

FarmHouse International Fraternity

Kitchen Manager Resource



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FarmHouse International Fraternity Kitchen Manager Resource

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THE CHAPTER AWARD OF EXCELLENCE

The FarmHouse International Fraternity has established the Chapter Award of Excellence as our minimum standards program. It is designed to recognize Chapters that are operating at the performance level outlined in our By-Laws, policies, and handbooks. The criteria for the Chapter Award of Excellence are built upon basic expected performance in the various areas of chapter operations. As an officer of your Chapter, the criteria within your responsibility are identified in the box that follows.

17. Public Relations (4 points)

_____ *The chapter held a special "dress meal" at least twice per calendar year with a distinguished guest (administrator, faculty member, community leader, etc.). (2 points)*

1. Guest: _____ **% brothers/pledges attending:** _____ **Date:** _____
2. Guest: _____ **% brothers/pledges attending:** _____ **Date:** _____

18. Property Management (4 points)

(SECTION FOR CHAPTERS WITH OWN CHAPTER HOUSE)

_____ *The chapter and association have formed a working agreement for which party is responsible for repairs, upkeep, facilities improvements, etc., and both parties are aware of their responsibilities. (1 point)*
(Attachment #19 - Include copy of chapter/association operating agreement)

_____ *Work duties (clean-up assignments) are understood and shared by all members. (1 point)*

_____ *Every member is required to sign a housing contract or membership obligations contract. (1 point)*
(Attachment #20 - Include sample contract)

_____ *Employment agreements and/or job descriptions (responsibilities) are signed by chapter employees (cook, housemother, RA) and president/treasurer annually. (1 point)*
(Attachment #21 - Include copy of job descriptions/agreements)

I. INTRODUCTION

In some chapters, the Kitchen Manager's duties may be part of the responsibility of the Director of House Operations or Assistant Director of House Operations. This may be particularly relevant for small chapters, chapters without meal plans, or limited dining facilities in the chapter house. However, the larger the chapter and the size and nature of the kitchen will need a responsible officer overseeing this area. Chapter brothers to consider for this position may be members that are majoring in hospitality or restaurant management, or related service areas. One of the great areas for building fellowship is around the dinner table, so the Kitchen Manager also has an important role in the development of Brotherhood in the chapter.

II. RESPONSIBILITIES

The Kitchen Manager is responsible for all the operations and management of the chapter's kitchen and dining rooms. The Vice President of Finance should supervise him as the Kitchen Manager's work controls a substantial amount of chapter finances and strongly affects the chapter's day-to-day morale. He will obviously work closely with the Director of House Operations if these responsibilities are not already part of that position's duties.

If the chapter is large enough, the best way to develop someone for the position is to also have an Assistant Kitchen Manager who trains for the lead position – managing a kitchen is a technical skill that takes some time to learn. The Assistant Kitchen Manager should first familiarize himself with the kitchen's mechanical instruments, health and fire safety requirements, arrangements for formal dinners, and the responsibilities of the whole kitchen staff. The responsibilities for the Kitchen Manager typically include the following:

- Plans meals with the aid of the housemother, cook or someone trained in food preparation.
- Work closely with the Director of House Operations and the VP Finance to ensure that food is supplied at or under budget throughout the year.
- The Kitchen Manager is the liaison between the cook and the chapter. Food complaints should go through the Kitchen Manager, not directly to the cook. It is the cook's job to satisfy the majority of the brothers – certain individual differences should be restricted to the Kitchen Manager, so the cook's overall work gets the appreciation it deserves.
- The Kitchen Manager may have to make difficult and unpopular choices based on managing costs and inventory that needs to be supported by the Director of House Operations and Executive Committee.
- It is important to manage the paid kitchen staff with respect and efficiently, periodically reviewing their performance, and giving them the resources they need to do their jobs well.
- Works with the Director of Risk Management to maintain a safe and sanitary conditions in the dining areas.
- Ensures that house rules are specified in the by-laws and are enforced.

