

## Chapter One: Professionalism

Section 1.1 Legal Impact	
<p><b>Principle:</b> <i>The food service department respects all laws, regulations, and policies, and demonstrates full compliance with legal and regulatory requirements.</i></p>	
<p>Status Key: Y=Yes; N=No; PI=Partially Implemented; E=Exempted; NA=Not Applicable. (See p. x.)</p>	
Status: (Y, N, PI, E, NA)	Practices:
Y	<p>1.1.1 A system is in place for keeping the department informed of changes and developments in laws, regulations, and policies affecting the department. (Cross-Reference: 2.3.10; 2.3.11; 2.3.12)</p> <p><i>The department is proactive regarding these matters and works in conjunction with Human Resource Services, Office of Student Employment, Environmental Health and Risk Management, Equal Opportunity and Affirmative Action Office, UM Legal Counsel, Disability Services for Students, Public Safety, Facilities Services and the City-County Health Department to ensure that we are in compliance with all laws and regulations relating to employment, accessibility, diversity, food safety, alcohol and drugs, workers' compensation, security, building codes and facilities management.</i></p> <p><i>The department has a policy and procedure manual with more than 75 policies, which is currently being reviewed and updated. We hold monthly all management meetings where we disseminate pertinent information to management staff, who in turn informs their employees of any changes to laws, regulations and policies. When deemed necessary by the director, the assistant to the director communicates information to UDS staff via email, print, or phone.</i></p> <p><i>See the UDS Policy and Procedure Manual for reference.</i></p> <p><i>The dining services department has a good relationship with the legal counsel as well as the Environmental Health and Safety Department. They are promptly advised of changes or developments that may affect the department.</i></p>



Y	<p>1.1.2 The department is in full compliance with all applicable federal, state, and local laws and regulations, as well as departmental and institutional policies. (Cross-Reference: 5.4.1; 5.5.1; 6.1.2; Sec. 6.2; 6.6.8; 6.11.4; 6.11.8; 6.13.1; Sec. 6.15; 8.5.5; 8.6.1; Sec. 9.1; 9.4.7; 9.9.13; 10.6.3; 10.7.2; 10.7.3; Sec. 11.1; 11.2.8; 11.2.18; 11.4.8; Sec. 12.1; 12.2.3; 12.2.9; 12.4.12; Sec. 12.5; Sec. 14.3; 15.6.8)</p> <p><i>The department works in conjunction with Human Resource Services, Office of Student Employment, Environmental Health and Risk Management, Equal Opportunity and Affirmative Action Office, Disability Services for Students, Public Safety and Facilities Services to ensure that we are in compliance with all laws and regulations relating to employment, accessibility, diversity, food safety, alcohol and drugs, workers' compensation, security, building codes and facilities management.</i></p> <p><i>See reference documents.</i></p>
Y	<p>1.1.3 Departmental managers inform staff members and customers, where appropriate, of laws, regulations, and policies that might affect their behavior or rights while on the food service department's or institution's premises. (Cross-Reference: 6.4.2; 6.6.12; Sec. 6.15)</p> <p><i>The Student Conduct Code contains information about laws, regulations and policies relevant to students.</i></p> <p><i>Pertinent information is communicated through unit staff meetings and email correspondence. Resident experts such as the director of the University's Environmental Health and Risk Management department and the Worker's Comp/Occupational Safety officer periodically attend departmental management meetings to keep staff apprised of such changes. Management staff members are then responsible for communicating this information to their employees. The director of the Equal Opportunity and Affirmative Action office holds regular training sessions that are mandatory for all university staff members. When necessary, the department holds training sessions for specific issues and/or staff members.</i></p>



