

AN INTERNSHIP IN PUBLIC ADMINISTRATION PERFORMED AT
STUDENT UNION MEMORIAL BUILDING, UNIVERSITY OF ARIZONA,
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by
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PREFACE AND ACKNOWLEDGMENTS

The object of this diary is to assist in giving the writer a broader experience in the general field of Public Administration with specific training in the field of Student Union Management. Being the first participant in this intern program at the University of Arizona has offered the author the opportunity to develop what is hopefully a sound foundation for future intern programs. Having been in the first intern program offered additional opportunities, challenges, and educational experiences that possibly other students have not had.

The information presented was obtained through observation and participation. The Diary follows the form of a running account of the writer's duties with descriptions of small projects with which the author became involved. The actual location in which the work was performed was in the Catering Department of the Student Union, University of Arizona.

The Diary is generally divided into four sections. The first section is a general discussion of the history and growth of the overall field of college student unions with specific reference to the history and growth of the Student Union at the University of Arizona.

The second section contains a discussion of the organizational structure of the student union. This discussion will be implemented by the use of charts and illustrations. All of the information contained in this section was obtained through analysis of existing organizational charts, analysis of opinions as presented by various members of the staff, and the author's impressions relating to the topic. Definition of terminology and description of facilities are also included in this section.

The third section contains the "running account" of the job performed by this writer. In addition to the above, this section contains descriptions of various projects initiated by the author. In other words, this section contains the accountability of time involved and descriptions of various projects with which the author became involved.

The fourth section contains a brief evaluation which includes conclusions and recommendations as drawn by the author. It should be noted that this evaluation is strictly the author's opinion based entirely upon his limited experience and education.

Sincere thanks are extended to Doctor Raymond Mulligan for his encouragement and assistance; and to the Director of the Student Union Memorial Building, Mr. B. J. Varney and to the Catering Manager, Mr. Lowell D. Hickman for their guidance and assistance in this program.

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ABSTRACT

The Diary presented as partial fulfillment for a Master's Degree in Public Administration is a written record of an Internship as performed in the Student Union Memorial Building, University of Arizona. Within the length of this Internship (10 months), training relating to the administration of a College Student Union was received by the writer.

To be an effective administrator of a College Union, one should have a general knowledge of the total operation. This requires obtaining degrees of familiarity with each department within the organization. Terminology, function, and relationship of each department to the organization as a whole was the general knowledge acquired by the participant in this Intern Program.

Specific knowledge pertaining to the operation and management of one department, the Catering Department, within the organization was acquired. Reference was made to the operation of this department with discussions relating to problems encountered, and methodology used to solve the problems.

In an evaluation of the organization in which the Internship was performed, most of the conclusions centered around weaknesses relating to the establishment of communication channels necessary for effective management.

Recommendations were provided in relation to those conclusions with the guiding purpose of strengthening the newly formed Internship Program.

CHAPTER I
INTRODUCTION

The earliest university or college union organizations were student debating societies in English universities. The first Union, founded in 1815 at Cambridge University, England, was literally a "union of three debating societies." It was followed in 1823 by a sister organization at Oxford. The Oxford Union Society added reading rooms for the convenience of those arriving early. This led to the establishment of additional facilities, such as lunch, billiards, smoking, and conference rooms. By 1852, the need for more spacious quarters had become so pressing that a new building was secured for the Oxford Union. Unions in England have played such a large part in preparing students for participation in public life that they have come to be known as "the cradle of the British Parliament."¹

THE AMERICAN UNION

In the United States, a union for debating purposes was organized in 1830 at Harvard University, but a building was not constructed until 1901. The first building in this

1. Harold Pride, "Story of the Birth of the Association", The Bulletin of the Association of College Unions, October, 1963, Vol. XXXI, No 5, p. 5.

country to be erected specifically for union purposes was Houston Hall at the University of Pennsylvania. However, this building was not constructed for debating clubs, but was rather a place where all could meet on common ground. Established in 1896, Houston Hall contained lounges, dining rooms, game rooms, student offices, reading and writing rooms, an auditorium, and a gymnasium.

The university or college union, as it is known in America, is a community center organized for students, faculty, alumni, staff, and friends of the institution. It provides cultural, social, and recreational programs which supplement education in the classroom. Unions also serve, through their boards, committees, and staff, as laboratories for citizenship. As the hearthstone of a university or college, the union building provides for the conveniences, service, and amenities necessary to the daily living of the modern campus.

The most extensive union growth has taken place in the years since World War II, as enrollments have surged upward and as colleges and universities have sought better means of fulfilling the living needs of their communities. The idea has spread to many junior colleges and even to large high schools throughout the country. In fact, unions exist at some colleges where as few as 300 students are enrolled.

A study by G. L. Lyons noted that there were more than 600 college unions in the United States, with another 200 being built or planned. Also noted in the same study was the fact that the Student Union Movement had expanded more than 300 per cent in the period from 1949 to 1962.² The union movement has become international in scope, with buildings already constructed or on the drawing boards in Sweden, Germany, Venezuela, Turkey, Lebanon, India, Malaya, and Japan.

This rapid growth in the number of union structures has been accompanied by important changes in philosophy. Unions are no longer debating societies or men's clubs. Today they are coeducational community centers - self-governing cultural, social, and recreational instruments for the illuminations and enhancement of modern living.

THE STUDENT UNION MEMORIAL BUILDING AT TUCSON

The Memorial Union at the University of Arizona, was dedicated November 17, 1951. Many years of planning and hoping preceded the actual building of the Union. The original contract for the building was let to the M. F. Sundt Construction Company of Tucson from a bid of approximately \$898,827. The bonds to finance the building were sold to various

2. G. L. Lyons, A Study of the Administrative Responsibilities, Work Environment, Experience, and Recommended Curricular Preparation of the College Union Director. Indiana University, p. 19.

investment firms for \$2.685% interest. The original date set for completion date was July 1, 1951. The building actually opened shortly thereafter. The consulting architect was Mr. Michael J. Hare of New York City who was also the consulting architect of the Association of College Unions.

THE PLANNING PROCESS

On March 11, 1938, President Atkinson of the University of Arizona appointed a committee to look into the general possibility of a Student Union on the campus and what facilities should be included in the building for the use of faculty, alumni, staff, and students. One of the prime responsibilities of the committee was to draw up a tentative plan, taking into consideration the needs of the University at that time and the projected needs of the campus.

Many of the suggestions centered around having adequate reading and studying facilities, which is now evident in the present browsing library. Certain others which could be added to the list at that time were a mimeograph and mailing bureau, a theater, and a cooperative bookstore.

Some interested faculty visited selected Student Unions across the country and felt that many of the original ideas put forth by the Committee were wrong. Different ideas, sketches, thoughts, and insight as to where the Union

Building should go and what it should be were volunteered by many concerned groups. This, in essence, was the total of the work done prior to 1940 at which time another Committee was formed to do essentially the same thing as the original Committee of 1938.

Where the present Student Union now stands, once stood the University dining halls, power plant, and various maintenance shops. These, of course, were eventually removed and re-located in other areas on the campus. The original cost of the Building was estimated at \$950,000. Subsequent changes of plans eventually sent the cost up well over \$1,000,000 which included equipment and fixtures.

The first campaign to solicit funds for the construction of the Union was started on November 4, 1945. The objective was \$750,000. In 1945, a general campaign Committee consisting of 30 University of Arizona men, who were outstanding community leaders, were gathered together in order to organize, plan, and formulate campaign policies. This Committee, since its basic inception in 1938, had changed in many ways from President Atkinson's original group not only in personnel but in scope of activities centering around the increased amounts to be solicited.

On December 14, 1945, the campaign was initiated officially with a substantial contribution of \$100,000. Most of the \$100,000 was given by the Valley National Bank, Central Arizona Light and Power Company, and Harold

Steinfeld. This, appropriately enough, was a key gift in that it set the pattern of giving to the University's goal of \$750,000. At the opening campaign dinner, Cleon T. Knapp, one-time president of the Board of Regents, urged the following memorial saying: "We will dedicate this memorial to those from the University who gave the last full measure of devotion. Let it ever remind us of the debt, that we, the living owe to them. We are about to erect a memorial to their memory. What more fitting expression could be made than a memorial building erected in the heart of the campus . . . from which will flow the activities, the inspirations and aspirations of the institution. Let it reawaken in our minds the scene and hours where heroes lived and died, a million cheers and a million heartaches."³

Between 1946 and 1950, a continuous campaign was carried on to gain the necessary funds. The legislature, when they found that the campaign was coming along very well, stated that they would furnish money for Food Service facilities amounting to \$350,000 at the time. The contract was finally let in 1950.

As is natural when a building of this type is planned, everyone wanted five and six times as much space for themselves as was available. At this time Mr. Hare was

3. Excerpt from brief historical pamphlet printed by the Student Union Activities Board.

called in from New York City and Mr. Porter Butts from the Wisconsin Union. The original floor plans were done by Mr. Hare with the approval of the Student Union Planning Committee and Porter Butts.

Throughout the planning state prior to the actual letting of the Student Union Building contract, plans and sketches were worked, reworked, discussed, and changes were made up to the very last minute. One of the interesting details of the Union is the sculpture work on the front of the building. On December 16, 1950, \$8,000 was given by an unnamed doner to the Physical Plant earmarked for the sculpture work on the front of the building. Mr. R. Phillips Sanderson of Scottsdale, Arizona, was recommended to be the person assigned to this work.

The original cost estimated for the sculpture work was to be at least \$6,000. After further consultation with Mr. Sanderson, a figure of \$8,000 was agreed upon.

Throughout the planning of the Student Union Building, much thought was given to not only food service requirements and what part the building would play in the lives of the students, but also in the lives of the alumni, staff and faculty of the University. In the final plans for the building, space was allocated to the Associated Students, the University student publications, and the alumni office. All this, in addition to basic Student Union facilities; i.e., Food Service, meeting rooms, browsing library, lounges, music

listening rooms, Union staff office facilities, and other auxiliary service units within the Building.

Shortly after the opening of the Building, a Student Union Activities Board was created to supplement the programming of student activities for the campus as a whole which was formerly handled primarily by Associated Students. The program of the Student Union Activities Board started out quite small and has made steady progress throughout the past years until now it is probably one of the strongest programming agencies on the campus. Many different types of events have come to the University of Arizona campus as a result of the Student Union Activities Board. Other organizations on campus have been welcome to use the Student Union facilities whether they be meeting rooms, food service facilities, space for parties, dancing or any other type of activity which is appropriate to their organization and the University of Arizona. Certainly in 1938 it would have been very difficult to foresee the necessity for a Student Union Building which would encompass the many and varied types of activities and functions which now take place there.

Through the generous contributions of many people who were interested in the Student Union Building, many of the rooms in the present building are dedicated to various people and their families. These dedications are a result of contributions which, in most cases, were given to the Building as a whole. It would be difficult to list the

names of all who contributed large sums of money, and even more difficult to list the hundreds of people who have made contributions of smaller amounts. It is certainly true that all who did contribute, no matter what amount, were then and now distinctly interested in the welfare of the Student Union Memorial Building.

STAFFING

The Student Union Building, after completion, of course, had to have a staff to run the many complex operations which were to go into this Building. The first director of the Student Union was Clarence L. Ashcraft, who served as director until late 1952 when Mr. Marvin Johnson succeeded him in that position. It was during this period of 1952 through 1958 that great strides were made in the Union program, not only financially but also in the area of extra curricular activities resulting in increased stature on the Campus and in the State.

In August of 1958, Mr. Bill Varney became the Director of the Building when Mr. Johnson was appointed Executive Alumni Secretary of the Arizona Alumni Association.