As with any chapter officer position, the Kitchen Manager is a substantial time commitment and provides immeasurable benefits to the member who assumes the position. In particular though, those Kitchen Managers who are Food, Science and Nutrition or Hotel Restaurant management majors will gain an immeasurable amount of knowledge and hands-on experience by essentially serving as a Restaurant/Catering Manager of a dining facility. The vast quantity of food and supplies that the Kitchen Manager will be responsible for will result in the expenditure of thousands of dollars each year and few men of college age are ever given such an enormous responsibility.

Relationship with Other Officers

While the Vice President of Finance has responsibility for all the financial affairs of the Chapter, the largest account in the Chapter is typically the "Kitchen" account. As such, it is important that the Kitchen Manager work closely with the Vice President of Finance to ensure prudence in the maintenance of the budgets. Moreover, the VP - Finance, the Director of House Operations, Kitchen Manager, Housemother and cook should maintain regular communication. Making a mistake in the maintenance of the kitchen budget can have severe effects on the Chapter.

III. OPERATIONS

Professional Staff

The Kitchen Manager is not required to cook for his chapter brothers. If a chapter is large enough to require a brother to oversee the kitchen and have a meal plan, you should be employing a cook or food service/catering company for chapter meals. One of the most important parts of your duties will be managing their relationship with the chapter and evaluating their performance.

If the chapter hires the cook and kitchen staff directly, you will be an integral part of evaluating their performance. This includes meal quality, overall chapter satisfaction, punctuality, effectiveness, and attitude. You are the liaison between the chapter and the professional staff, make sure that the chapter AND the staff knows this. It is your job to settle disputes and determine if complaints about food or the conduct of brothers have merit. Asking for advice on this topic from an alumnus in the Human Resource/Managerial professional field will prove successful. It is also advisable to have a written agreement or contract with your hired staff. (Be sure to have this reviewed by an alumnus with legal background.) See www.FarmHouse.org for sample cook contracts.

You will also have to verify employment hours and work with the Vice President of Finance and the Director of House Operations to ensure all appropriate state and federal tax and employment forms are filed and reported. A large kitchen will require more than a cook – servers, and support staff will be needed as well. These may often be brothers who volunteer or are paid. It is your job to manage these helpers in the kitchen, their schedules, and resolve disputes.

With all of the complications involved, it may make sense to have a catering company manage the chapter's meals. This has its pros and cons, but ultimately the Kitchen Manager is responsible for this relationship. You should evaluate the costs and benefits of both options with a combination of the housemother, Vice President of Finance, and Director of House Operations and make appropriate recommendations to the chapter and Association.

Menus, Food & Budgeting

Money is the first determination in determining the type and quality of a meal plan. Once the chapter and Association have set the budget for the year and you have selected a cook or food service company, you have to ensure that the operations of the kitchen fall within budget. The Kitchen Manager will plan the menu with the cook so that it falls within the budget. Some chapters have found it useful for the Kitchen Manager to lead a committee that decides each week's meals. It is important to obtain chapter input in the meal selection process whether a committee is utilized or not to decide the meal menu.

Another area that will require close supervision is the availability of food during off-hours. Snacking and multiple helpings can destroy a budget – this will need to be monitored and possibly regulated. The kitchen may have to be locked during off hours to prevent snacking that result in the requirement of too much food being purchased.

One of the biggest factors in menu selection is nutrition. One of the most important parts of staying healthy and alert for class is a balanced, nutritious diet. It is easy to eat lots of junk food throughout campus and during late night study sessions, so it is imperative that you ensure the meals the chapter provides are well balanced and nutritious. The menu will also have to accommodate any brothers with special dietary restrictions due to religious or health reasons. Use your university nutrition professor, if such courses are offered on your campus, as a resource.