Y	<p>1.1.4 Reports prepared in compliance with laws, regulations, or policies governing business activity, financial accountability, and taxation are accurate and honest, submitted on or before deadlines, and satisfy applicable legal or regulatory requirements. (Cross-Reference: 5.2.3; 5.2.4; 5.2.11; Sec. 5.5; 6.2.5; 11.1.5)</p> <p><i>Human Resource Services and Business Services are responsible for federal and state reporting. These departments retrieve information that we provide from the Banner system. We complete reconciliations to ensure the accuracy of our data. We also provide all necessary fiscal documentation to the Office of the Vice President for Student Affairs to meet the requirements of Student Affairs and the Board of Regents.</i></p> <p><i>See reference documents.</i></p>
Y	<p>1.1.5 Staff members cooperate fully with governmental agencies that inspect or audit the activities of the department. (Cross-Reference: 9.9.14; 9.9.31; Prin. 9.10; 11.1.3; 11.2.7; 11.2.36; 11.2.37; 11.2.48; 14.3.7)</p> <p><i>University Dining Services' staff members cooperate fully with and are subject to Legislative, Bond, Internal, Environmental Health and Risk Management and Business Services audits and inspections.</i></p>
(This section is continued on the next page.)	



Section 1.1 (continued) Legal Impact	
Status Key: Y=Yes; N=No; PI=Partially Implemented; E=Exempted; NA=Not Applicable. (See p. x.)	
Status: (Y, N, PI, E, NA)	Practices:
Y	<p>1.1.6 The department is in full compliance with all requirements for regulatory permits and licenses, as applicable under federal, state, or local laws and regulatory codes. (Cross-Reference: 1.1.2; 10.7.2)</p> <p><i>University Dining Services is supported by several other departments and offices in ensuring compliance with all permits and licenses, including wage and hour regulations, tax laws, equal opportunity and affirmative action, worker's compensation, alcohol and drug policies, occupational health and safety, food safety and compliance with federal, local and state zoning ordinances, building, plumbing, mechanical, electrical and fire safety codes, as well as environmental protection regulations. Applicable departments include Human Resources, EEO/Affirmative Action office, Disability Services for Students, Environmental Health and Risk Management, Office of the Vice President for Student affairs, Office of Public Safety and Facilities Services.</i></p> <p><i>Note: The director of the Environmental Health and Risk Management department is certified as a state sanitarian. He performs inspections of departmental facilities. Therefore, we are exempt from inspection by the Missoula City/County Health Department.</i></p> <p><i>See reference documents.</i></p> <p><i>The dining services department is viewed as very pro-active with regard to pending regulation changes. The department is usually aware of changes and has strategies to address them.</i></p>



<p>Y</p>	<p>1.1.7 The department controls (prevents) the sales and service of restricted products, such as alcoholic beverages and tobacco products, to minors. (Cross-Reference: 10.4.15; 10.7.8)</p> <p><i>The department does not sell tobacco products. Consumption of alcoholic beverages on University property is prohibited by Montana University Policy 503.1 except as expressly permitted. No event involving the service of alcoholic beverages may take place on campus without the prior written approval of the President of the University. The policy states, "The event shall be monitored to prevent consumption by persons not of legal age." All events, except tailgate parties, involving the service of alcoholic beverages must be scheduled with University Catering Services.</i></p> <p><i>See reference document.</i></p>
<p>Y</p>	<p>1.1.8 The department monitors alcoholic beverage sales and service and discontinues the sale or service of alcohol to any individual who is exhibiting physical signs of alcohol impairment. (Cross-Reference: 10.6.3; 10.7.5; 10.7.6; 10.7.7)</p> <p><i>All UDS staff members who serve alcoholic beverages are TIPS (Training for Intervention Procedures) trained and certified. The department also uses a third party alcohol vendor for cash bars. In this case, the burden of service decisions rests with the vendor.</i></p> <p><i>According to the Service of Alcoholic Beverage Policy 40.1, "Organizers and sponsors of the event will monitor the service of alcoholic beverages to prevent excessive service and consumption".</i></p> <p><i>See reference document.</i></p> <p><i>Catering serves alcohol at University Foundation events and handles the service appropriately. An outside vendor is used for all cash bar events.</i></p>
<p>Practice#:</p>	<p>Comments:</p>