Under Mr. Varney's guidance, the Union has steadily expanded with the annexation of the girl's physical education building and the addition of a satellite union known as Park Student Center. At the present time, the legislature has given its approval for the Student Union to borrow three and

a half million dollars in order to expand the present building. The plans are being drawn and the expected construction date for the addition is September of 1967, with completion tentatively scheduled for January of 1969.

CHAPTER II

ORGANIZATIONAL STRUCTURE OF THE UNION

To best discuss the organization of the Student Union, it may be easier to discuss the relationship of the Student Union to the University of Arizona as a whole. It should be noted that the Student Union is primarily a service to the University. In so performing this function, service is provided to the university community including student, faculty, alumni, and friends of the institution.

STRUCTURE

The personnel of the Union Building are not on faculty status, but rather are classified as "staff," performing services other than in the capacity of faculty rank. The major service provided by the Student Union is in the area of food. However, recreational services such as a swimming pool, gymnasiums, game rooms, music listening rooms, and ballrooms are provided. Also, cultural and educational services are provided in the form of various programs presented throughout the year by the Student Union Activities Board.

The following chart illustrates the departmental relationships within the organization. As noted, the positions shown are only of supervisory capacity. As the chart

serves to illustrate, the Director is responsible to the Comptroller of the University and to the Vice President of University Relations, and of course, ultimately responsible to the President of the University.

The Assistant Director has direct, supervisory control over the Browsing Room, Games Room, Post Office, Main Desk, and Night Managers. Each of these units has a supervisor who is in immediate contact with the Assistant Director. The exception to this is in the case of the Night Managers. There are only two personnel in this capacity with equal authority. Therefore, both report to the Assistant Director.

The other units within this organization structure are the Food Department, Maintenance Department, and Finance Department. It should be noted that these are separate units appearing to be on the same organizational level. Each respective supervisor would follow the normal chain of command.

Since the entire operation is centered around Food Services, it is obvious that this major Department would have the largest unit in relation to number of employees and staff members. The title given to the Head of this Department is Food Service Manager. As the organization chart illustrates the supervisors immediately reporting to the Food Service Manager are the Food Production Manager, and the Manager of the Park Student Center. The Food Production Manager is delegated with the responsibility of overseeing the total

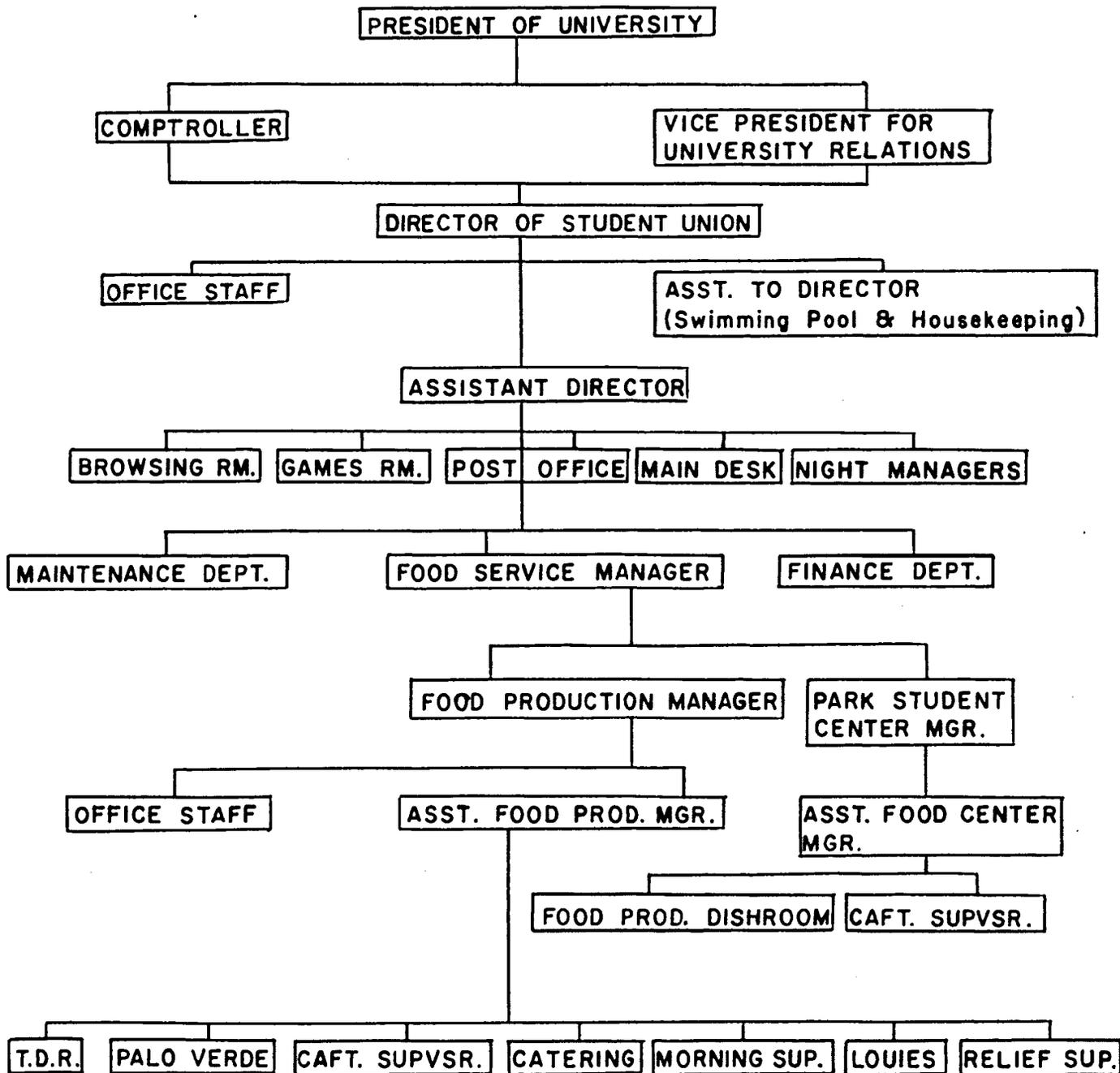


Figure 1

ORGANIZATIONAL STRUCTURE OF THE STUDENT UNION
 THE UNIVERSITY OF ARIZONA
 1966

operation within the main building. The Manager of the Park Student Center is delegated with the same responsibility for the Satellite Union which has just been completed.

Each of the units within the Department such as TDR, Palo Verde, Catering, Louie's, etc., vary in size from a few employees as in the Terrace Dining Room to the other extreme as in one of the main cafeterias. An explanation will be devoted to these units in Figure No. 2.

The following illustration is used to explain the organizational structure of the Food Department within the Student Union. It was in this Department that the Intern Program was performed with primary emphasis in the Catering Division.

As illustrated in Figure 2, the Divisions reporting to the Assistant Food Production Manager are all on the same organizational level. It should be noted that this is in relation to a formal organizational structure. There are discrepancies if one were to analyze this structure from an informal viewpoint. However, in the interest of best explaining the organization it is thought by the writer that the emphasis should be placed upon the formal analysis.

As previously stated, these units vary in size, however, all have in common the objective of providing food services to the various publics. TDR is the Terrace Dining Room which is located on the second floor of the Building. This is commonly referred to as the faculty dining room with noted

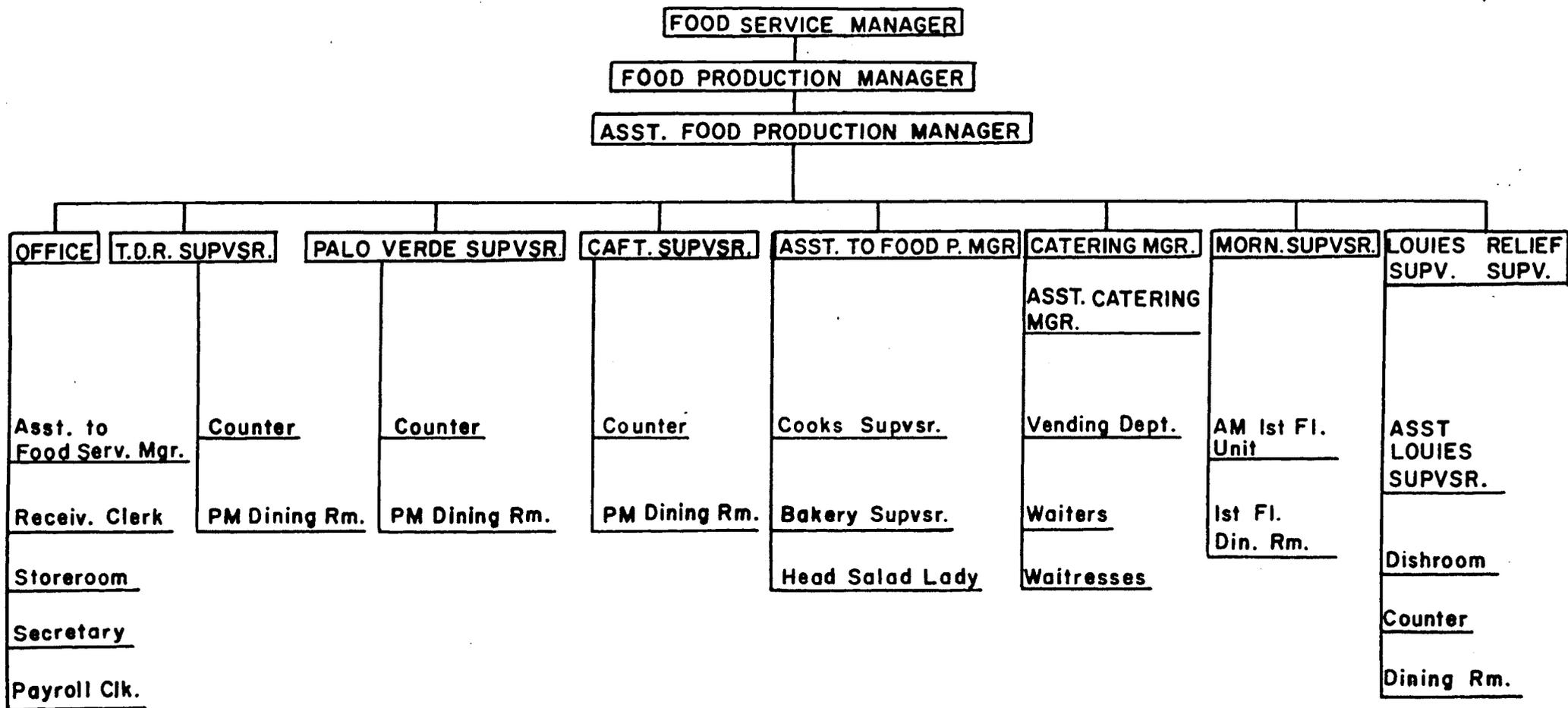


Figure 2
 ORGANIZATIONAL STRUCTURE OF THE FOOD DEPARTMENT
 STUDENT UNION MEMORIAL BUILDING
 UNIVERSITY OF ARIZONA
 1966

emphasis being placed on serving the faculty and their guests. It can be used by other groups, but the emphasis is towards serving the faculty.

Palo Verde is the name given to one of the larger cafeterias within the organization. This cafeteria is located on the first floor serving nearly all groups within the University.

The East Cafeteria is another large Division which is also located on the first floor. The majority of the business is spread between Palo Verde and the East Cafeteria. Both are located in close proximity to the Kitchen of the Food production area in order to provide rapid replenishment of the various entrees on each menu.

The complete name for Louie's is Louie's Lower Level. This is a cafeteria located in the basement of the building with the majority of the business being devoted to snack service. However, during scheduled meal hours, the cafeteria line in this section is offering the same menu as in the other units. This Division is also open during the evening hours thus, offering people the opportunity for snacks and sandwiches. It is common practice to leave this unit open during slack periods throughout the year while some of the other units are closed or reduced to limited use.