Potential Food Service Issues

As noted previously, the Kitchen Manager is the liaison between the cook and the Chapter. All food complaints should go through the Kitchen Manager, rather than directly to the cook. When the cook is trying his/her best to satisfy the taste buds of the entire brotherhood there is no way that he/she can be expected to please everyone in the Chapter. The goal of the cook is to please the greatest majority of the Chapter. Additionally the Kitchen Manager should assist the cook in operating an efficient kitchen by providing an accurate number of individuals being fed for each meal. It is important that the Kitchen Manager develop a plan for early and late meals such as using sign-in sheets or "late plates."

Meal Logistics

Many chapters have found it beneficial to rotate kitchen duties such as cleaning and serving throughout the membership with each brother serving on a team. Each team would then be responsible for one or more meals per week. Furthermore, most FarmHouse chapters have found that cafeteria style is typically okay for breakfast and lunch and maybe an occasional dinner. A regular, sit-down style dinner where members are served their meal will help members learn proper dining etiquette.

Kitchen Safety

The Kitchen Manager, Director of House Operations, and Director of Risk Management must each share responsibility for safety in the kitchen. Of utmost importance is the cleanliness and general sanitary condition of the kitchen. Floors and countertops should be kept clean and dry and all equipment should be cleaned after each use. Additionally chapters with a food service will need to pay particular attention to sanitation problems, equipment maintenance (including filters, vents and hoods), trash disposal, recycling, and rodent and bug control on a regular basis. Each of these items should be addressed before beginning food service and is easily reviewed by referring to the enclosed kitchen inspection checklist. Lastly first aid is another item that should not be overlooked by the Kitchen Manager, the Director of House Operations, and Director of Risk Management. At a minimum, these officers should be trained in first aid procedures. It is also strongly recommended to have a total member educational session on the Heimlich maneuver and other first aid procedures with the entire chapter.

IV. ADDITIONAL RESOURCES

Hints for Chapters without Professional Staff

Even though many FarmHouse chapters have the resources to have a paid professional staff preparing meals, there are chapters that do not have the funds or choose not to spend funds for such a resource. It is suggested that in these chapters, the Kitchen Manager formally establish the menu and meal preparation schedule for the term. On a rotating basis (typically weekly), members are assigned to teams of 2 to 4 members to prepare the evening meal. Other members of the chapter on that particular night would be assigned to assist with either set-up, serving, or clean-up responsibilities so that every member shares in the responsibility of the meal. For the breakfast and lunch meals, there might be another chapter team for that week responsible for setting out the food and common area cleanup. Individuals at these meals would serve themselves and clean up their personal dishware and utensils. It should also be noted that some chapters have found great success in engaging the Mom's Club or local area parents to prepare a truly "home-cooked" meal on an occasional basis as well.

It is especially important for the Kitchen Manager in chapters without professional staff to maintain a regular inventory of the pantry and ensure that the funds allocated for purchasing provisions is not exhausted before the completion of the term. This is one of your most important duties, not to mention the one which may be most easily abused. You should never buy food for the chapter at retail. Most wholesale houses are willing to cooperate with a fraternity Kitchen Manager by selling to them at "restaurant" prices - prices which are only slightly above wholesale and considerably less than regular retail prices. You should be "bargain conscious" at all times and comparison shop for the best prices before buying. Remember that how food is purchased also depends heavily on the storage capacity of the house.

As with chapters that do employ a professional staff, it is the role of the Kitchen Manager to ensure that ALL FarmHouse members are contributing to the operations of the kitchen. Meal preparation is not limited to new members or to non-officers. Moreover members must willingly and cheerfully share in the responsibility of meal preparation as well as maintenance activities like table setting and dishwashing. At all times, you should ensure that the kitchen and dining area is being operated in good order.

Recipe Book

Many FarmHouse Chapters have found it beneficial to maintain a recipe book of favorite dishes. Such a recipe book serves as a resource for the kitchen staff in preparation of meals and identifying the types of meals that brothers enjoy. It is easy to create and maintain a listing of recipes using a basic computer word processing program. Ideally the recipes will provide the number of persons the dish will feed for the quantity of ingredients listed. Nutritional information for the dish is also helpful to record. Updating the recipe book by soliciting chapter members at the start of each term should be the Kitchen Manager's responsibility or he may ask the Housemother or cook for assistance in this endeavor. The recipe book might also be a project undertaken by a Mom's Club or by parents of current FarmHouse members.