Section 1.2 Integrity	
<b>Principle:</b> <i>The food service department promotes an atmosphere of professionalism, integrity, and ethical behavior in dealing with colleagues, students, administration, faculty, and the public.</i>	
Status Key: Y=Ycs; N=No; PI=Partially Implemented; E=Exempted; NA=Not Applicable. (See p. x.)	
Status: (Y, N, PI, E, NA)	Practices:
Y	<p>1.2.1 Orientation and training activities for all staff members include principles of professional ethics, honesty, and integrity related to job duties and responsibilities. (Cross-Reference: 2.3.14; Sec. 6.5.3; 6.6.14; 8.1.3; Sec. 8.3).</p> <p><i>Orientation sessions include a discussion of the departmental mission and vision statement, which emphasizes respect, dignity, integrity and professionalism. The Uniform and Dress Code Policy, which outlines guidelines for personal hygiene, is part of the employee orientation packet and is explained to each new employee. Performance review forms are reviewed with each employee during their orientation session, and this form is also used for the 6 month probationary period meeting. Fiscal and purchasing policies and procedures provide employees with guidance for professionalism and ethics in the execution of their job duties.</i></p> <p><i>See reference documents: UDS Policy and Procedure Manual and sample UDS employee orientation packet.</i></p>
N/A Self study	<p>1.2.2 Departmental guidelines for behavior emphasize honesty, fairness, and integrity in a manner consistent with the NACUFS Code of Ethics. (Cross-Reference: 6.5.3; 6.6.14)</p> <p><i>The department has adopted the NACUFS code of ethics in our most recent strategic plan (2002-2005). However, multiple departmental policies address ethical considerations in the disposition of job duties. Policy examples include theft, security, purchasing and receiving, alcohol issuance and control and cash handling.</i></p>
Y Review team	<p><i>See reference document: UDS Policy and Procedure Manual.</i></p>



<p>Y</p>	<p>1.2.3 The behavior of staff members indicates that the department has incorporated a professional code of ethics into the way staff members act in the workplace. (Cross-Reference: 6.5.3; 6.6.14; 8.1.3)</p> <p><i>The department has adopted the NACUFS code of ethics in our most recent strategic plan (2002-2005). Departmental policies address ethical considerations. In addition, ethical behavior is expected and modeled by departmental management, originating with the Director and is exhibited by employees at all levels of the organization.</i></p>
<p>Y</p>	<p>1.2.4 Departmental management personnel thoroughly investigate and document each alleged violation of the code of ethics in a timely manner, and follow through with appropriate corrective action. (Cross-Reference: Sec. 6.11)</p> <p><i>All alleged ethical violations are investigated by the appropriate entity. Conduct violations are investigated by Human Resource Services. Monetary/fiscal violations are investigated by UM Internal Audit. Instances of theft are investigated within UDS and by the Office of Public Safety. Any discrimination or sexual harassment claims are investigated by the director of the Equal Employment Opportunity/Affirmative Action office.</i></p> <p><i>Departmental management personnel act in accordance with the Montana University System- Montana Public Employee Association Progressive Discipline Policy or the Non Union Progressive Discipline Policy, as applicable, in the event of an alleged ethical violation. All applicable policies outline corrective/disciplinary actions to address the noted personnel problem.</i></p> <p><i>See reference documents.</i></p>
<p><b>Practice#:</b></p>	<p><b>Comments:</b></p>