Catering is but another Division within the Department with service being provided on special occasions such

as banquets, picnics, and other events. Since it was in this Division that most of the Intern Program was performed further discussion relating to the various aspects of this operation will be included at a later point.

STAFF MEETINGS

Each week the Director of the Union holds a meeting of departmental and some divisional supervisors in which events for the following week are discussed. An agenda sheet is provided for each person so that he knows the group planning to use the facilities, the time, place and their estimated attendance. Any and all problems or special situations pertaining to these events are openly discussed. In addition, other matters relating to the operation of the organization are discussed at these meetings. Each department and divisional head has his own personnel meeting which serves to implement the policies or directives that have evolved from the general staff meeting.

The writer was in attendance at most of the general staff meetings and some of the departmental and divisional meetings in the roles of both observer and participant. Much more discussion will be related to the staff meetings at a later point in the Diary.

DEFINITION OF TERMS

Before proceeding into the section concerned with the accountability of the Internship, it might be helpful to first give definitions of terms which will be used throughout the paper.

The term "set-up" has the definition in this operation of the preparation for a catered activity. This includes placement of the tables and chairs to the group's satisfaction, putting tableclothes, china, silverware, and complementary equipment such as sugar bowls, salt and pepper, and traystands. The term "dry-set" would signify all items on the table which are not perishable so that the banquet has been set-up and could be left in such a state for an indefinite period. It should be noted that the "dry-set" can be accomplished hours or even days before a meal if the room was not scheduled for other uses.

"Dipping the food" means that the food is placed on the plates in Catering. The food is prepared in the main kitchen prior to the meal and then sent up to the second floor where the Catering Division is located. The size of the banquet would determine the time allowed for preparation of the plate. For example, if the banquet is for one hundred people, the normal time allowed for "dipping" would be twenty minutes. This means that the food is placed on the plate, and a metal cover is put over the top of the "dipped-plate." A stack of four plates is then placed in a portable warmer.

A portable warmer has four shelves and will hold one hundred and twenty "dipped-plates." The portable warmer can be left in the Catering Department or moved to close proximity of the room where the banquet is being held. Wherever the portable warmer is located, it is from there that the plates are taken and placed on large oval trays for the serving personnel to carry to their respective areas of assignment.

The term "serving" simply means the method used in placing an item of food before a person at a table. No doubt, each organization involved in a catering business has its own technique for serving a banquet. Such is the case of the Student Union. The guiding philosophy for the serving technique used here is to provide the most efficient type of service in the most courteous and convenient manner in relation to the customer. More will be discussed concerning this subject when a project is described further on in the chapter.

The term "clearing" means the process of removing all items from a table after the banquet has been served. This is usually a gradual and continual process throughout the course of the catered meal. By this is meant that as a person completes a course of the meal, the empty plate with accompanying utensils is removed by the waiter. The clearing operation is rapidly escalated upon the completion of the banquet because all items must be removed from the table. Each waiter is responsible for serving and clearing the table

to which he is assigned. The techniques and various details of clearing will be discussed in relation to projects initiated by the writer in the chapter.

The term "servery" refers to the main area in the Catering Division where the equipment is tored, food is dipped, and usually where the empty plates, utensils, used equipment is cleared from the dining areas. Equipment for making coffee is located in this room as well as refrigerators and freezers for the storage of food and beverage. Basically, this area is the center of operation for all catered functions which take place in the Student Union. In relation to another small project concerning design and location of equipment which was undertaken by the author, this area will be discussed at greater length.

CATERING FACILITIES

It may be helpful for the reader to know something about the process followed when one desires to have a catered party or banquet at the Student Union. First, there are policies which restrict the type of group that can use the facilities. By this it is meant that only groups which have a direct or very close relationship with the University of Arizona can use the facilities of the Student Union. Examples of such groups would include student organizations, faculty organizations or groups, alumni groups and University sponsored organizations.

Groups or organizations which do not have a direct or close relationship with the University would be classified as "outside groups or organizations." The policy pertaining to the use of the Student Union facilities for such groups is that they may use the facilities once a year. It should be noted at this point that the determination of policy for such groups is left to the discretion of the Director of the Student Union. There may be instances when the Director must seek policy determination from his Supervisors. One of the reasons for this policy is primarily to eliminate possible criticism of the Student Union and the University from local proprietors who are involved in various ways in the conference business. Another reason for this policy is that the facilities of the Student Union were designed for maximum use by the students, faculty, and alumni of the University. In order to assure this right of usage, it is necessary to keep the amount of conflicting interests in relation to the use of the building at a minimum.

An "outside group" wanting to use the facilities of the Student Union must schedule a catered meal. By this is meant that the group wanting to use the Student Union facilities for a meeting or a conference would have to schedule a banquet with this activity. Usually, groups or organizations will schedule one of the meeting rooms and be served a breakfast, lunch, or dinner, and then continue with the activities of their meeting.

Having scheduled the use of the Student Union facilities with the reservationist, the organization may then select the menu desired. The reservationist then informs the Food Service Department of the selected menu, tentative number of people for whom to prepare food, and the date and time of the occasion. Food Production can plan accordingly in relation to equipment needed and personnel required for the banquet.

It should be noted that at this stage planning in all departments and divisions is on a tentative basis in relation to the approximate attendance. It is the responsibility of the organization having the banquet to submit a guaranteed number of guests in attendance (with an allowance of 5% either way) twenty-four hours prior to the scheduled time of the meeting. From this number, finalized plans are made by each department involved with the function. As will be noted at a later point in the Diary, last minute fluctuations of the guaranteed number of people for a banquet can create hectic moments for Catering and Food Production.

Where these banquets occur can best be explained by giving a brief description of the facilities most commonly used by the Catering Division.

There are two rooms of similar size which can accommodate groups for banquets of seventy. These are rooms 251 and 256 in the Union Building. Many of the small to medium sized banquets are served in either of these rooms.

A somewhat similar facility is room 257 which is suitable for banquets and receptions for smaller numbers. This is a newly decorated room furnished with modern furniture and carpeting. A note of reference to the latter is that this is the first attempt in this Student Union to carpet a room used for dining. The purpose for doing so is to determine if floor maintenance costs can be reduced. Also, acoustical tests are being run in conjunction with this experiment. At this point results are not known. However, it can be noted that many groups that have used this room have been impressed with the furnishings, as noted by their comments and requests to reserve the same room for additional scheduled activities.

Another small room is the President's Dining Room or commonly referred to as "P.D.R." This room is quite elegantly decorated to provide a comfortable atmosphere. As indicated by the title, this room is commonly used for banquets by the University Administration if the attendance is below thirty. Although the room is not carpeted, it is to be done if the tests in Room 257 prove to have satisfactory results which will add to the decor of the room.

A facility not commonly used by the Catering Department is the Terrace or Faculty Dining Room. The primary reason for this is that the facility is scheduled for usage as a regular dining room during the weekday operation. To

convert the set-up used for regular dining presents additional problems which are not created when another room can be scheduled. However, there are instances or occasions at a customer request or at times of maximum occupancy in which this room will be used. The seating capacity is 150.

The next largest room to be used for a banquet is the Junior Ballroom with a maximum seating capacity of 175. This room is divided on one side by a sliding wall which separates it from the Senior Ballroom. Thus, it can be used jointly or separately from the other room depending upon the size of the group in attendance.

The Senior Ballroom is the largest room in the Student Union Building used by the Catering Division. The seating capacity for a banquet is 350. However, if the sliding wall which separates the Junior and Senior Ballrooms is retracted, joint occupancy for a banquet can include 525.

It is possible to serve close to one thousand customers if all facilities in the Union are used to maximum occupancy at a given time. Although this is rarely done, there are many occasions when banquets are being served in three or four different rooms with total occupancy of three to four hundred.

The newly completed satellite Union, Park Student Center, has a dining room capacity of five hundred which could be converted to useage by the Catering Division. However, due to scheduling as is the case of the Faculty

Dining Room, plus the inconvenience of its location in relation to the Catering Division, it has not been utilized for banquets or other catered activities.

Having provided necessary explanations and definitions of terms, description of procedures followed in scheduling events, and a brief description of facilities used, it is now possible to begin presenting material related to the time or period spent as Assistant Catering Manager.

CHAPTER III

ACCOUNTABILITY OF TIME AND DESCRIPTION OF PROJECTS

The material presented in this chapter is devoted to the accountability of the writer's job along with the descriptions of various projects with which the author became involved. As a matter of review, it should be noted that the author was assigned to various organizational units at the discretion of the Director of the Student Union. Most of the Intern Program was spent in the Catering Division. However, at times there were deviations from this assignment when the Director felt that additional experience would be valuable. No doubt there would have been more of a variety of assignments had this been the writer's first experience in working in a Student Union. However, the previous year was spent in another Student Union gaining experience in the various areas of such an organization. Therefore, the Director assigned the author to the area in which he was most lacking experience.

As stated previously, most of the Intern Program was spent in the Catering Unit. The title given to this position was Assistant Catering Manager. A brief job description to acquaint the reader would include such areas as assisting the Catering Manager at his discretion, following up duties assigned to subordinates, checking the "set-up" for a banquet

to see if everything is in order, assigning the waiters or waitresses their tables to be served, and in general, making certain that a banquet runs smoothly. The above is only a brief description; however, as the accountability of the job begins to evolve, much greater detail will be noted to fully explain the complexities of the position.

Included in the "running account" of this job will be a brief description of the activity involved, complexities of the activity, techniques used to possibly solve any problems, and a brief evaluation if such is possible. The activities included in this section will be banquets, special catered activities, picnics, concessions, and daily catered meals in the Student Union.

STARTING THE INTERNSHIP

September 15, 1965 marks the starting point of the Intern Program for the writer. It should be noted that this is the first Intern Program in the Student Union at the University of Arizona. There was no opportunity for the author to refer to the Diaries of former internships in this setting in order to satisfactorily acquaint him with the operation. Rather, all experiences will be under the classification of "first-hand" for both the author and the members of the Union staff. However, this is not the first experience of the writer in working in a student union. With a limited amount of experience and a sincere desire to enter the field

of Student Union Management, it is hoped that any and all problems encountered will be solved satisfactorily.

Since the writer had relatively no experience in the food operation phase of Student Union Management, the first month of the Intern Program was spent primarily observing the operation. Time was spent observing the various departments and divisions including Housekeeping, Maintenance, Recreation, and Food Production. Most of the time was spent in the Catering Division becoming familiar with the various techniques and methodology used in preparation, serving, and clearing a room after a banquet. Working on a small catered banquet offered the opportunity to actually assist in the set-up, dipping the food, and serving the plates which gave the writer valuable experience.

It was somewhat overwhelming to the author to fully realize the size of the food operation in this organization. The customer count for the first few days of the fall semester was running just over 20,000 per day. These customers were distributed throughout four large eating areas, namely the East Cafeteria, Palo Verde Cafeteria, Louie's Lower Level, and the Terrace Dining Room. Even more overwhelming to the author was being informed by the Catering Manager that there would be occasions when there would be six or seven different banquets being served at approximately the same time!

The author found that most of the training he required for the position of Assistant Catering Manager could be gained from the serving personnel used on a regular basis. These people are older women (ages ranging from 45 - 62) who work in Catering on a part-time basis. All of these ladies have other means of financial support and only use this form of employment as additional support. There are approximately six of them who work on a regular basis. Normally, they will serve most of the breakfasts and lunches if the numbers are not too large. If the attendance is quite large at any of these catered activities, other serving personnel are supplemented by either college or high school boys.

Most of the women have worked in the Catering Division for many years. (Experience ranges from two years to nine years). Needless to say, observing the methodology used by these people saved the writer much time in gaining experience. It might also be added that these women are very willing to assist one in learning the technicalities of the position.