Depending on the quantity of recipes collected and the effort put into organizing such a recipe book, the chapter may be able to have a "Cookbook" fundraiser. A well compiled cookbook is almost guaranteed to sell since for every person who submits a recipe, they will typically buy multiple copies to share with friends and family. There are a number of commercial companies that can assist in the preparation of a cookbook to be used as a fundraiser. Visit the following websites for information about these cookbook fundraising services:

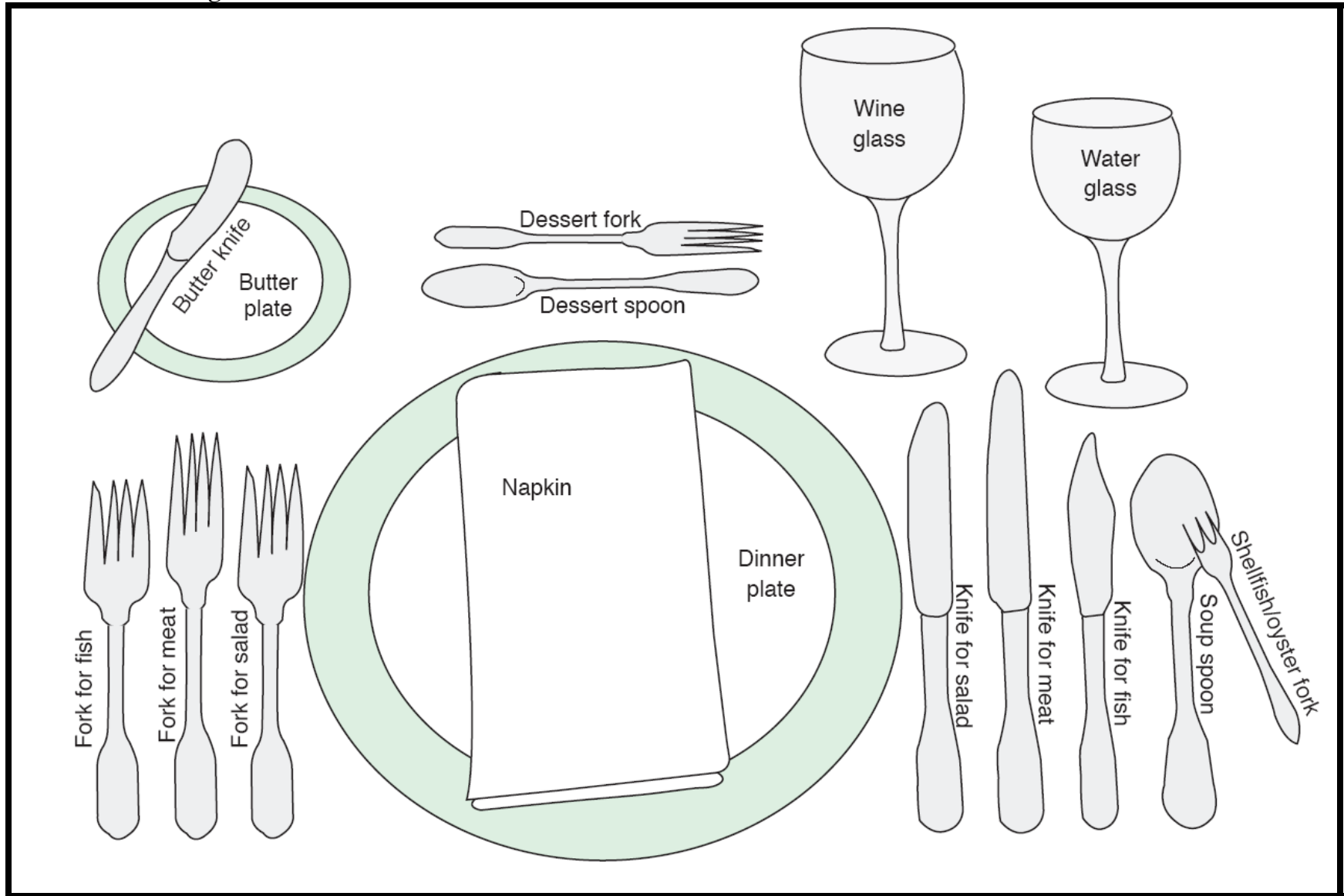
<http://www.cookbookxpress.com/cookbook/index.jsp>
<http://www.morriscookbooks.com/default.asp?ref=googwb>
<http://www.cookbookpublishers.com/>
<http://www.custom-cookbooks.com/>