<b>Section 1.3 Community Involvement</b>	
<b>Principle:</b> <i>The staff members of the food service department make a positive contribution to the educational, social, and economic development of the campus and local community.</i>	
Status Key: Y=Yes; N=No; PI=Partially Implemented; E=Exempted; NA=Not Applicable. (See p. x.)	
<b>Status:</b> (Y, N, PI, E, NA)	<b>Practices:</b>
Y	<p>1.3.1 Departmental management encourages staff members to be involved in campus events, task groups, and campus and local community organizations, when appropriate, to help those activities and organizations achieve their goals. (Cross-Reference: 1.3.2; 4.6.6; 4.6.7; 6.8.8)</p> <p><i>Each year, the department prepares and submits an annual report to the Vice President for Student Affairs. The report details collaboration with faculty, major presentations, publications, staff membership and service in professional associations, and staff community service. These activities are encouraged. UDS staff members also serve the campus on various committees, including the Charitable Giving Campaign committee, Recycling Oversight Committee, Sustainable Campus Committee and the Staff Senate.</i></p> <p><i>See reference document.</i></p>
Y	<p>1.3.2 Staff members occasionally serve as guest lecturers both on and off campus on professional topics or issues related to their positions at work. (Cross-Reference: 10.5.2)</p> <p><i>UDS actively complies with this practice. We take great pride in our programs and utilize every opportunity to showcase them to others. Staff members have given presentations on the culinary career ladder at NACUFS regional and national conferences, coaching and counseling through Human Resource Services, and the UM Farm to College Program in various venues, including at the NACUFS 2005 National Conference. We regularly host culinary skills workshops to enhance our employees' knowledge and skills. The UDS Dietitian often gives presentations on campus about various nutrition-related topics.</i></p> <p><i>See reference document.</i></p>





<p>Y</p>	<p>1.3.3 Specialists in the department, such as registered dietitians, write articles for publication in news, trade, and professional publications. (Cross-Reference: 4.6.3; 4.6.5; Sec. 10.5)</p> <p><i>The UDS Dietitian wrote a "Meal Makeover" Hot Topic in the Communicating Food for Health Newsletter <a href="http://www.foodandhealth.com">www.foodandhealth.com</a>, September 2005. Our marketing manager's "Marketing Without a Manager" was featured on the NACUFS website.</i></p> <p><i>See reference document.</i></p>
<p>Y</p>	<p>1.3.4 Senior departmental management invites community leaders to tour the department's facilities and dine as guests of the department. (Cross-Reference: Sec. 4.6)</p> <p><i>In the spring, UDS conducts a three-day culinary skills workshop and invites campus and community leaders to sample the food prepared by workshop participants. The department has hosted two celebrations of the UM Farm to College Program, featuring a catered lunch attended by approximately 100 individuals, many of whom are community and state leaders.</i></p> <p><i>See reference documents.</i></p>
<p>Y</p>	<p>1.3.5 Staff members of the department distribute brochures and other informational materials to campus and external community organizations, describing the department and its services. (Cross-Reference: Sec. 4.6; Sec. 10.5)</p> <p><i>The department attends student orientation sessions, job fairs and other campus events on a regular basis and distributes brochures and other informational materials. In October of 2005, Executive Chef Tom Siegel demonstrated a local foods recipe at the community-wide Harvest Festival. Informational materials were distributed to interested community members. The director and assistant to the director have spoken throughout the state about the UM Farm to College Program and have distributed information about the program and department. Because we are a state entity, the University does not pay taxes. We are sensitive to town and gown relationships and are cautious of aggressively touting our services outside the purview of the university sector.</i></p>
<p><b>Practice#:</b></p>	<p><b>Comments:</b></p>



(1)

(2)

(3)

<b>Section 2.1 Vision/Mission</b>	
<b>Principle:</b> <i>The food service department has clearly defined and communicated its vision and mission to staff members to provide the focus for departmental behavior.</i>	
<b>Status Key:</b> Y=Yes; N=No; PI=Partially Implemented; E=Exempted; NA=Not Applicable. (See p. x.)	
<b>Status:</b> (Y, N, PI, E, NA)	<b>Practices:</b>
Y	<p>2.1.1 The department's vision and mission statements are consistent with the institution's vision and mission. (Cross-Reference: 2.1.2; 2.2.6; 3.1.3; 3.1.5; 3.1.8; 3.2.6; 4.1.1; 4.2.3; 6.5.3; 6.6.3; 6.6.5; 6.9.1; 15.1.2; 15.5.1)</p> <p><i>UDS has a mission statement that is consistent with UM's vision and mission. Points of intersection are a commitment to developing partnerships with local communities, fostering diversity and promoting interdisciplinary education.</i></p> <p><i>See reference documents.</i></p>
Y	<p>2.1.2 The departmental vision statement is brief, clarifies the desired direction and market position for the department, and provides a basis for establishing long-term priorities. (Cross-Reference: 3.1.3; Sec. 3.2; 4.1.1; 4.2.3)</p> <p><i>The vision statement is four paragraphs in length. It clarifies the desired direction and market position for the department and provides a basis for establishing long term priorities.</i></p> <p><i>See reference document.</i></p>
Y	<p>2.1.3 The department's mission statement clarifies the department's identity, constituency, and primary purpose for existing. (Cross-Reference: 3.1.3; 3.1.5; 4.2.3)</p> <p><i>The mission statement clarifies the department's identity as a comprehensive food services organization. It delineates its constituency as guests (which include students, faculty, staff and administrators), our employees and the local community. Our primary purpose as a comprehensive food service organization is to support the university by cultivating partnerships with our constituents to provide consistency, quality and value through SERVICE.</i></p> <p><i>See reference document.</i></p>



