



Food Service Management Resource List

June 2007

This publication is a compilation of resources for professionals involved in school food service. The resources are in a variety of information formats: articles, books and full-text materials on the World Wide Web. Resources chosen provide information on many aspects of school food service.

The resources included for this list contain reliable information and are available nationwide. Your local library or bookstore can help you locate these materials. Other items can be obtained from the source listed. Opinions expressed in the publications do not necessarily reflect the views of the U.S. Department of Agriculture.

Resources that are part of the National Agricultural Library (NAL) collection have an NAL Call Number listed. Lending and copy service information can be found at <http://www.nal.usda.gov/fnic/general/lending.html>. URLs are included when the material is available online in full text. Materials cannot be purchased from the Library. Please contact the publisher/producer if you wish to purchase any materials on this list.

This Resource List is available from the Food and Nutrition Information Center's (FNIC) Web site at: <http://www.nal.usda.gov/fnic/service/management.pdf>. A complete list of FNIC publications can be found at <http://fnic.nal.usda.gov/resourcelists>.

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A. Books

Competencies, Knowledge and Skill Statements for District School Nutrition Directors/Supervisors – 2001 Edition

Alice Jo Rainville and Deborah H. Carr
National Food Service Management Institute
University, MS: NFSMI, Division of Applied Research, 2001. 84 pp.

Web site:

<http://www.olemiss.edu/depts/nfsmi/Information/competencies2001.pdf>

Description: A detailed list of competency, knowledge, and skill statements and a job description for a school nutrition manager.

Competencies, Knowledge, and Skills of Effective School Nutrition Managers – 2003 edition

National Food Service Management Institute
University, MS: NFSMI, Division of Applied Research, 2003. 151 pp.

Web site:

http://www.olemiss.edu/depts/nfsmi/Information/competencies_managers_rev03.pdf

NAL Call Number: TX911.3.M27 C64 2004

Description: A detailed list of competency, knowledge, and skill statements and a job description for a school nutrition manager.

Contemporary Management Theory: Controlling and Analyzing Costs in Foodservice Operations, 4th edition

James Keiser, Frederick J. Demicco, and Robert N. Grimes
Upper Saddle River, NJ: Prentice Hall, 2000. 556 pp.

ISBN: 0130839086

Description: A resource and reference book; the authors provide balanced treatment of both commercial and institutional operations in both profit and non-profit arenas. This book explores the role of computer applications, management information systems, and new developments in management through numerous examples that realistically portray the field. The book provides insight regarding the food industry with segments written by leaders in the field.



Energy Conservation Manual for School Food Service Managers

Ann M. Messersmith, George Wheeler, and Victoria Rousso
National Food Service Management Institute
University, MS: NFSMI, Division of Applied Research, 1994. 68 pp.

Web site:

http://www.olemiss.edu/depts/nfsmi/Information/energy_conservation_all.pdf

NAL Call Number: TX911.3 E45M477 1994

Description: Resource manual on energy monitoring and conservation. Includes references, glossary/equations, sample forms, and technical information.

Foodservice Management Study Course, 3rd Edition

Shirley Gilmore

Ames, IA: Iowa State University Press, 1999. 234 pp.

NAL Call Number: TX911.3 M27 G46 1999

Description: Presents a workbook-style study course designed to help students and foodservice employees identify personnel management responsibilities of foodservice supervisors, to apply principles and procedures in working with employees, and to understand the relationship between supervisors and employees. Includes chapter summaries, review questions, and activities. This third edition covers areas such as empowerment, management of a diverse workforce, and drugs in the workplace.

Food Service Menus: Pricing and Managing the Food Service Menu for Maximum Profit

Lora Arduser

Ocala, FL: Atlantic Publishing Company, 2003. 144 pp.

ISBN: 0910627231

Description: Detailed information on designing and pricing for profit; Learn menu costing, pricing, layout, design, & menu analysis; Provides practical and realistic examples on maximizing profits.



From Turnover to Teamwork: How to Build and Retain a Customer-Oriented Foodservice Staff

Bill Marvin

New York, NY: John Wiley & Sons, 1994. 189 pp.