Social Etiquette Meal/Workshop

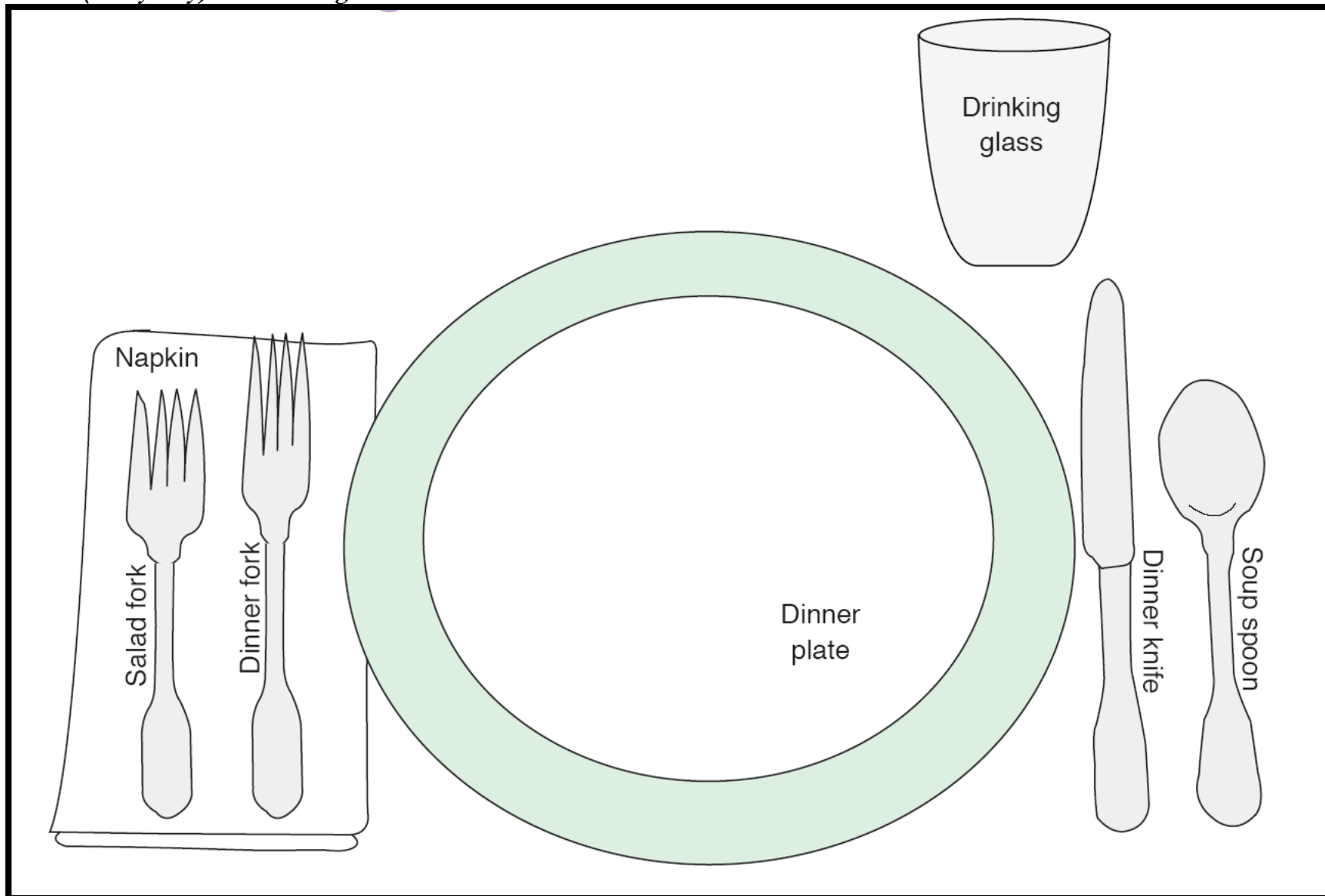
Throughout life FarmHouse brothers will find themselves in a variety of social dining situations requiring them to act in accordance with certain standards of appropriate behavior. An individual's actions in these settings will establish for others the impression and image of a gentleman and a leader. Fortunately fraternity meals provide the perfect setting where members can practice and perfect their fine dining etiquette and other social skills.