<p>Y</p>	<p>2.1.4 Management personnel developed the vision and mission statements of the department with participation from all levels of staff, plus individuals from outside the department, as appropriate. (Cross-Reference: 3.1.5; Sec. 3.2)</p> <p><i>The original mission and vision statements were developed in 1993 by senior managers only. However, annually, UDS staff members from all levels of the department have the opportunity to provide feedback and recommend changes. The mission/vision statements have been reviewed and approved by appropriate external university officials.</i></p>
<p>Y</p>	<p>2.1.5 Staff members of the department review the vision and mission statements at least annually and revise them, if needed, to reflect changes in long-range direction, identity, constituency, and departmental focus. Following the review, departmental management is timely in communicating changes to upper administration and individuals and groups impacted by the change. (Cross-Reference: 2.3.10; 3.1.5; Sec. 3.2; 3.3.1)</p> <p><i>Staff members of the department review the mission statement annually. No major revisions have been undertaken in the past three (or more) years. In May of 2007, the department will engage in long-term strategic planning and will revise the mission statement. The change will be communicated to all impacted individuals and groups in a timely manner.</i></p>
<p>PI</p>	<p>2.1.6 The departmental vision and mission statements are widely disseminated throughout the department (e.g., in staff member handbooks, manuals, web pages, planning documents), institution, and external communities, as appropriate. (Cross-Reference: 4.2.3; 4.2.7; 4.4.5; 4.4.6; 4.6.5; 6.9.1; 15.5.1)</p> <p><i>The mission statement is part of each new employee's orientation packet and is reviewed by the director in each orientation session. It appears in the department's strategic planning document and in the student employee handbook, which is available both in hard copy and on the department's website. The mission statement is not available on the main page of the website. The vision statement and code of ethics are not disseminated as widely as they should be.</i></p> <p><i>See reference document.</i></p> <p><i>The vision and mission statements need to be reinforced more frequently beyond the initial hiring process.</i></p>



<p>PI</p>	<p>2.1.7 Staff members of the department emphasize the vision and mission statements in orientation, training, staff meetings, and performance review sessions. (Cross-Reference: 2.2.6; 2.3.14; Sec. 6.5; 6.6.3; 6.9.1)</p> <p><i>The mission statement is part of each new employee's orientation packet and is reviewed by the director in each orientation session. Unless it is being reviewed, it is not emphasized in staff meetings. It is also not emphasized in performance review sessions.</i></p> <p><i>See reference document.</i></p> <p><i>The guidelines are shared at employee orientation; additional review and referencing would be helpful.</i></p>
<p>N</p>	<p>2.1.8 Staff members at all-levels of the department are able to state the departmental vision and mission and relate them to their job duties. (Cross-Reference: 2.2.6; Sec. 6.5; 6.6.3; 6.9.1)</p> <p><i>The departmental mission statement is lengthy, and thus is not easily remembered by staff members. Staff members are not able to state the departmental mission and relate them to their job duties. Most staff are unaware that we have a vision statement.</i></p> <p><i>Most members cannot recite the statements, but some can relate the key element(s).</i></p>
<p>PI</p>	<p>2.1.9 A clear sense of mission is evident in the way the staff members make strategic and operational decisions in the department and conduct day-to-day activities. (Cross-Reference: Sec. 3.2; Sec. 3.3)</p> <p><i>We reference the mission at times, but do not use this barometer as often as we should.</i></p> <p><i>The service seems to be evident in the day to day operations; however, the mission is not referenced as an integral part of the decision-making process.</i></p>
<p>Practice#:</p>	<p>Comments:</p>