REFRESHMENT ORDERS

There have been many small refreshment orders that the Catering Manager has given me the responsibility to prepare and set-up. In explaining a refreshment order, groups will meet in one of the rooms available at the Student Union and if they order refreshments for their meeting it is the

responsibility of the Catering Department to satisfy the request. A typical refreshment order would include cookies, punch or coffee. Unless serving personnel are requested by the group, the usual procedure is to deliver the refreshments with napkins, cups, spoons, cream and sugar to the designated room at the time requested. These items are placed on a table in such a manner to afford easy self-service for the group. Most of these refreshment orders take place during the evening when the groups are meeting.

If serving personnel are requested, the set-up for the refreshment table will naturally be somewhat different. Usually, the only occasions for the use of serving personnel would be large refreshment orders or such gatherings as receptions, "teas", etc. Most groups prefer to either serve the refreshments themselves or have it set-up in self-service style as there is an additional charge for serving personnel.

An explanation of a refreshment order may be helpful for the reader. First, the group or organization places an order for refreshments with the reservationist. This person in turn transfers the request to the Food Department. Within the Food Department is a large bakery, so any refreshment order for bakery goods is filled here. All food items on the order are picked up in the Food Department by Catering prior to the delivery time. The order is then completed in the Catering Division by adding the beverage and utensils and equipment. Beverages such as coffee, fruit punch, lime

sherbert and ginereale punch, to name a few, are prepared in the Catering Division. By the following the recipes for the various beverage mixtures, the author was able to learn this phase of the job.

At times, a group underestimates their attendance with the resulting request for additional refreshments. This problem may be solved if there are extra refreshments available. However, sometimes this is not possible, and there are some anxious moments with the customer. Most are quite understanding and realize that the situation is their fault, but there have been a few customers encountered by the author who felt that the Catering Division was at fault for not having an additional supply of refreshments in reserve. Usually a brief explanation of the policies concerning ordering of refreshments solves these problems.

There are two types of service which can be rendered to a group requesting refreshments. By this it is meant that a group may be served with regular utensils and equipment or they may be served the silver utensils, and equipment. Usually there is a difference in the price of the refreshment order if the silver-service is requested. However, it may be left to the discretion of Catering as to the type of utensils and serving equipment that will be used. The decision is usually based upon the type of group that is being served the refreshments. It is the policy, normally, to use the silver utensils, serving trays, and additional equipment

for any group directly connected with the University Administration, or if the refreshment order is for one of the Deans of the University. The policy is to use this equipment for the above mentioned groups at all times and for any other group requesting it. Otherwise, the use of the different equipment is usually left to the discretion of the Catering Manager or to the Assistant Catering Manager. To explain the above from another viewpoint, it would appear that a group is receiving either "first-class" or "second-class" treatment. However, it should be emphasized that the form of service is the same; only the type or style of equipment used is different.

Catering personnel also deliver refreshment orders to other areas of the campus. At this point in time, the author has not been involved in such deliveries due to his unfamiliarity with the various locations throughout the campus. However, as the job continues these duties will become the responsibility of the Assistant Catering Manager.

GENERAL STAFF MEETINGS

Besides the duties previously discussed in this first month, the author has attended the general staff meetings held once a week. By so doing, it has offered an excellent opportunity for full appreciation of the complexities of this operation, and to better understand the required working relationship between departments in order to permit the organization to function effectively.

To briefly describe these staff meetings, the Director opens the meeting by reviewing the activity agenda for the coming week. All meetings, banquets, and social activities scheduled in the Student Union are placed in the weekly agenda sheet with the date, time, room number, and estimated attendance listed with each activity. Any anticipated problems or unique requests made by the group are discussed. Most of the latter information is provided by the reservationist who is in attendance at all of these meetings. Each problem or request pertaining to each group is referred by the Director to the department or division which can best satisfy the situation. If everything is solved concerning the agenda sheet, the Director then asks each member if he has something which he wishes to contribute at this meeting. Aside from the previously discussed topic, this part of the staff meeting appears to be the most valuable, for it is at this time that a supervisor may discuss what he considers to be a weakness in the operation of the organization. The problem is open for discussion and opinions are usually offered by most members present. If the matter can be solved at that time, it is; if not, the Director will usually take the situation under advisement or delegate a staff member or small committee to further investigate the situation, and give a report of their findings at a future meeting.

After each member has had the opportunity to contribute to the session, the Director presents his

contribution. This may range from describing future plans for the Student Union to "airing" complaints that he has received about some phase of the operation or objection to a procedure followed by the organization. The latter may or may not be open for discussion. If not, the department or departments concerned with the matter will carry out the new instructions given by the Director to solve the problem. Following this part of the meeting, the session is usually closed.

At this point, the author has primarily played the role of an observer at the staff meetings. However, as he becomes better acquainted with the operation, it is hoped this will change to a more active role. Needless to say, this is one of the quickest methods for one to learn the basic operation of an organization that the author has experienced.

Having become familiarized with the Catering Division, more responsibility for the management of each catered activity has been placed upon the author. The role of being an observer of the operation has shifted to a role of active participation in attempting to fulfill the duties of the Assistant Catering Manager.

In observing the operation, the author has noticed a general lack of formal communication between the management of the Catering Division and the personnel. By this is meant that some of the communication is informal or in other words

tends to be by word of mouth. The result is that many instructions, ideas, or advice concerning the set-up, preparation, serving, and clearing of a banquet have to be continually repeated. There are many instances where the same question or questions are asked concerning the set-up for a banquet. These questions range from the number being served to number of different silverware, to the type of glasses or linen to be used.

THE SET-UP SHEET

In order to alleviate the process of continually answering the same or similar questions, the possibility of developing a standardized set-up sheet or form was discussed. This was thought to be a practical suggestion and work was begun to design such a form.

Another reason for such a device is that we are hiring many new employees in order to better serve the increasing catering business. Most of the new employees are high school boys with little or no experience in this line of work. It is hoped that such a form would eliminate the problem of having to continually repeat what type of set-up is desired. Instead, after being trained in setting-up for various banquets they could merely refer to the set-up sheet and follow the written instructions.

It is hoped that many of the set-ups for breakfasts and luncheons could be made the night before. This could be

accomplished when waiting to clear a room, as a group will usually have a meeting or program following a banquet. There is a period of time that occurs when having to wait for such groups which could be spent in setting-up other rooms. Thus, there would not be the high costs of having employees simply waiting with no job to do.

With these ideas in mind, we were able to design the following "set-up sheet." By referring to the Weekly Agenda Sheet, information pertaining to the room to be used, attendance, date, and time could be included. Referring to the menu requested by the group would provide the necessary information for the remainder of the form. The price of the meal will determine whether we will use linen tableclothes, linen napkins, and stemmed water goblets. If the price of a meal is over \$1.75 per person, the above is included; however, if lower than this price, paper placemats, paper napkins, and regular water glasses are used. The exception to the above is the use of linen napkins if fried chicken is included in the meal.

By referring to the menu, the type of silverware to be used for the occasion can be determined. For example, a menu could include a fruit cup starter, meat, potatoes, vegetable, tossed salad, ice cream, and coffee or substitute beverage. The silverware needed for such a menu would include one knife, three spoons, one regular fork, and one salad fork. The number of teaspoons would accommodate the fruit cup starter, ice cream, and coffee.

The glasses (whether goblets or regular glasses) are wiped to remove water spots or stains, and placed in trays ready for loading with ice prior to the banquet.

The blank space to the left of each item shown on the set-up sheet is to be filled with the number required of that particular item needed for the set-up. The blank space to the right of each item is checked as that item has been accomplished. Also, the person doing the task involved should initial the checkmark. If errors are committed in the set-up, it is possible to refer to the person who made the mistake and possibly find the reason for it. It is hoped that the methodology of having the personnel initial the section of the set-up which they perform will be beneficial for relatively inexperienced personnel. If a person is having some difficulty in setting-up for a banquet, the trouble can be spotted and helpful suggestions given to alleviate the problem.

Any unique additions to the set-up can be included in the last part of the form. The form will be placed on the bulletin board in the server's room so that the assigned personnel can easily refer to it while in the process of setting up the room.

We are using this form on a trial basis at the present time. There has certainly been a noticeable reduction in the number of questions regarding a set-up by all personnel in the trial period.

ROOM _____

DATE _____

ATTENDANCE _____

TIME _____

REGULAR EQUIPMENT

_____	Table Clothes	_____
_____	Placemats	_____
_____	Sugar Bowls	_____
_____	Salt & Pepper	_____
_____	Goblets	_____
_____	Regular Glasses	_____
_____	Tray Stands	_____

ACCOMPANYING EQUIPMENT

_____	Bread & Butter Plates	_____
_____	Knife	_____
_____	Spoon	_____
_____	Fork	_____
_____	Salad Fork	_____
_____	Linen Napkins	_____
_____	Paper Napkins	_____

ADDITIONAL REQUIREMENTS

Figure 3

SET-UP SHEET

Student Union Memorial Building
 University of Arizona
 1966

THE UNIVERSITY OF ARIZONA RODEO

There are occasions when the Catering Division becomes involved in business which takes place outside of the Student Union. One of these occasions is the University of Arizona Rodeo for which Catering is in charge of the concession stand. The following is a brief description of what this form of business entails.

The concession stand at the rodeo grounds is only used a few times throughout the year so a general cleaning is required prior to an event. There is basic storage, refrigeration, and heating equipment located in this building. However, the majority of supplies must be transported from the Student Union. Orders are placed with the local beverage dealers and they set-up all equipment necessary for the sale of soft drinks. All perishable food products such as hot dogs, sweet rolls, mustard, relish, etc., are furnished by the Student Union Food Department.

In order to facilitate the planning of this operation, it was thought that a general outline or "duty sheet" would be helpful to follow. Therefore, upon the completion of the rodeo concession, the author proceeded to formulate an article which would provide some frame of reference for the personnel involved with this next year. The guiding thought behind the formulation of this paper was to give the person following my position some general understanding and helpful

suggestions so that he would be better prepared and more qualified when assisting in the planning and operation of this activity.

The contents of the article included the number of personnel required to adequately clean the facility and set it up for business. (This is to be done one day prior to the opening.) Labor requirements for daily operation were also included with a brief discussion regarding various job descriptions. Also included was the equipment needed for cleaning and for regular operation of the facility. As all of this equipment had to be brought from the Student Union, it would be helpful to know what was needed ahead of time, thus, saving unnecessary trips. A discussion of the amount of food was included with special emphasis for noting the weather. By this it is meant that additional hot food, and coffee should be planned if it is cold weather and the opposite if the weather is warm. Specific problems which were encountered during the various phases were discussed for the sake of possibly eliminating them next year. This article appears in the Appendix for further examination of the reader.

By referring to the general points made concerning the above material, it is hoped that some confusion can be avoided when this occasion arises. Although the Catering personnel have most of this information "in their mind" so to speak, there are items which one forgets in a year's

passage of time. With this article it should be easier to recall most of the problems and uniqueness of this activity, thus allowing for more effective planning.

PERSONNEL DISCIPLINE

By this point in the Intern Program, October 29, 1965, there are occasions where the author has complete control of a catered activity. The Catering Manager and myself usually attempt to relieve each other for the evening banquets if they are small. When this is the case, there is very little necessity for both of us to be on duty. Therefore, most of the small banquets in the evening have come under the direct responsibility of the Assistant Catering Manager.

In the dinner of this evening, the author encountered a problem that had not occurred previously. The description and details of this follow: There was a dinner for seventy-eight people in the Terrace Dining Room. Normally, the Terrace Dining Room is not used by Catering due to the fact that it is a regularly scheduled dining area, thus creating problems of scheduling for the facility. Also, the set-up of the room consists of small tables allowing only four people per table. Although this is possibly a comfortable arrangement or set-up for the customer, it tends to create problems for us. Basically, the problems lie in the area of serving, as the space between the individual tables is quite limited, thus, creating problems for passageway.