NAL Call Number: TX911.3.P4M383 1994

Description: Discusses such staff-related issues and concerns as improving training programs; coping with discipline problems; salary structure, wages, and benefits; encouraging excellence (recognition, bonuses and other incentives); performance reviews; creating rapport between staff and management, etc.

A Guide to Centralized Food Service Systems

National Food Service Management Institute

University, MS: NFSMI, 2002. 192 pp.

Web site:

<http://www.olemiss.edu/depts/nfsmi/Information/cfs/cfsindex.html>

Description: A guide developed to assist school food service directors in making decisions about whether or not to centralize food production in their districts.

Guide for Purchasing Foodservice Equipment

National Food Service Management Institute

University, MS: NFSMI, 1998.

Web site:

<http://www.olemiss.edu/depts/nfsmi/Information/PurchasingGuide.html>

NAL Call Number: TX912 G85 1998

Description: Presents a decision-making process and critical pathway approach to purchasing conventional foodservice production equipment. Addresses issues related to new construction, renovation, and replacements.



Managing for Quality in the Hospitality Industry

John H. King, Jr. and Ronald F. Cichy

Upper Saddle River, NJ: Pearson Education, Inc., 2005. 368 p.

Summary: This practical Quality Management book focuses on meeting the expectations of internal customers, external customers, and owner/investors—the backbones of any organization and its culture. Integrating theories and real-life examples to illustrate how to achieve high quality, the authors add credibility to the process by sharing their successful quality management experience in a contemporary case history - while simplifying the most important elements in managing quality in the hospitality industry. Chapter topics cover how to tap an organization's hidden strengths, team effectiveness, the tools of the trade, assessing and implementing quality, leadership, and quality life. For Managers of Quality, General Managers, owners, executives and other personnel in the hotel, restaurant, and club industries.

Management Practice in Dietetics

Nancy R. Hudson

Brooks Cole Publishing, 2005. 480 pp.

ISBN: 0534516572

Description: Hudson (University of California-Berkeley) presents management principles applicable across diverse specialties in dietetics and foodservice, providing readers with practical tools for supervising work and financial and human resources. This second edition features real-life examples and "in practice" sections in every chapter, plus an expanded focus on foodservice management, with material on unionized employees, menu planning, nutritional technology, and food safety. Content has been updated to reflect the latest industry trends and management concepts.

NETPRO I: Workshop Reports

National Food Service Management Institute, Division of Education and Training

University, MS: NFSMI, Division of Education and Training, 1993.

NAL Call Number: Z5986.N48 1993

Description: Bibliography of additional training materials for the Network for Professionals for Staff Development Workshop sponsored by the National Food Service Management Institute. Lists training materials available from the following states: Arkansas, Arizona, Colorado, Georgia, Iowa, Kansas, Massachusetts, Tennessee, and West Virginia.



Network for Professionals for Staff Development: NETPRO

National Food Service Management Institute, Division of Education and Training

University, MS: NFSMI, Division of Education and Training, 1992.

NAL Call Number: TX911.3.T73N37 1992

Description: The objectives of this workshop were to promote a vision of a network for staff development that would link national, state, regional, district/agency, and customer-site resources and services; to define state models for a network for staff development; to identify guidelines for effective teamwork that promote networking; to identify training skills which enhance the networking process; and to create a plan for implementing a state network for staff development.

NFSMI Needs Assessment of School Foodservice Directors

Roy S. Maize and Martha Conklin

National Food Service Management Institute, Office of Applied Research

University, MS: NFSMI, Office of Applied Research, 1995. 11 pp.

NAL Call Number: TX911.3.M27M29 1995

Description: In an effort to meet the changing needs of its customers, the NFSMI conducted a national needs assessment to assist in developing a strategic plan for the major offices of the Institute. The objectives of the study were to determine school foodservice directors' knowledge of NFSMI programs and services and to determine school foodservice directors' levels of need for assistance from NFSMI on job-related issues. This report presents the results of that study.