Section 2.2 Structure	
<p><b>Principle:</b> <i>The food service department has a logical system for defining lines of authority and responsibility, assigning span of control, and delineating individual job responsibilities to achieve the mission of the department while maximizing efficient and effective use of human resources.</i></p>	
<p><b>Status Key:</b> Y=Yes; N=No; PI=Partially Implemented; E=Exempted; NA=Not Applicable. (See p. x.)</p>	
Status: (Y, N, PI, E, NA)	Practices:
Y	<p>2.2.1 Organizational charts or other graphic representations visually depict the lines of authority, areas of responsibility, and reporting relationships within the department. (Cross-Reference: 2.2.6; 2.2.7)</p> <p><i>The department maintains organizational charts and updates them when changes in staffing or organizational structure occur.</i></p> <p><i>See reference document.</i></p>
Y	<p>2.2.2 The organizational structure provides a logical, effective, and efficient framework for operating the department. (Cross-Reference: 2.2.5; 2.2.6; 2.2.7)</p> <p><i>The department regularly evaluates the organizational structure to ensure a logical, effective and efficient framework for operating the department. We regularly review our organizational structure and restructure to meet changing needs.</i></p> <p><i>As positions become vacant, the department reviews the organizational structure before automatically hiring a replacement.</i></p>
Y	<p>2.2.3 Position titles are descriptive of job functions and are gender neutral. (Cross-Reference: 6.1.1)</p> <p><i>Position titles are descriptive of job functions and are gender neutral.</i></p> <p><i>See reference document.</i></p>



<p>PI</p>	<p>2.2.4 Management personnel delegate decision-making authority to the lowest appropriate level, permitting staff members to exercise personal discretion in performing their jobs. (Cross-Reference: 2.1.9; 3.3.5; 10.7.5)</p> <p><i>In many, but not all, instances management personnel delegate decision-making authority to the lowest appropriate level.</i></p> <p><i>This practice depends on the situation and the manager's willingness to delegate and the employee's capacity to "own" the decision.</i></p>
<p>Y</p>	<p>2.2.5 The organizational structure reflects an unbiased commitment to diversity and maximizing the potential of all staff members. (Cross-Reference: 4.5.3; Sec. 6.8; 10.1.7)</p> <p><i>The department plans promotions that recognize religious or ethnic events that reflect the diverse student body. Our annual Great UM Cookie Cook-Off has had an international theme. Every year we feature an American Indian Heritage Day menu. We have hosted a special dinner featuring Persian cuisine. Last year's National Nutrition Month included fare from Oaxaca, as well as Cajun and Asian cuisine. Each year we sponsor a holiday dinner honoring diverse religious traditions.</i></p> <p><i>UDS is committed to the professional development of its employees. Our staff members attend regional and national conferences and educational seminars and institutes. We also encourage participation in professional development programs presented by UM Human Resource Services. In addition, in the spring of 2006 we partnered with the UM Writing Center to create a business and technical writing course attended by all management staff.</i></p> <p><i>See reference documents.</i></p> <p><i>There is a good balance between the potential to move up and hiring from the outside for infusion of new ideas. The Culinary Skills Workshop is a great example that provides support for the culinary career ladder. This also creates pride and loyalty to the department.</i></p>
<p>(This section is continued on the next page.)</p>	