Usually the serving personnel are responsible for a group of people sitting at one table. When the Terrace Dining Room is used for a banquet, a waiter is responsible for the same number of people; but, they are placed at four separate tables, thus giving the waiter additional area to serve. It is a policy for the serving personnel to remain at their traystands which are located at the end of a long table or in a central location of individual tables when not in the process of serving or clearing.

The problem which arose at this banquet began with two waiters who were not at their central locations. Creating additional confusion was the fact that a customer at one of the tables asked if he could have some coffee served. Having accomplished this, the next job was to locate the two waiters. They were found relaxing in another room. They were ordered to report immediately to their serving stations, and then to report to the author upon the completion of the banquet.

In a closed session in my office, the two boys involved in the incident were given a lecture about the philosophy of our operation with specific emphasis upon the type of service which should be rendered to a customer. It might be added at this point that there is no such printed philosophy. The information for deliverance of such a topic came from past discussions concerning the subject with the

Director, Food Production Supervisor, and Catering Manager. All of which was based upon the writer's interpretation of such a philosophy.

The two waiters were informed that many people visit the campus only once a year, and therefore, their experience should be as pleasant as possible. Also, it was noted that the only contact which some people may have with the University is at a certain meeting which is being held in the Student Union. Therefore, any impression of the University they have may be the impression which they receive while in attendance at the Student Union. A correlation was drawn in respect to the impression one receives of a strange town if he has a poor experience at a restaurant in that town. Needless to say, this may be an unfair judgment of the town, but is part of human nature which is somewhat unexplainable.

The boys were also informed of the public relations task which we must perform. Most of the previous discussion was partially related to public relations, however, as part of this task, the primary purpose of the Catering Division is to satisfy the customer in as many ways as possible. The boys were informed that their conduct was certainly not in keeping with our philosophy.

The waiters were told that if they did not agree with this philosophy, they should immediately resign. Both stated that they had not viewed their jobs in that particular respect, but were very willing to attempt to fulfill

their duties in such a way. Their attitude appeared very sincere to the author, so the matter was dropped at this point. Hopefully, explaining the philosophy of the Division and the importance of the personnel to this philosophy will have accomplished more than spending the same amount of time admonishing them for their actions. However, had they not seemed responsive to the discussion, possible disciplinary actions would have had to follow.

THE ARIZONA HIGH SCHOOL TEACHERS CONFERENCE

The majority of the author's time for the past few days in November has been spent planning and preparing for the Arizona High School Teachers Conference to be held on the campus November 5th and 6th. The Catering Services will be used to their fullest extent during this Conference, thus, requiring careful planning. For example, there will be seven luncheons served on Friday at approximately the same time. The attendance at these luncheons range in numbers from twenty to three-hundred. Serving personnel will total about forty-five.

The planning stages for the Conference actually began at the weekly staff meeting. Here was discussed how the facilities were to be used with relating problems. This discussion also primarily centered around the scheduling of meeting rooms and the time allowance for banquet set-ups.

Discussion was oriented to the assignment of additional staff personnel to Catering to assist in the serving of the numerous banquets.

Later, meetings were held with the Catering Manager and the Food Production Supervisor to discuss problems relating to menus, timing in relation to sending the food from the kitchen to Catering and problems relating to dipping the food.

Discussions were also held with the author, Catering Manager, and Housekeeping Supervisor concerning problems centering around the time element involved in setting up a room. Most of the rooms were being used for meetings and would not be free to allow for set-ups until shortly before a meal was to be served. Therefore, allocations of personnel to expediate the set-up process had to be planned with the supervisor.

The Catering Manager and the author spent many hours planning the scheduling, allocations, and specific job assignments of various employees. It was important to have experienced serving personnel for each luncheon so that they would notice any problems which might arise. Also, it was determined which supervisor would be in charge of a particular banquet. Locations of equipment such as portable warmers was determined in these meetings with the Catering Manager.

It appeared to the author that the largest problem to be solved was concerned with too many people in too small

an area. In other words, with all the luncheons being served at the same time, there would be a lot of congestion of serving personnel in the servery. With each Supervisor attempting to get his banquet served would only add to the problem.

To reduce as much confusion as possible while in the process of serving these multiple banquets, a "serving chart" was prepared for each supervisor who was to be in charge of a special banquet. The information, provided one day prior to the banquet, offered an opportunity for the supervisor to familiarize himself with the more important details pertaining to that banquet. With this information, most of the "last minute" questions and resulting confusion might be eliminated.

The information provided to the supervisor as shown in the following example was concerned with the room, attendance, serving time, menu, and serving personnel. On the back of this form was an informal sketch of the serving assignments in order for the supervisor to see that all tables were being served. Each supervisor was provided with one of these forms for the banquet to which he had been assigned.

The serving personnel assigned to each banquet met with the author and all assignments were discussed. These assignments ranged from dry set-up to placement of salads, butter, and iced water glasses on the tables prior to the serving time. They were also informed of their serving

LUNCHEON FOR FRIDAY - NOVEMBER 5, 1965

Room: - - - - JUNIOR BALLROOM	<u>SERVING PERSONNEL</u>
Group: - - - - BUSINESS EDUCATION	1. (Name)
Attendance: - -	2.
Serving time: - 12:00 pm	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
	11.

MENU

SWISS STEAK

BAKED POTATO WITH MARGARINE

FRENCH GREEN BEANS WITH PIMENTO

CAESAR SALAD

HOT ROLLS WITH MARGARINE

SHERBERT WITH TEA COOKIE

BEVERAGE

Figure 4

SERVING CHART

Student Union Memorial Building
 University of Arizona
 1966

assignments with relating material such as where they would obtain their food, beverages, etc. The form, provided the supervisor in charge of that banquet, was discussed as well as who their supervisor was to be, so they could refer questions to that person.

It was decided that the two large luncheons in the Junior and Senior Ballrooms would be dipped ahead of serving time. Also, the luncheon in the Terrace Dining Room was to be dipped as it was served. This means that the personnel delegated to the assignment of dipping the food onto the plates would do this as the banquet progresses. This can only be accomplished when the attendance for a banquet is small, as it requires more time to get through the serving process.

The luncheons in Rooms 256 and 257 were also to be dipped as they progressed. Both were small banquets, so the time required to dip the food was not an important factor. Also, steak was being served at both of these luncheons. This usually means that the steaks are not to be cooked until the majority of the group has arrived and are about to begin their meal. If such is the case, it is relatively easy to place the other items included in the menu on the plate at the same time the steak is placed on it. Again, this procedure would be used only for small banquets, because it does require additional time as compared to having the plate pre-dipped and placed in a warmer.

The pre-dipped plates for each banquet were placed in the portable warmers which were then moved to close proximity of the room being served. This process was another way of keeping the congestion in the servery to a minimum. The only personnel located in the servery would be the plate-dipping crew and the serving personnel who would be picking up their plates as they were dipped.

The banquets progressed very smoothly with only a minor problem occurring at the one location in the Junior Ballroom. The attendance exceeded what was expected, creating some confusion in our attempts to set-up additional place settings to accommodate the increase. It should be noted that the above is not an unusual occurrence which cannot be satisfactorily handled under normal circumstances. However, it did create some problems due to the fact that the facilities were already being used to their maximum capacity. Thus, the additional attendance tended to overburden the total operation to a certain degree.

In reference to numbers exceeding the attendance guarantee, it might be helpful to explain the philosophy of the Management regarding this subject. The basic problem involved with this situation is that although the attendance is higher than what had been expected, it is difficult to refuse to serve over the guaranteed number. One of the reasons for not refusing is that there is always the possibility that one of the late-comers may have been one of

the first to make his reservation, and then finds that he cannot be served since he is with the group of people who were not planned for in the original guaranteed number. To refuse service would create many problems which would in turn create a very poor impression for the Student Union. So, the policy is to satisfy the customer's request with the least amount of seeming confusion or exerted effort. In other words, never let it appear to the customer that his request has created any problems in any phase of the operation.

There are instances where the menu will be changed in order to accommodate the additional attendance. However, when this is necessary most people are quite understanding and accept the substitute without hesitation. It must be remembered that the food productions plans for a banquet, were finalized twenty-four hours prior to serving time, and last minute increases may not be served the same menu.

If a group has the reputation of exceeding their guaranteed attendance, this will be taken into consideration by all departments concerned. In other words, Food Production may prepare slightly more than usual and Catering may set-up additional tables which could be quickly moved into the room if needed. Had there been a table completely set-up and placed in reserve, there would not have been confusion when the problem arose in the Junior Ballroom. Needless to say, this was an oversight in the planning phase attributed

to the author. However, such a mistake is a valuable learning experience if properly noted and evaluated for future situations.

The same process as previously described was used for all the banquets which were served during this two-day Conference. The Supervisors in charge of the various banquets noted that the serving charts were very beneficial and helped to reduce much of the confusion which was usually present when serving this type of operation. The leaders of the Conference noted the excellent service which is usually a good sign or omen for the Catering Division. There is a saying in this department which goes as follows: "If you don't receive any word from the customer, the service is regarded as good. If you receive a compliment, the service is regarded as excellent." Judging from the words received, the service was excellent for this Conference.

AN UNPOPULAR MENU

Conferences utilizing the facilities of the Student Union vary in the length of their stay. If a group meets every day for a five-day conference, there is an opportunity for personnel in Catering to become better acquainted with the group as compared to the short-duration conferences. Usually, at least one and possibly two meals a day are served to the group during the Conference. It was noted by the author that the attitude of the group will vary in relation

to the menu being served. This means that a noticeable change in the general atmosphere of the group will occur if a menu is not generally accepted.

Throughout this week, we have been serving luncheons to a group of men attending a conference at the University. They have used the facilities of the Student Union for their meetings and for the one served meal per day. The average attendance throughout the week at the luncheons has been sixty-five. Until today, the atmosphere during the luncheons could be described as very relaxed as the men joked with the serving personnel and commented upon the good service and food.

The menu for the luncheon this day consisted of trout, mashed potatoes, vegetable, tossed salad, pie and beverage. The objection to the menu was the trout as there was not a substitute. The menu planning for all meals for this particular group had been left to the discretion of the Food Department, so one could not refer to the complaints as to choice of menu to the leader of the group or the one who selected the menu.

Whereas, the atmosphere of previous luncheons had been quite relaxed, at this luncheon it became tense and very quiet. There was very little conversation with the serving personnel, and very few comments relating to the food being served. Many did not eat the fish, and some

asked for a substitute if possible. It was clearly obvious that the group was not happy with the menu.

There was one more luncheon to be served the group prior to the conclusion of their conference. The Catering Manager and the author, having noted the displeasure of the group with the previous luncheon, decided that a change of the planned menu for the last banquet might be advantageous. After consulting with the Food Production Supervisor, it was agreed that it would be a good idea for the Student Union to absorb the additional costs and prepare a luncheon buffet for the group.

A buffet is usually quite popular as it offers the opportunity of selecting more items which people particularly enjoy. Also, there is a greater selection of various entrees which most people like. The buffet menu offered to this group consisted of tossed salad, mixed jello salads, cheese and cracker tray, assorted relishes, assorted fresh fruits, two hot vegetable entrees, spaghetti and meat balls, fried chicken, cold ham and turkey slices, hot rolls, and a selection of various deserts.

The group was very pleased with this menu and service. Again the relaxed atmosphere appeared. It was fortunate that there existed an opportunity to satisfy the group, for many times an impression of some particular part of a total experience may be the lasting impression which one may hold. It was an educational experience for the author in the

respect that the choice of menus is indeed an important consideration. It was also beneficial from the standpoint of observing the possible methods used to correct a mistake if given the opportunity to do so.