On the Road to Professional Food Preparation

National Food Service Management Institute

University, MS: NFSMI, Division of Education and Training, 1993.

NAL Call Number: Kit no. 194

Web site:

http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=225

Description: Designed to be used by the school food service manager to provide training for new employees and/or review for other employees. Four one-hour lessons are designed to be taught in short segments. The subjects of the lessons are the recipe, weights and measures, portion control and recipe adjustment.



Presenting Service: The Ultimate Guide for the Foodservice Professional

Lendal H. Kotschevar and Valentino Luciani
John Wiley & Sons, 2007.

ISBN: 0471475785

NAL Call Number: TX911 .K66 2007

Description: There is an art to good service that can be trained and taught and Presenting Service: The Ultimate Guide for the Foodservice Professional, 2nd Edition provides students with the skills to create a good dining experience through good service. The book uses a detailed approach to providing service in restaurants and foodservice operations to give all the information necessary to succeed.

Professional Development Needs Reported by School Food Service Directors and Recommendations for Meeting Directors' Needs: Results of a National Study

National Food Service Management Institute
University, MS: NFSMI, 2000.

Web site:

<http://www.olemiss.edu/depts/nfsmi/Information/profdev1.pdf>

Description: An assessment of school food service directors was conducted, and a plan was developed to help improve management.

Quantity Food Production, Planning, and Management, 3rd Edition

John Barton Knight and Lendal H. Kotschevar
New York, NY: John Wiley & Sons, 2000. 500 pp.

NAL Call Number: TX943 K57 2000

ISBN: 0471333476

Description: When it comes to handling the demands of the foodservice industry, there is no single approach. Quantity Food Production, Planning, and Management goes beyond the mere teaching of technical skills to address the multitude of situations and challenges facing operators today. This book covers all aspects of preparing large amounts of food in commercial operations, including planning, management, and related issues such as nutrition, equipment, service, purchasing, profitability, and property.



Quick Steps to Success

New Jersey Team Nutrition, New Jersey Department of Agriculture, Department of Nutritional Services, Rutgers University, 2001.

NAL Call Number: TX364.Q85 2003

Web site:

http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=622

Description: 10-15 Minute lessons for school food service personnel- covering customer service, food safety, nutrition, menus and portion control.

Report on Indicators and Evidence of Achievement of Nutrition Integrity Standards

Jeannie Sneed

National Food Service Management Institute

University, MS: NFSMI, 1994. 64 pp.

Web site:

http://www.olemiss.edu/depts/nfsmi/Information/Nutrition_integrity_1.pdf

NAL Call Number: TX360.U6 S64 1994

Description: Summarizes the procedures used to develop and validate the indicators and evidence of achievement for each nutrition integrity standard. Presents the completed indicators of nutrition integrity and evidence with a summary of recommendations.

Residential Child Care Institutions (RCCI) Food Service Manual

Boise, ID: Idaho State Department of Education, 1999.

Web site:

http://healthymeals.nal.usda.gov/nal_display/index.php?info_center=14&tax_level=1&tax_subject=412

NAL Call Number: TX361.C5 R47 1999

Description: This publication is intended for residential child care institutions that participate in the National School Lunch and School Breakfast Programs.



Restaurant Operations Management: Principles and Practices

Jack D. Ninemeier and David K. Hayes

Upper Saddle River, NJ: Pearson Education, Inc, 2006. 736 p.

Summary: *Restaurant Operations Management* addresses content areas that are integral to a restaurant manager's job, providing current and practical information. It breaks down the busy and complex world of restaurant management into what the manager must know, from the restaurant's inception to its actual operation. It focuses on financial, labor, and product resources, within the context of pleasing the guests. Topics cover: industry basics, sanitation, safety, nutrition, marketing, menu planning/design/pricing, human resources, accounting/financial management, standard recipes, product purchasing/receiving/storing/issuing, and restaurant analysis/improvement. Current, practical, and accurate, *Restaurant Operations Management* is an easy and interesting read for practicing industry professionals, such as restaurant managers, restaurant training managers, restaurant owners, and others wanting to learn effective restaurant management.