<b>Section 2.2 (continued) Structure</b>	
<b>Status Key:</b> Y=Yes; N=No; PI=Partially Implemented; E=Exempted; NA=Not Applicable. (See p. x.)	
<b>Status:</b> (Y, N, PI, E, NA)	<b>Practices:</b>
PI	<p>2.2.6 Staff members are fully informed of and provided opportunities to discuss the department's organizational structure, reporting relationships, and formal communication channels through a variety of means including orientation, training, staff meetings, and performance review sessions, with a focus on achieving the department's vision and mission. (Cross-Reference: 2.1.7; 2.1.8; 2.2.7; 6.5.3; 6.6.3)</p> <p><i>Staff members are fully informed of the department's organizational structure, reporting relationships and formal communication channels in their orientation session. The department has an open door policy with regards to discussing any issue at any time with any person. The department does not have a formal process to relate these discussions to the mission and vision.</i></p> <p><i>Follow-up discussions to reinforce and integrate the department's vision and mission throughout all of the above communication channels do not occur.</i></p>
Y	<p>2.2.7 Management personnel promptly communicate changes in the organizational structure to all affected staff members. (Cross-Reference: 2.1.7; 2.2.6; 2.3.10)</p> <p><i>When employees leave the department and new people are hired, this is communicated to all affected staff members in a timely manner. The department's organizational chart is promptly updated and distributed to all affected staff members.</i></p>
<b>Practice#:</b>	<b>Comments:</b>





<b>Section 2.3 Policies and Procedures</b>	
<b>Principle:</b> <i>The food service department has written up-to-date internal policies and procedures covering each aspect of the operation.</i>	
<b>Status Key:</b> Y=Yes; N=No; PI=Partially Implemented; E=Exempted; NA=Not Applicable. (See p. x.)	
<b>Status:</b> (Y, N, PI, E, NA)	<b>Practices:</b>
Y	<p>2.3.1 Departmental policies and procedures are consistent with institutional policies and have the approval of the institution, when appropriate. (Cross-Reference: 2.3.9)</p> <p><i>Departmental policies and procedures are developed in accordance with institutional policies and procedures. For example, our purchasing policy is consistent with the UM Purchasing Department's policies.</i></p> <p><i>See reference document.</i></p> <p><i>Note: Please use the UDS Policy and Procedure Manual as a reference document for all of the practices that follow.</i></p>
Y	<p>2.3.2 Departmental management follows a process for developing policies and procedures that includes meaningful staff member participation. (Cross-Reference: 2.3.10; 2.3.12; 4.3.1; 6.5.2)</p> <p><i>The department currently has more than 75 policies and procedures. We develop additional policies as deemed necessary. At this point in time we are most often engaged in reviewing and updating existing policies and procedures. The assistant to the director is responsible for coordinating the update of our policy and procedure manual. We have divided the policies among the ten members of the senior management team according to their area of expertise. Each team member reviews their assigned policies, gathering input from appropriate staff members. They submit their changes to the assistant to the director, who brings the new draft forward for discussion with the senior management team. Final approval of each updated policy rests with the director.</i></p> <p><i>We consult entities both internal and external to the University on an as-needed basis as we formulate and revise policies and procedures.</i></p>



Y	<p>2.3.3 Policies and procedures facilitate achievement of the department's mission. (Cross-Reference: Prin. 2.2)</p> <p><i>Policies and procedures provide guidance to staff members in order to facilitate the achievement of the department's mission.</i></p>
Y	<p>2.3.4 Policies state rules of conduct, behavior, and practices staff members consider essential to operating the department in an orderly, safe, and accountable manner. (Cross-Reference: 1.1.3; 1.2.2; 6.5.3)</p> <p><i>Policies, such as the Uniform and Dress Code Policy, Cash Handling Policy, Vehicle Use and Maintenance Policy and the Attendance Policy state rules of conduct, behavior and practices essential to operating the department in an orderly, safe and accountable manner.</i></p> <p><i>See reference documents.</i></p>
Y	<p>2.3.5 Procedures provide logical steps for implementing the corresponding policy. (Cross-Reference: Prin. 2.2; 2.2.2; 2.3.6)</p> <p><i>Procedures provide logical steps for implementing the corresponding policy. The Cash Handling Policy is a good example.</i></p> <p><i>See reference document.</i></p>
PI	<p>2.3.6 Policies and procedures are clear, free from ambiguous terms, and easy to understand and apply. (Cross-Reference: 2.3.9; 2.3.10; 2.3.12; 6.5.2)</p> <p><i>The majority of the policies are clear, free from ambiguous terms, and easy to understand and apply. The remaining policies are in the process of being reviewed and updated.</i></p> <p><i>For the most part this practice has been met.</i></p>
PI	<p>2.3.7 Management of the department holds staff members accountable for following policies and procedures. (Cross-Reference: 6.1.1; 6.5.3)</p> <p><i>For the most part, management of the department holds staff members accountable for following policies and procedures.</i></p> <p><i>For the most part this practice has been met.</i></p>