THE ANNUAL FOUNDATION DAY DINNER

If one were to somehow rate types of banquets, the Annual Foundation Day Dinner would no doubt be ranked as one of the most elaborate banquets. One of the purposes of the dinner is to honor many of the supporters of the University. In a sense, the dinner offers the opportunity for an expression of gratitude for these donators.

Extra serving personnel are used for a banquet such as this to assure the best service. Usually, a waiter is assigned approximately sixteen people to serve. For this banquet, a waiter serves 12 people. Also for this occasion the serving personnel wear red vest-jackets with white shirts and black bow ties.

While discussing uniforms, it might be worthwhile to note this point: The author noticed that there did not exist a stated rule or regulation concerning attire. Usually a boy was reminded to wear dark shoes and slacks when they were contacted for work. In order to make a more specific policy, modifications were made which instructed serving personnel to wear black slacks, well shined black shoes and black socks, have a neat hair cut, clean fingernails, and follow general good grooming habits. For the ladies, the

policy stated that they should wear white shoes, nylon hose, hairnets, and observe good grooming habits. The Catering Division furnishes the dresses and aprons for the ladies and the shirts, ties, and jackets for the boys.

The written policy was placed on the bulletin board for all to observe. The serving personnel were reminded of this policy when called for work and during briefing sessions prior to serving a banquet. The standardized attire looks much nicer and gives a better general appearance than did the former attire of dark pants, usually white socks, and unshined shoes.

An excellent menu selection was offered at this banquet. The room was darkened and candles were placed at each table, which added to the total effect. A flaming desert was carried into the darkened room which added to the color and splendor of the evening. A side-light of this discussion is to note, from the writer's viewpoint, that it is very enjoyable to serve a banquet such as this one, although it entails additional work for all people concerned. The effect made is certainly worth the extra energy and time.

TOO MANY CUSTOMERS

The following is an account of the problems which can arise when a group exceeds their expected attendance figure. This was a luncheon scheduled for approximately one hundred people on November 13, 1965. The final count was

two-hundred and fifty-six. Nearly every phase of the operation concerned with such events was completely upset by such an increase. A heavy load was placed upon Food Production in an attempt to produce extra food. Housekeeping Division was burdened with the task of attempting to change the set-up in very little time in order to accommodate the increase. And the problems created in Catering were too numerous to describe. One of the most critical of the problems was too few personnel for this large a banquet.

The resulting problems included such matters as the time involved in setting-up the additional place settings, increased number of people to be served by each waiter, extra time involved in dipping the food, and preparing the beverages.

All of the problems resulted in changing the serving time of the banquet by approximately thirty-five minutes. Such delays are undesirable because it appears that the Department is not well organized. However, there are instances (such as the above mentioned luncheon) which cannot be avoided, and one learns to simply "live with it." So many personnel can only do so much in a given length of time.

THE BANQUET PROCESS

The trend in to past few weeks is toward more and larger banquets. From an analysis of coming events, this trend is going to continue with a possible upsurge to more

banquets with larger attendance as the holidays approach. It has become increasingly evident at the large banquets that the span of effective control is far too great for the Supervisor. There are many small details which require time in which he could be doing more important tasks. By this time, most of the serving personnel were well experienced, and there were a few who had previous experience working in the Catering Division.

The problem of unnecessary details was discussed with the Catering Manager, and it was agreed that the span of control for the large banquets was too large for two people. Problems such as mistakes in the set-up, miscounting the number of water glasses, missing an item in the place setting, confusion in the areas of serving, and problems in clearing were being encountered. In general, it was thought that the basic problem in all of these mistakes was the lack of close enough supervision.

The method of operation had been to verbally assign personnel to various tasks relating to the set-up, dipping, serving, and clearing of a banquet. With the ever-increasing number of employees, confusion was developing at different stages of the banquet. A possible solution to this problem would be to formulate a list of the stages of a banquet and assign personnel in the tasks required at each stage. By doing this, the possibility of overlooking a particular phase of the operation would be greatly reduced. Also, both

Supervisors would be more aware of which personnel were doing each job, thus reducing the amount of extra communication involved in continually telling a person to do a specific job. It was the excessive communication that was leading to some problems as there were instances in which an employee was told to do two different jobs within an impossible period of time. Neither supervisory personnel had known that the other had previously assigned a task to the same person which tended to create problems.

By including all the personnel involved with the banquet at the beginning of a duty assignment sheet, it became much easier to assign people to their respective duties and reduce the possibility of duplication. Another item included on the form as illustrated on page 82 was information pertaining to the room of the banquet, name of the group, attendance, and serving time of the banquet.

The last two items mentioned were necessary to the third item to be included on the form. This was the placement of the time to start each phase of the operation. By experimenting with the amount of time required for each duty in relation to the attendance of the banquet, one could establish a starting time for each task. This meant that the basic phases of the particular operation had been planned prior to the banquet, thus again, reducing the amount of last minute confusion that previously prevailed. Another problem that was solved by following the new method was

scheduling the serving personnel. Prior to this, employees were scheduled to arrive far enough in advance of serving time in order to accomplish all of the duties required. However, there were instances when it was thought they had been scheduled too early, thus, creating periods of time with little to do. When this occurs, the labor costs for the banquet are quite high in proportion to the amount of unscheduled time that is spent.

The idea of this schedule was carried one step further by assigning a head-waiter to each banquet. The purpose of this move was to reduce the span of control for the supervisor. Involved in this thought was also the excess amount of communication required of the Supervisor with the personnel assigned to each phase of the operation. The details for each assignment included correct timing, enough personnel to get the job accomplished on time, and to see if the personnel assigned were doing their jobs.

It was thought that a head-waiter could solve most of the minor problems that might arise, and he could relay any other problems to the supervisor. What was initially hoped for was that most of the communication process could be directed both ways through the head-waiter. Thus, directives from the Supervisors concerning various phases of the operation could be channeled through this position as well as progress reports of the banquet in session.

The selection process included many sessions with the Catering Manager, as it was thought that this was a vital key to the success of the entire plan. Our basis of selection of head-waiters centered around areas such as experience, knowledge of the goals of the department, ability to make decisions, ability to communicate, and most important - ability to command respect from one's co-workers. Four boys were selected on this basis, and were interviewed to see if they were interested in participating in this program. The only compensation that could be provided was some extra time which meant additional money.

The extra time would be spent before and after a banquet. The head-waiter would arrive before other personnel and spend a few moments in a session with the supervisor in charge of the banquet. Any problems peculiar to the various phases would be discussed, as well as possible weaknesses of which the head-waiter should be aware. The time following a banquet would be spent in evaluating the various phases, specifically listing any problems that were encountered, so that, hopefully they could be solved for the next banquet. The evaluations were placed on the back of each form by the headwaiter.

Having progressed thus far, the next step was to inform all of the serving personnel of the plan. This was accomplished in a general meeting. A general description was given of the form with specific discussion relating to

the timing process, personnel assignment, etc. An explanation of the head-waiter system was thoroughly discussed by illustrating the method of operations. They were informed of the responsibilities of the head-waiter and his corresponding authority. How they were to give all information relative to their assignment to the head-waiter was discussed as well as the methodology which would be used in relaying directives through the head-waiter.

It might be noted that the group was very receptive to this plan, as most agreed that there was far too much confusion resulting from the supervisors telling them to do this and that. A sample form of the plan for a specific banquet follows to give the reader more of an idea of the contents of this discussion.

Illustration No. 5 demonstrates assignment of duties pertaining to the preliminary phases of a banquet. There is no indication of assignments for duties pertaining to the actual serving and clearing of the banquet. It was thought that too inclusive an assignment sheet for the head-waiter to check would not be as effective or as desirable as the one that was formulated.

In order to reduce possible confusion relating to assignment of duties beyond what the previous sheet illustrates, another form was made to include general duties which are common to every banquet. Although verbal assignment of these duties had worked successfully, it was thought that a

HEADWAITER: Name

Room: Senior Ballroom

Group: Arete Society

Attendance: 226

Serving Time: 12:10

SERVING PERSONNEL

1. Name of Employee
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

ASSIGNMENT OF DUTIES:

PERSONNEL:

- | | | |
|--|----|----|
| 1. Dry-set on table _____ | 1. | 4. |
| | 2. | 5. |
| | 3. | 6. |
| 2. Make Coffee _____ | 1. | |
| 3. Prepare Cream and put on table _____ | 1. | |
| | 2. | |
| 4. Put on Butter _____ | 1. | |
| | 2. | |
| | 3. | |
| 5. Count and Ice Water Glasses
and pitchers _____ | 1. | |
| | 2. | |
| | 3. | |
| 6. Put salads on tables _____ | 1. | 3. |
| | 2. | 4. |
| 7. Dip Food _____ | 1. | |
| | 2. | |
| | 3. | |
| | 4. | |

Figure 5

GENERAL ASSIGNMENT SHEET

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reduction in the amount of repetitive communication to each person or persons assigned to one of these tasks would ensure a smoother operation. The following form of communication was devised in an attempt to achieve the goal of clear communications.

The advantage in using this system is that it eliminates the possibility of a person being assigned to the same task each time he is on duty. There are some duties involved which are not as desirable as others. Therefore, to be fair in assigning these jobs, there should be some record to refer to in order to reduce the chance of constant duplication. Another advantage of this system is that it allows one to check each assignment to see if it was properly executed by the employee.

An explanation of some of the assignments may be pertinent at this time. The first assignment is scraping dishes, which simply means that as the waiters bring the dirty dishes from the banquet, a crew removes them from a serving tray, scrapes the food particles into one pan and paper articles into another pan, stacks the dirty china on smaller trays, and sends the loaded trays to the dishroom via a service elevator. Hauling garbage is self-explanatory except for the notation that all non-food particles are placed in a receptacle to be hauled away, whereas food particles are placed in a large disposal unit. All of the serving trays and the metal caps which cover the dipped

plates in the portable warmers must be wiped clean with hot dishtowels. The fourth assignment refers to left-over plates which were not served and must have the food removed with all of the useable food returned to the Food Department. The remainder of the assignments appear to be self-explanatory.

CATERING A PICNIC

Each year there are a series of large picnics in which the Catering Division either handles or assists in the operation. One of these large picnics occurred when the author first started the Intern Program, and his role was mainly spent as an observer. The usual procedure for such an affair is for the Student Union to furnish all food and equipment with the volunteer organizations affiliated with the University providing the labor force.

Having observed the first picnic for approximately three thousand people, the author noted many problems concerning organization, set-up, serving, clearing, and guiding the volunteer workers. However, the above observations were not actively pursued for possible solutions primarily due to the author's lack of experience with the organization.

When assigned the dual task of partial supervisor and evaluation of the second large picnic by the Director of the Union, the author attempted to alleviate some of the former problems and evaluate the existing ones. Much of the

1. SCRAPE DISHES	1. <u>(Name of Employee)</u>
	2. _____
	3. _____
	4. _____
2. HAUL GARBAGE	1. _____
	2. _____
3. WIPE TRAYS AND CAPS	1. _____
	2. _____
	3. _____
4. BREAK-DOWN PLATES & RETURN FOOD	1. _____
	2. _____
5. WIPE STEAM TABLE, BREAD WARMER, FOOD WARMERS	1. _____
	2. _____
	3. _____
6. CLEAN COFFEE URN	1. _____
7. SORT LINEN AND TAKE TO LINEN ROOM	1. _____
8. WASH ALL UTENSILS AND PUT AWAY	1. _____
	2. _____

Figure 6

GENERAL ASSIGNMENT SHEET

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information following was presented to the Director in the form of an evaluation to be used as possible reference for similar future events. This article appears in the Appendix.