As Kitchen Manager, you can work with the Total Member Educator, Housemother, and/or Cook to conduct an etiquette workshop/special meal for the chapter. Books by Emily Post and Letitia Baldrige can provide you with information to be included in a workshop. Identifying possible presenters for such a program is as easy as approaching your Housemother, representatives from your career planning office, alumni, faculty, parents and/or community leaders. Your chapter may also decide to host an annual event where members of a sorority or other campus organization (or alumni/alumnae) are invited to a special meal with a speaker addressing formal event etiquette. Alternatively you may wish to hold a hands-on workshop/luncheon where the speaker walks through the proper placement of silverware and glasses, reviews the proper way to pass rolls, salt and pepper, and other common social graces. On the following two pages are diagrams of a standard formal place setting as well as a casual place setting.

Formal Place Setting



Casual (Every Day) Place Setting



Sample Kitchen Inspection Checklist

On a regular basis and at least every 6 months, the Director of House Operations, the Kitchen Manager, cook and an Association representative should inspect the kitchen area to identify areas that need to be corrected.

Kitchen	<i>Condition</i>	<i>Comments</i>
<input type="checkbox"/> Doors	_____	_____
<input type="checkbox"/> Flooring	_____	_____
<input type="checkbox"/> Walls	_____	_____
<input type="checkbox"/> Ceiling	_____	_____
<input type="checkbox"/> Appliances	_____	_____
<input type="checkbox"/> Range	_____	_____
<input type="checkbox"/> Oven	_____	_____
<input type="checkbox"/> Refrigerator	_____	_____
<input type="checkbox"/> Freezer	_____	_____
<input type="checkbox"/> Dishwasher	_____	_____
<input type="checkbox"/> Disposal	_____	_____
<input type="checkbox"/> Dispensers	_____	_____
<input type="checkbox"/> Ice machine	_____	_____
<input type="checkbox"/> Fixtures	_____	_____
<input type="checkbox"/> Plumbing	_____	_____
<input type="checkbox"/> Fire system	_____	_____
<input type="checkbox"/> Fire extinguishers	_____	_____

Sample Facility Cook Agreement

The following agreement and appendix may be modified by the Kitchen Manager to establish an employment agreement with the chapter's cook. Please review with the Director of House Operations, the Association, and a local attorney who can advise you on local employment regulations in force.

EMPLOYMENT AGREEMENT

This FACILITY COOK EMPLOYMENT AGREEMENT (this "Agreement") is made by and between _____ Chapter of **FarmHouse Fraternity** (the "Fraternity"), and _____ (the "Cook").