<p>PI</p>	<p>2.3.8 Management of the department administers exceptions to, or waivers of, policies and procedures fairly, and thoroughly documents these exceptions. (Cross-Reference: 1.2.4; 6.7.2)</p> <p><i>Management of the department administers exceptions or waivers of policies and procedures fairly, but does not consistently thoroughly document these exceptions.</i></p> <p><i>Not all exceptions have been documented.</i></p>
<p>Y</p>	<p>2.3.9 A process is in place that supports the revision of existing or the development of new policies and procedures to meet the changing needs of the department or institution. (Cross-Reference: 2.3.10)</p> <p><i>The department is very close to meeting this practice.</i></p>
<p>PI</p>	<p>2.3.10 Staff members of the department review all policies and procedures at least yearly, revise them as appropriate, and promptly communicate changes to appropriate individuals and groups. (Cross-Reference: 1.1.1; 1.1.3; 2.2.7; 2.3.9; 6.6.7; 6.7.6; 6.15.1)</p> <p><i>In recent years, the department has not reviewed each policy annually due to staffing changes. We are currently in the process of a comprehensive review of our policies and procedures. Once this is completed, we expect to be able to review the policies on an annual basis.</i></p> <p><i>The department is very close to meeting this practice.</i></p>
<p>Y</p>	<p>2.3.11 Management personnel disseminate policies and procedures of the department widely throughout the department so they are available for reference, as needed. (Cross-Reference: 1.1.3; 6.7.6; Sec. 6.15)</p> <p><i>Management personnel disseminate some policies and procedures of the department widely. There are some policies and procedures that should likely be distributed that have not been disseminated. Upon completion of the updated policy and procedure manual, each unit will have a copy of the manual for reference.</i></p>



<p>PI</p>	<p>2.3.12 Staff members discuss the application of policies and procedures appropriate to specific positions during orientation, training, staff meetings, and performance review sessions to ensure clear understanding. (Cross-Reference: 2.2.6; Prin. 6.5; 6.5.2)</p> <p><i>Staff members discuss the application of policies and procedures appropriate to their positions during orientation, but not during trainings, staff meetings or performance review sessions.</i></p> <p><i>See reference document—the New Employee Orientation Packet—for policies included and discussed in the orientation session.</i></p> <p><i>Policies are reviewed during employee orientation.</i></p>
<p>Y</p>	<p>2.3.13 Appropriate management personnel clearly communicate to the staff the department’s official stand and policies related to campus or community issues that could impact the operation of the food service department. (Cross-Reference: 6.5.2; 6.5.3; 11.2.24)</p> <p><i>The department communicates with its staff through the assistant directors, unit managers and supervisors, staff meetings, emails and posted memos regarding the department’s official stand and policies related to campus or community issues that could impact the operation of the food service department. Any media requests are directed to the marketing manager or director, who may refer them to the appropriate management staff member.</i></p>
<p>N</p>	<p>2.3.14 An up-to-date operations manual is available for reference and training with topics such as current customer service standards, uniform requirements, hours of operation, and departmental policies. (Cross-Reference: Section 6.5)</p> <p><i>UDS units currently do not have up-to-date operations manuals.</i></p> <p><i>Not every operation has an operations manual.</i></p>