Retaining Your Foodservice Employees: 40 Ways to Better Employee Relations

Karen Eich Drummond

New York, NY: Van Nostrand Reinhold, 1992. 210 pp.

NAL Call Number: TX911.3.P4D785 1992

ISBN: 0442005717

Description: Successful foodservice operations can no longer treat employees as disposable assets, especially in light of today's dwindling pool of workers. It identifies what today's employees want out of their jobs.

Total Quality Management for the Food Industries

Wilbur A. Gould

Baltimore, MD: CTI Publications, 1992. 164 pp.

NAL Call Number: TP372.5.G69 1992

Description: This text discusses total quality management of food service operations under the philosophy that management must provide the right machinery, materials, methods, and train the manpower for greater quality assurance and improved productivity.



The World of Culinary Supervision, Training, and Management, 3rd Edition

Jerald Chesser and Noel C. Cullen

Upper Saddle River, NJ: Prentice Hall, 2005. 416 p.

NAL Call Number: TX911.3.M27-C85-2000

Summary: The World of Culinary Supervision, Training, and Management is an unique text that gives aspiring chefs, sous chefs, chefs de cuisine, and executive chefs the necessary knowledge, skills, and attitudes required to lead, supervise and manage foodservice workers. In-depth, yet easily understood, it outlines in clear terms those elements crucial to success in today's quality driven foodservice industry—detailing the elements of supervision and total quality management. It examines all aspects of training as it affects the chef supervision; and providing practical, step-by-step discussions on crucial management skills and functions involving a chef supervisor. This informational, educational, and training guide fulfills a need as chefs move from being culinarians to managers, supervisors, and trainers in the world of total quality management. It identifies those key areas that will lead qualified individuals into the chef positions of the future, and provides reasonable solutions to situations that typically evolve from them.

B. Kits

Offer Versus Serve

USDA, Team Nutrition, 2004.

NAL Call Number: Kit No. 451

Web site:

http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=846

Description: Offer versus Serve is a concept that allows students to decline some of the food offered in a school breakfast or lunch. This training program applies the OVS concept to menu planning and the determination of reimbursable school meals. It can be used in all menu planning approaches (traditional food-based, enhanced food-based, and nutrient standard menu planning). The resource pack includes a reference guide, Leader's guide for each meal planning approach, a CD of print materials, and a video showing an overview of each menu-planning option in VHS and DVD formats.



Thermometer Information Resource

National Food Service Management Institute
University, MS: NFSMI, 2005.

Web site: <http://www.nfsmi.org/ResourceOverview.aspx?ID=113>

Description: Contents of this resource specifically focus on the importance of consistently using thermometers in Child Nutrition Programs. This resource is designed to teach staff how to: select thermometers, purchase thermometers, calibrate thermometers, use thermometers appropriately to monitor temperatures, document temperatures, develop corrective action as needed to meet temperature standards.

C. Videos

Coaching Employees: Will You Make a Difference?

National Food Service Management Institute
University, MS: NFSMI, 2004.

Web site: http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=739

NAL Call Number: Videocassette no. 3365

Description: Discusses the relationship between a coach and team members. Topics covered include active listening and constructive feedback.

Developing an Emergency Readiness Plan

National Food Service Management Institute
University, MS: NFSMI, 2003.

Web site: http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=665

NAL Call Number: Videocassette no. 3316

Description: This 2- hour satellite teleconference videotape addresses possible disruptions that may hinder a foodservice operation and identifies six important steps to consider when developing an emergency readiness plan.



Get Ready, Get Set, Go for Quality Service

Carolyn Hopkins

National Food Service Management Institute
University, MS: NFSMI, 1996.

Web site: http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=335

NAL Call Number: Videocassette no. 27559

Description: This video introduces the concept of value added productivity which is a method to decrease the amount of time and energy spent on production and service while improving food quality and customer satisfaction. Finding ways to improve the quality of food and service requires a team effort. This module is designed for school food service managers to use in employee training to describe value added productivity, preparation of items using a batch process, and customer service

Inventory Management (BLT) Modules

National Food Service Management Institute
University, MS: NFSMI, 2000.