It should be noted at this point that the basis for most of the problems one faces with such an operation as this, is the useage of volunteer labor. There is no direct control over these people as compared to subordinate employees of the Student Union. Therefore, an effective method of operation is to have a minimal number of employees to do the key jobs. In other words, supplement the volunteer labor force with personnel over which one has direct control.

A large picnic such as this one (4,000 high school students) required a volunteer labor force of approximately thirty-five. However, three employees of the Student Union plus the Assistant Catering Manager were able to effectively utilize this labor force in setting-up the picnic, serving it, and clearing the area.

The employees had to become quite familiar with the total operation and especially with the key areas of the operation. This was accomplished by completely familiarizing them with the various phases prior to the day of the activity. What is meant by the key areas are the stages in the operation where one would have the most amount of problems if the personnel involved with that phase did not have full realization of the duties involved. These areas, or stages, in the operation are the loading of food and equipment to be

transported, setting-up the food stations, operation of the food replenishing station, and loading of the used equipment and food prior to transporting back to the Student Union.

The volunteer labor personnel want to get everything to the picnic area as quickly as possible, serve it, and get it back to the Student Union. All of which is fine, but some direction is necessary. Having an employee directing loading operations so as to keep the food and equipment such as paper goods, utensils, etc., separate aids one when attempting to locate items. Another employee is checking at each food station to see if the right amount and variety of food, utensils, and paper goods are properly located. As the serving begins, at least two employees should be located at the food replenishing station to see that empty pans are properly located if they are not to be used again or correctly filled to conserve food wastage.

When the serving process has been completed, all employees are needed to guide the clearing and reloading of food and equipment. Otherwise, the left-over food cannot be salvaged due to the fact that equipment, garbage, and paper goods will likely be loaded at the same time. It is at this stage that everyone is in a hurry to leave so effective guidance in clearing and reloading is badly needed. By so doing, food is salvaged, utensils are properly located and itemized, and garbage is placed in the proper receptacles.

By using the above techniques and making notations as to suggestions for improvement of them, the second large picnic appeared to run far more smoothly than did the first. Evidence of the validity of these techniques used in the second picnic was in the reduced amount of time required to load the items and in the set-up of the picnic, the smaller amount of food wasted in the replenishing process, the smaller amount of food spoiled due to other items being mistakenly placed among the food, and the general orderliness in which all food equipment, was returned to the Student Union.

THE HEADWAITER SYSTEM

There have been enough banquets in the past two weeks to give each of the selected headwaiters at least one and possibly more opportunities to try the new system. Although there have been minor problems, it is generally concluded at this point by the Catering Manager and the writer that the response by all personnel has been quite favorable. There appears to be far less confusion in all of the phases of a banquet. Also, both supervisors have noted the amount of time that is spent simply overlooking the operation rather than attending to the many details which previously was necessary is considerably less than before. And, the headwaiters have accepted the responsibility of their position very well.

It should be noted that the system of having headwaiters has helped to solve some problems which existed. Examination of the headwaiter's evaluations has proven to be very beneficial in solving timing problems, personnel assignments, and complications pertaining to an assignment on their sheets. There have been many sessions with the headwaiters and the writer discussing various problems relating to the difficult phases of a banquet. Also, these sessions have been very beneficial because they afford an opportunity to continually re-emphasize our desired goals for this program. Problems which have arisen are discussed in these sessions with many helpful suggestions for possible solutions coming from the boys.

The most common mistakes to date have centered around the headwaiter not specifically checking with the personnel involved with each assignment to see if problems were developing. There are instances where an incorrect number of salads have been sent for the banquet. If there is close communication between the headwaiter and the personnel assigned to the duty of placing the salads on the table, the information can be relayed to a supervisor, thus allowing more time to reach a decision. If this problem became noticeable at the last minute prior to serving time, as formerly happened, a burden was placed on many people in an attempt to solve the problem. As the improved communication process develops, additional time will be gained as

problems will be brought to the attention of a supervisor much sooner.

FOOTBALL GAME REFRESHMENT DELIVERIES

Throughout the football season, the writer has been involved with refreshment deliveries to the "Press Box" and the "President's Box" at all of the home games. The Press Box is for the working pressmen and of course, the President's Box is for the President and his guests. Usually one employee accompanies the Assistant Catering Manager, as there is a substantial amount of equipment, food, etc., which must be transported for these refreshment deliveries.

The refreshment order for the Press Box has created no problems because it was a specified amount or quantity. However, the refreshment order for the President's Box was left to the discretion of the Food Production Supervisor, and did lead to some minor problems. The basic problem centered around furnishing too much food for this order. An explanation of this problem follows:

Most of the President's guests had been in attendance at a buffet dinner at the Student Union prior to this particular Football game. They usually went directly from the dinner to the game as the scheduling was quite close. The refreshment orders at first included many food items such as relish plate, assorted sandwiches, and an assortment of desserts. Needless to say, most of the items were returned because the people simply were not hungry.

Having observed this on two occasions, the writer was asked to give a report of the orders at a staff meeting. Included in the report was the recommendation to reduce the refreshment order to hot and cold beverages. The basis for this recommendation was the lack of response to the other items on the order, since the people were not hungry. It was agreed to try a refreshment order with hot and cold beverages and an assortment of cookies. This order was well received by the people concerned, so it has been reduced to that unless otherwise requested. In an attempt to satisfy the customer, one may fall into the trap of providing too much. Such was the case in this matter. Of course, to reach that point of equilibrium is indeed a difficult task.

YULETIDE FESTIVAL DINNER

With the Christmas season many organizations schedule their annual banquets in the Student Union, thus, creating much business for Catering. The facilities are usually scheduled to maximum capacity to accommodate the additional business. This period will be a good test for the headwaiter system to establish itself as a workable program.

One of the larger banquets held in the Student Union during this last season was the annual Yuletide Festival Dinner. It is to be compared to the Foundation Day Banquet as to the elaborate preparations required. The attendance was four hundred and five people with a seating arrangement encompassing both the Junior and Senior Ballrooms.

A problem arose with the use of a refreshment stand. Hot cider was offered to the people before they were seated. The actual procedure was to pick up the refreshment as one entered the room, and then carry it to his place at the table. The problem arose with too much congestion at the refreshment stand, thus, forcing people to stand in line waiting to enter the room. A possible solution would be to have the waiters serve the refreshments after the customer has been seated, thus, reducing possible congestion.

As noted previously, the facilities were being used to maximum capacity creating the need to clear a room following a banquet as quickly as possible in order to reset it for another activity. It was thought that the clearing process seemed to take more time than was necessary. After observing the operation, it was concluded that the personnel involved at this stage did not follow a systematic method for clearing. It was thought that a more organized method of efficiently accomplishing this process would hopefully lessen the time allotted for it.

A system for clearing was designed similar to the one being used for the preparation of a banquet. The tasks involved in this phase were recorded and then placed in systematic order as they occurred. Rather than print the various stages of clearing on a small sheet, it was decided to place this information on a large portable blackboard.

When it was possible to move into the room to begin clearing, the blackboard was moved in at the same time. The personnel involved could quickly refer to their assignments and as they finished one duty they could move right on to the next assignment. If the order of assignments was followed as it appeared on the blackboard, everything would be cleared from the room in good time.

It should be noted that the waiters have cleared the dinner plates, salad plates, and some beverage containers during the meal. Therefore, what remains on the table can be removed after the group has left the room.

In essence, all that has been done with this system is to replace the verbal assignments with a form of written assignments for the duties. The information on the following illustration would be placed on a portable blackboard by the supervisor prior to this phase of the operation. It was noted that the time required to accomplish this phase was reduced almost in half as compared to the time required with the previous method for a smaller banquet. Thus, valuable time was gained for making new set-ups for other activities.

PERSONNEL ASSIGNMENTS

It might be noted at this point, January 5, 1966, that the headwaiter system was progressing quite satisfactorily. As previously stated, the heavy business throughout the Christmas Holidays was to be a good test for the system. The Catering Manager noted that there had been

1. CREAM PITCHERS, COFFEE POTS, WATER PITCHERS, ASH TRAYS	1. (Name of Employee) 2. _____ 3. _____
2. DESSERT PLATES	1. _____ 2. _____
3. BREAD & BUTTER PLATES	1. _____ 2. _____
4. GLASSES, CUPS & SAUCERS	1. _____ 2. _____
5. SILVERWARE	1. _____ 2. _____ 3. _____
6. NAPKINS	1. _____
7. PAPER GOODS	1. _____ 2. _____
8. SUGAR BOWLS, SALT & PEPPER	1. _____
9. TABLE CLOTHS	1. _____
10. TRAY STANDS	1. _____ 2. _____
11. WIPE TABLES	1. _____ 2. _____ 3. _____
12. STACK CHAIRS ON TABLES	1. _____

Figure 7

TABLE CLEARING PROGRAM

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little confusion even with increased amount of business as compared to previous years. He based much of the orderliness and general organization of the operation upon the headwaiter system.

It would be incorrect to conclude that any improvement in the efficiency of the operation could be based completely upon the Headwaiter system. Rather, it should be noted that this system was only one of the many efforts to accomplish our goal of providing the best service to the customer. It is thought that an efficient organization is one which is constantly striving to improve upon itself. It has been the opinion of the author throughout the Intern Program that the guiding philosophy of the organization has centered upon attempts to provide better service in every way to the various publics.

While experimenting with the use of portable blackboards for giving assignments, it became evident that such a device could be very useful as a replacement for the bulletin board. While the form for assignment sheets served their desired purpose satisfactorily, another type of problem had developed. This being the amount of congestion around the bulletin board as people were checking their various assignments. The bulletin board is located in the serverly and any amount of congestion in an already cramped area tends to create additional confusion.

A possible solution to the problem was to make the assignments clearly visible for all to see from anywhere in the servery. This could be accomplished by replacing the large bulletin board with a blackboard of approximately the same size. However, to maintain utilization of the blackboard as a bulletin board (for placing printed announcements, serving diagrams, menus) it was decided to magnetize the board. Thus, printed material could still be placed at this location if necessary.

The same material which appeared on the form previously described relating to job assignments in the preparation stage of the banquet were placed on the board prior to the banquet. The head-waiter was given the other form so that he would have constant referral to it, thus offering him the opportunity to check on the various assignments much more readily.

Once the preparation phase of the banquet was accomplished, the board was erased and the form relating to general duties for each banquet was placed on the blackboard. Nothing new had been added to the system; only an enlargement which everyone could easily see, thus reducing undue congestion in the servery.

The board is large enough to leave space for diagramming the serving assignments for each banquet. However, most of the diagramming has been reduced to simply listing a number corresponding to the table or tables assigned to each

person. There are still a few set-ups which require complete diagramming to insure comprehension.

The magnetized blackboard is far more versatile than the bulletin board previously used. Now an employee can easily and quickly check his assignments when he first arrives. He also can glance quickly at the board to check for new assignments which may appear. And, the headwaiter checks each assignment off as it is completed, thus allowing the supervisor to know by looking at the board what phases of the operation have been completed.

SCHEDULING EMPLOYEES

An area of concern for the writer since entering into the Intern Program has centered around the practices of scheduling employees for work. The primary concern of the author with the practices followed is the lack of planning done in specific relation to labor requirements for a banquet.

An analysis of the expected attendance at the banquet is necessary in order to schedule the number of employees required. Usually, one waiter is assigned to serve fifteen people, so the number of serving personnel required for the event can be determined. One must then allow for additional personnel to fulfill the assignments other than serving. Depending upon the size of the banquet, this number can range from two to six people assigned to various jobs in the service.

