformation system, 102
Transportation, changes in, 2
Transporting, 409
Travel and tourism, 13
Tray assembly: bulk food, distribution of, 491; centralized assembly systems, 491–492; decentralized assembly systems, 491–492; pod system, 492; room service, 493–494; system principles, 493; work cell system, 492
Tray delivery, 494–496; time, 497
Tray heater system cart, 495
Tray makeup lines, 529
Tray system, 529
Tray service, 489
Treatment, and technology, 11
Trichinella spiralis, 267
Trichinosis, 267
Trout, 377
Truth in menus, 349
Tuberculin skin test, 302
Tuberculosis (TB), 1
Tuberculosis (TB), 1
Tularemia, 339
Tuna, 377, 379
Turkey, recommended storage temperatures/times, 435
Turnips, 476
Turnover rate, 153, 209; reducing, 182–183
Two-factor theory of motivation, 32
Two-spoon tasting technique, 483
2% low-fat milk, 383

U
Ulcerative colitis, and listeriosis, 272
U.N. Brundtland Commission, on sustainability, 237
Underwriters Laboratories (UL), 299, 314, 331
Underwriting, 2; insurance, 148–149, 150
Unexpected visitors, 125
Unfair management practices, 149
Unheated open carts, 530
Uniforms: cleaning, 35, 300–302; coordinating with theme, 44; and safety, 326
Union shop, 149
Union steward, 180
Unionized healthcare facility, 180
United Fresh Fruit and Vegetable Association, 389
Unitized pellet system, 495
Units of service, estimating, 214
Unity of command, as depicted on organizational chart, 102
Universal Product Code (UPC), 431
Unskilled workers, 153
Unused food, donating, 242
U.S. Department of Agriculture (USDA), 242, 346; Agricultural Marketing Service (AMS), 374; Food Safety and Inspection Service (FSIS), 461; Food Safety and Quality Service, 407; grade standards, 407; Institutional Meat Purchase Specifications (IMPS), 374; labeling of animal products, 407; Meat Certification Service, 374; product standards, 369
U.S. Department of Commerce (USDC): and the workforce, 7
U.S. Department of Commerce (USDC): and the workforce, 7
U.S. Department of Energy, 520
U.S. Department of Energy, 520
U.S. Department of Health and Human Resources, 234
U.S. Department of Health and Human Resources, 234
U.S. Department of Health and Human Services, 273, 346
Usage rate, 444
Utensils, 400–401; balancing, 498; cleaning/ sanitizing, 305–306; cutting boards, 401; environmental sanitation of, 305–307; health inspection of, 300; hot water temperatures, 306; knives, 401; measuring devices, 400; portioning equipment, 401; scales, 401; storing, 307; thermometers, 401
Utility grade, 373
V
Vacations, 150
Value, 51; in quality-cost equation, 9
Value-added services, 420
Value analysis, 411
Value dimension, of objectives, 87
Valuing inventory, 443
Variable budgets, 214
Variance, 212
Veal, 373; primal cuts of, 374
Vegetable oil, 395; olive, 395; smoke point, 438
Vegetables, 353, 387–394; anthocyanin pigments, 476; asparagus, 390; bell peppers, 390; broccoli, 389; buying, 388; cabbage, 389; canned, 476; canned, net weights of, 388; carotenoid pigment, 475–476; carrots, 389; celery, 389; chlorophyll, 475; classification of, 388; color, 475–476; container size, 389; cooking methods, 475–476; corn, 390; cucumbers, 390; dehydrated, 393–394; delivery/storage, 419; exotic, 388; frozen, 389, 476; grades of, 387–388; green, 475; greens, 390; intended use, 388; lettuce, 390; light-colored, 476; onions, 390; overcooking, 475–476; potatoes, 390; preparation of, 475; recommended storage temperatures/times, 435; steaming, 475; strong-flavored, 476; sweet potatoes/yams, 390; tomatoes, 390; types of, 389–390; well-prepared, 475; yellow and orange, 475–476
Vending operations, 501
Ventilation hoods, 303, 527
Verbal communication, 131–136; defined, 131; directing/instructing employees, 131–132; persuasion, 131; planning/conducting meetings, 132–135; presentations, 133–136
Verbal performance reviews, conducting, 171–172
Verbal review, 170
Verification procedures, HACCP, 296
Vertical integration, 409
Vesting, 149
VHM, and kosher/kashrut standards, 371
Vibrio cholerae, 275, 339