Web site:

<http://www.nfsmi.org/DocumentSearch.aspx?type=advance&title=Inventory%20Management>

NAL Call Number: Videocassette no. 3087

Description: Breakfast Lunch Training (BLT) module designed for school food service directors to use in training managers. Four lessons focus on the general principles of inventory management: Organization for Inventory Control, Record Keeping, Product Safety, and Cost Control. The module includes an instructors guide, workbook, 24 minute videotape, and three 8 ½ x 11" color wall charts that list maximum food storage times for refrigerator, freezer, and storeroom.

Measuring Success with Standardized Recipes

National Food Service Management Institute
University, MS: NFSMI, 2002.

Web site:

http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=657

Description: This training package addresses the benefits of using and developing standardized recipes. Designed to assist school food service and child care managers and employees with development and use of standardized recipes in their operations.



Quick Steps to Success

New Jersey Team Nutrition, 2003.

NAL Call Number: TX364 .Q85 2003

Description: Ten to fifteen minute lessons for school food service personnel covering customer service, food safety, nutrition, menus and portion control.

D. Web sites

Evaluation of the School Breakfast Program Pilot Project

Web Site:

http://www.fns.usda.gov/oane/MENU/Published/CNP/FILES/SBPP_Final.pdf

Description: An analysis of the School Breakfast Pilot Program, which offered free breakfast to students, regardless of household income. Data were collected on the implementation and impact of the pilot.

Healthy Meals Resource System

Web Site: <http://healthymeals.nal.usda.gov/>

Description: The Healthy Meals Resource System (HMRS) provides information to persons working in USDA's Child Nutrition Programs. It is maintained by the National Agricultural Library's Food and Nutrition Information Center and the University of Maryland in collaboration with USDA's Food and Nutrition Service.

National Food Service Management Institute's Resource Guide

National Food Service Management Institute
University, MS: NFSMI, 2006.

Web site:

<http://www.olemiss.edu/depts/nfsmi/Information/Guide.html>

Description: The National Food Service Management Institute Guide contains information on appropriate educational materials, videos, applied research reports, and other resources for a food service manager. These items are produced on a cost-recovery basis.



National Food Service Management Institute's Effective Leadership and Management Style Module

National Food Service Management Institute
University, MS: NFSMI, 2001.

Web site:

http://www.olemiss.edu/depts/nfsmi/Information/HR_modules/leadership/Effective_mod.pdf

Description: This module is designed to help explain the difference between management and leadership, examine styles of management and leadership, tie issues of empowerment, delegation, and motivation to leadership, and help leaders recognize and apply leadership practices.

National Food Service Management Institute's Building an Effective Team Module

National Food Service Management Institute
University, MS: NFSMI, 2001.

Web site:

http://www.olemiss.edu/depts/nfsmi/Information/HR_modules/leadership/Building_mod.pdf

Description: This module was developed to meet a need for relevant materials that would provide directors and supervisors the tools to teach managers effective management skills.

Relationship of the Physical Dining Environment and Service Styles to Plate Waste in Middle/Junior High Schools

Alfonso Sanchez and Luis Contreras
National Food Service Management Institute
University, MS: NFSMI, 2004. 59 pp.

Web site:

http://www.olemiss.edu/depts/nfsmi/Information/environment_and_plate_waste.pdf

Description: Presents the results of a research project designed to measure aspects of the physical environment in relation to actual food consumption during lunch.



E. Other

Building Human Resource Management Skills Training Kits

- Achieving an Effective Food Service System (1 of 3)
- Leadership Development for Managers
- Management Skills for Success

National Food Service Management Institute
University, MS: NFSMI, 2001.

Web site: <http://www.nfsmi.org/ResourceOverview.aspx?ID=42>

Description: Designed for food service managers, each of the three kits consists of 7 to 8 modules, PowerPoint slide presentations, masters for participant handouts, transparencies, one videotape, and an instructor manual on the topic indicated in the title.

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