1. **TERM.** The Fraternity hereby employs the Cook, and the Cook hereby accepts employment, for the term commencing on _____ and ending on _____, unless sooner terminated as provided herein (the "Term").
2. **DUTIES.** The Cook shall diligently and to the best of his or her ability perform the duties and abide by the guidelines set forth on the Contract Appendix attached hereto (the "Duties and Guidelines"), provided, however, where any term(s) of such Contract Appendix conflict with this Agreement, the terms and conditions of this Agreement shall control.
3. **COMPENSATION.** During the Term, the Fraternity shall pay the Cook a salary of ~~XXXXXX~~ per week based upon a work week of 40 hours (the "Salary"). The Salary shall be paid on the 15th and 30th day of each month. The Fraternity may withhold from the Salary such federal, state or local taxes as shall be required to be withheld pursuant to any applicable law or regulation. Except as otherwise required by applicable federal or state law, the Cook shall not be entitled to any other benefits from the Fraternity.
4. **TERMINATION.** Either party upon fifteen (15) days written notice to the other party may terminate this Agreement for any reason.
5. **MISCELLANEOUS.** This Agreement constitutes the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior agreements, written or oral, with respect thereto. This Agreement may be amended, superseded, canceled, renewed or extended, and the terms hereof may be waived, only by a written instrument signed by the parties or, in the case of a waiver, by the party waiving compliance. No delay on the part of either party in exercising any right, power or privilege hereunder shall operate as a waiver thereof, nor shall any waiver on the part of either party of any such right, power or privilege nor any single or partial exercise of any such right power or privilege, preclude any other or further exercise thereof or the exercise of any other such right, power or privilege. This Agreement shall be construed, governed and enforced in accordance with the laws of the State of _____, without giving effect to the principles regarding conflicts of law thereunder. This Agreement is personal to the Cook and without the prior written consent of the Fraternity shall not be assignable by the Cook. This Agreement shall be binding upon and inure to the benefit of the parties and their respective successors, permitted assigns, heirs, executors and legal representatives. This Agreement may be executed by the parties hereto in separate counterparts together shall constitute one and the same instrument.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Agreement as of the day and year set forth below.

Date: _____

FRATERNITY:

_____ Chapter of FarmHouse Fraternity

By: _____

Name: _____

Title: _____

COOK:

Cook's Full Name Printed

Cook's Social Security Number

Cook's Address

Cook's Telephone Number

Cook's Signature

CONTRACT APPENDIX TO THE EMPLOYMENT AGREEMENT

The Cook shall:

- Have skill and experience in quantity cookery.
- Have availability to prepare meals for additional functions and special events.
- Maintain a neat and clean appearance and wear a hair cover and uniform at work.
- Maintain and operate the kitchen in a clean, sanitary, and safe manner, which shall include the regular cleaning of the kitchen and the kitchen supplies and utensils.
- Promptly notify the kitchen steward of any maintenance problems or unsafe conditions in or around the kitchen.
- Present and maintain in good standing a food handler's health certificate.
- Operate the Fraternity's meal plan Monday through Friday (lunch and dinner). Lunch shall be served at _____ and dinner shall be served at _____.
- Unless otherwise advised by the Fraternity, each meal shall have _____ number of servings per meal.
- Report to work at _____ and shall leave at _____.
- Prepare planned meals alone except when the Fraternity assigns an assistant to assist with this duty.
- Ensure that planned meals are nutritiously balanced and healthy, and the meals shall regularly include salads and vegetables.
- Supervise the serving of the meals.
- Properly care for food supplies and leftovers.
- Work and coordinate with the kitchen steward with regard to ordering food and supplies. The Cook shall not order any food or supplies without the express consent and authorization of the Kitchen Manager.
- Develop menu suggestions for meal planning.
- Prepare main entrées and desserts.
- Diligently check and store food and supplies that are delivered to the Fraternity and promptly remit any purchase orders or receipts to the Kitchen Manager.
- Defrost and clean the refrigerator once a month.
- Observe kitchen and Fraternity rules, as determined by the Chapter and Association, which rules shall be posted.
- Refrain from the use of alcohol or other drugs in and around the Fraternity

Acknowledgements

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Kappa Sigma
Triangle
Pi Kappa Alpha
Theta Chi
Sigma Alpha Epsilon
Beta Theta Pi
Sigma Chi
Alpha Chi Omega
Delta Chi
Sigma Phi Epsilon
Parents.com