Vibrio infections, 273, 275
Vibrio vulnificus, 275
Videotaping interviews, 155
Vietnam Era Veterans Readjustment Assistance Act (1974), 146
Virtual teams, 98
Vitamin A, 271
Vitamin C, 271
Vitamin D, 271
Vitamin E, 271
Vitamin K, 271
W
Wage and Hour Law, 148
Wage surveys, 185
Walk-in coolers/freezers, 522
Walk-in refrigerators, 519
Walk the talk, use of term, 141
Walls, 517–518
Walnuts, 400
Waste audit, 243
Waste-handling equipment: compactors, 529; mechanical disposers, 528–529; pulper extractors, 529
Waste management, 6, 240
Waste materials storage containers (worksheet), 246–248
Waste removal, 249
Waste-stream analysis, 243–249; factors influencing success, 249; waste removal, 249
Wastewater, use of term, 258
Water: contamination, 339–340; and health inspection, 300
Water conservation, 258–259; bottled water, 259; Clean Water Act, 258; Safe Drinking Water Act, 258
Water conservation programs, goal of, 258
Water flow alarms, 331
Water glass, placement of, 499
Water line-mounted indicating thermometers, 306
Watermelons, 392
Weather conditions, and supply/price of fresh produce, 348
Weighted averages, 443
Weights and measures conversion chart, 462
Well water, 259
Wheat germ, 396
Whipping cream, 475
Whistleblowing, and dismissal for cause, 182
White population, 7
White rice, 397–398
White sauce, 480
White stock, 480
Whole message, listening to, 140
Whole milk, 383
Whole wheat flour, 396
Wholesaling, 410
Wholesome Poultry Products Act, 407
Wild rice, 398
Wine glasses, placement of, 499
Winter savory leaves, 484
Winter storms, 338
Wiping cloths, 305
Women: and leadership, 23; as primary decision-makers, 9–10
Word interpretation, 130
Work area planning, See also Equipment selection: blueprints, 516; budget, 517; ceilings, 517–518; design trends, 515; equipment selection, 519–531; ergonomic considerations, 518; floors, 517–518; flow of work and materials (chart), 511–512; food production area, 513–514; general construction features, 513, 517–519; heat-producing equipment, 513; justification or cost-benefit analysis, 516–517; layout, 512; layout development, 516–517; lighting, 513, 518; location, 512; meal service, 513–514; plumbing, 519; receiving, 512–513; request for proposal (RFP), 516; safety/sanitation/security, 518–519; schematic plan, 512; scraping/sorting/racking soiled dishes/space for, 515; security, 513; soundproofing, 517–518; storage, 513; utilities, 518; ventilation, 513, 518; walk-in unit space requirements, 513; walls, 517–518; ware washing, 514–515; work flow, 515–516
Work cell system, 492
Work division, 115–116
Work process focus, 57
Work simplification, 110
Work status, verbal/written reports on, 210
Worker motivation, 31
Worker’s compensation, 149–150; insurance, 149; laws, 2
Workforce: age of, 8; cultural diversity of, 7–8; infectious disease in, 8; issues, 6–8; and literacy, 8
Working conditions, fundamental requirements, 314
Working teenagers, 8
Workplace spirituality, 107
Workplace violence, 331; and dismissal for cause, 182
Workstations, ergonomically friendly, 518
Workweek, 118
World Commission on Environment and Development, on sustainability, 237
Written communication, 131, 136–139; business letter, 137; computer programs for, 136–137; departmental activity reports, 137; departmental policy and procedures manuals, 138; disadvantage of, 136; e-mail, 138–139; employee handbooks, 137–138; financial reports, 137; internal memorandum, 137; justification in, 137; to patients, 138; persuasion in, 137; proposals, 137; reports, 137–138; tone of, 136; types of, 137–139
Written evaluation, 170
Written hazard communication programs, 319–320
Written questionnaires, to discharged patients, 55–56
Y
Yams, 390
Yeast breads, 479–480
Yeast, budding, 268
Yellowfin tuna, 379
Yersinia enterocolitica, 275
Yersinia pestis, 339
Yield grades, 372–373; meat/meat products, 371–373
Yields, 419
Yo-yo dieters, 345
Yogurt, 384–385
Z
Z-TrimTM, 12
Zero-based budgeting (ZBB), 214
Zero defects, 52
Zero waste, 241