It was previously stated in the explanation of the Agenda Sheet that the estimated attendance for the banquet as well as the room to be used, serving time, and date of the activity appears on this form at least one week prior to the event. Refreshing the reader's memory, it was also stated that most activities appearing on the Agenda Sheet are discussed at the weekly staff meeting. One of the areas of discussion relates to the expected attendance in specific relation to any expected changes. Many times the attendance figure will remain the same. And, the author has found that the estimated figure of attendance (which was reached after discussion of the event at the staff meeting) usually does not deviate more than 10% from the actual attendance. Of course, there are exceptions to this, but one must take into consideration the total number of events and not the specific exceptions.

As previously noted, the final guarantee is made at least twenty-four hours prior to serving time. It is from this figure that finalized plans are drawn in all departments concerned with the activity. It is at this point that the Catering Division starts to schedule employees for the event. The basis for this practice is that there are those specific occasions when the expected number has significantly changed from the final guaranteed number. With this thought in mind, it has been the policy to wait until the last minute to plan for the labor requirements.

One of the problems created by following this policy is that the supervisor is unable to complete the job assignments at a desirable time prior to the banquet to allow for proper planning. In other words, everything is left until the last minute and then the forms relating to the assignments are hurriedly completed. Such a practice does not allow enough time to fully utilize the various systems which have been devised thus far. Quickly filling the job assignments does not lead to careful placement of personnel to specific tasks.

A somewhat hidden problem is created from this practice of waiting until the last minute to schedule employees. Many of the banquets are held during the weekends. Waiting until the day before or even hours before the event finds people with prior commitments.

The serving personnel are usually not scheduled on a regular forty-hour basis, so they must wait for Catering to call them for work. And, with the majority of the serving personnel in the age group of 16 to 20 years, they are likely to be involved with many activities other than working at the Student Union. Most have scheduled tentative plans for other activities for the weekend, and have to change these plans if they want to work. There is no regulation requiring them to work if called. However, either due to the need of extra money or possibly the fear that they won't be called again for work, they accept and then must change their former plans.

The underlying problem with the above situation is that even though the person has accepted the offer to work, he is somewhat annoyed about having to alter his previous plans. Of course, this cannot be measured as an attitude study in relation to work output. However, the comments overheard by the author plus the visible attitude of the employees contribute enough evidence to support the theory. In relation to this discussion, it is the belief of the writer that an employee deserves the courtesy of being called for work far enough in advance so that possible plans which he might have made need not be altered. Naturally there will be exceptions; however, advance notice could be given most of the time.

The basis for the procedure of scheduling employees is that there have been instances where the attendance for a banquet has drastically changed. However, as previously mentioned, the expected attendance figure arrived at after discussion in the weekly staff meeting has been close enough to plan for labor requirements. Also, it would appear that even though the attendance figure at that point in time is only an estimate and not a final guarantee, some general planning in relation to the banquet could begin just as it does in other departments which are concerned with the scheduled activity. This could include scheduling a limited number of employees with an additional number being informed that they would be placed on a "stand by" basis with notification as to final plans at the earliest possible time.

After a thorough analysis of the existing situation, it was thought that some preliminary scheduling of employees for a banquet could be accomplished. By scheduling employees days in advance, it became necessary to devise a method of recording this information. Thus, the supervisor would have more than verbal information as to employees scheduled. By referring to the recorded information, possible mistakes relating to number of employees, names, and scheduled times of arrival could be avoided.

A plan was made for recording scheduled employees for a banquet. The pertinent information pertaining to the scheduled activity appearing on the Agenda Sheet was extracted and placed upon the designed form. In addition to this, a space was included for the number of employees required for the activity.

The procedure involved with this plan of operation was to transcribe from the Agenda Sheet each scheduled banquet or other activity involving the Catering Division and requiring serving personnel onto separate forms. This form, illustrated on the following page, was then placed in a looseleaf binder. The method of classification was to divide the binder into months. Then each week was assembled as the Agenda Sheet became available. Thus, it allowed scheduling on a tentative basis one week in advance of the scheduled activity.

With this system, an employee can be scheduled for work for all banquets occurring in that week if he so desires. This reduced the number of repeated calls which previously had to be made when scheduling for only one banquet at a time.

The procedure followed is to place the names of employees definitely scheduled for the banquet at the beginning of the form. By skipping a place and placing some form of notation behind their names indicates the additional personnel placed on a "stand-by" basis. Thus, all one has to do is refer back to the corresponding sheet when the guaranteed number is known and make the necessary adjustments.

By referring to the sheet containing the personnel scheduled for a banquet, one can proceed with the task of assigning the various duties. This can be accomplished days before a scheduled activity rather than doing it just before a banquet as previously described. In this way it is possible to effectively plan for a banquet, delegating the duties to the desired personnel.

Another advantage is that one is better prepared to discuss the various phases of the banquet with the assigned head-waiter at the session prior to the banquet. Having enough time to review, re-organize, and evaluate each sheet offers one the opportunity to become completely familiarized with the personnel involved in each task. Thus, the time required to see who was responsible for a certain task which

was not completed has been reduced if one is familiar with the assignment sheet. The last statement is applicable particularly to the headwaiters as they now have more time to review their assignment sheets.

After the banquet is completed, any remarks relevant to it are included on the back of this form by the supervisor in charge. Special requests, last minute problems, or unique set-ups are noted so that they may be referred to if the group schedules a similar activity at some other time. In this way, possible solutions can be reached prior to the event which always cuts down the amount of confusion created by "last minute problems." Also, referral to the serving personnel used for the banquet can be analyzed if needed.

After a month has gone by, the forms are transferred from the binder to a permanent file, allowing quick referral at any point in time. As a sidelight to this, it should be noted that the Catering Manager has remarked about the value of having a record such as this when discrepancies have arisen over hours of payment for an employee.

The system allows for much more effective planning, better familiarization with personnel involved, and eliminates the question in the employee's mind as to when he may work again. Also, it provides the opportunity to refer to the specific banquet in order to note any problems which may have been recorded. Because of this, it is valuable for future planning.

TRAINING THE EMPLOYEE

The methodology used for training an employee in the Catering Division has been to assign an experienced person to teach the new employee. Any noticeable techniques which are not correct are usually corrected by a supervisor as he is observing the various phases of operation.

A weakness of this procedure is that the new employee will receive an interpretation of the experienced employee's ideas or impressions as to the techniques to be followed. There is a possibility that the techniques shown may or may not be what is expected by Catering. In other words, the experienced employee may have changed the techniques previously shown to him to suit his own convenience. The goal sought it to have uniformity in serving techniques. With individual interpretations of the various techniques related to different jobs, there will be less chance for that desired degree of uniformity.

Still another problem is that a new employee is never given a proper introduction to his job. By this is meant that he may not have any idea of the total function of the organization, not to speak of departmental objectives, functions, and relationships. This thought centers around what the author classifies as internal public relations. A Student Union must practice effective public relations techniques all of the time in order to satisfy the needs of each person using the facilities.

A Student Union serves the public, and involved in this process either directly or indirectly are members of the organization known as employees. In order to provide the best service possible, it is vitally necessary for these employees to know how they are contributing to the goals of the organization. An employee who thinks his job is in no way important to the goals of the organization will not function as well as one who is aware that he is fulfilling a valuable position in relation to achieving the desired goals.

With this thought in mind, a brief manual to be given to each new employee was put under consideration for development. This was to be in a sense, a public relations technique designed for the internal public or employee. Information including the history and development of the Student Union was to be included in order to provide some background information and to serve as an introduction for the employee. Also, in this section a discussion pertaining to what needs and services a Student Union can provide and how each employee can help to achieve these services and goals was to be included.

A brief description of the various rooms would acquaint the employee with location, capacity, and useage. Some of the more common terminology used was defined as well as a brief explanation of the use of the various forms, use of the chalk boards, headwaiter system, and scheduling procedure.

The final section would contain an explanation of the techniques or methods followed for set-up, serving, and clearing of a banquet. Discussion would be related to a proper place-setting with an explanation of the location of all necessary items. The methods for serving, relating to techniques, style, and a brief explanation relating to courtesies extended to a customer, would be included. Also, a discussion relating to the general philosophy of the Catering Division with reference to the privileges and courtesies extended to a customer was needed. The emphasis for this topic centered around the idea for an employee to always serve a customer as he would wish to be served in a similar situation.

After reading the manual, the employee would be encouraged to ask questions concerning any phase of the operation which he may not understand. He would still be placed with an experienced employee to give him complete familiarity with the various jobs. The basic difference is that he will have received some general background knowledge. The experienced employee could spend the same amount of time illustrating the minor "tricks of the trade." At the present time, the proposed manual for Employees is under development. Only the author's contribution appears in the appendix.

CLOSING THE INTERNSHIP

There have been instances where the author has not noted individual banquets due to the hazard of creating a monotonous, repetitive form of Diary. There have been very few times when the author was not involved in one or more banquets occurring usually on a daily basis. To note each of these banquets would have indeed made a lengthy paper, because the Internship in this program lasts for ten months. What was included were the important events, developments, problems, and resulting solutions which the author considered to be of value for this Diary.

At this point it should be noted that there has been little deviation throughout the past few months from the method of operation which had been developed by January, 1966. We have encountered many activities ranging from buffets, to picnics, to receptions, to dinner-dance combinations, and others, throughout this period.

The methods of operation including the assignment forms, use of chalk boards, headwaiter system, and scheduling system have been utilized constantly. There has been some experimentation with all of the methods of operation under the guiding thought of constantly trying to provide the best service in the most efficient manner. Small projects such as designing different patterns of traffic flow into and out of the servery have been initiated by the author in an attempt to reduce serving time for a banquet. Some equipment

has been relocated in the servery to increase accessibility to it, thus, reducing serving time. There have been changes in personnel involved with the headwaiter system as different boys show an interest in this area. There have been numerous boys trained for these positions, providing a sufficient number available for work after the summer vacation. In other words, the system should be able to go into maximum operation as business rapidly increases in the fall with the least amount of confusion.

CHAPTER IV

CONCLUSIONS AND RECOMMENDATIONS

The Intern Program and the Degree Program set-up by the Department of Public Administration and the Student Union at the University of Arizona is a major step forward in providing capable administrative personnel not only for this Student Union, but for other student unions as well. There are very few similar programs which offer such an opportunity for a college graduate to enter into the field of College Union Administration. At this point, the demand is greater than the supply of adequately trained graduates in this field. The initiative exemplified by the administration of this Student Union to accept the challenge of providing the setting for an Intern Training Program is indeed worth noting.

The first time for any program is bound to have some problems for which outcomes are nearly impossible to predict. With so few student unions participating in similar programs the possibility of referring to other programs for possible guidelines is quite limited. Still another variable to be considered is the time factor. By this it is meant that the Intern Program which the author participated in was not finalized until the "last minute", so to speak. With the rapid turn of events in developing the program, key areas

were passed over to a certain degree. However, as the conclusions are drawn, it should be remembered that due consideration has been given to these variables.

Most of the conclusions drawn center around the communication process. After participating in this program, it became a general conclusion by the author that the process of effective communication can be an important key to successful administration. Most of the projects or programs initiated in the Catering Division centered around the developing of more effective changes of communication.

A failure by the Director to fully explain (or communicate) the Intern Program to the department heads within the organization created a few problems for the author. These centered around continually having to explain or justify the program to these department heads. In the initial stages, the concept held by most of the department heads was that this was a person working out of the Director's Office specifically assigned to check on their department. Needless to say, first reactions to the author's presence was one of caution and hesitation in co-operating. In other words, rather than having an atmosphere of "advisor-trainee" or in a sense "teacher-student", there existed an attitude of skepticism or refusal to co-operate. Most of the department supervisors are expertly qualified in their respective areas. With this amount of expert knowledge much information could be imparted to the trainee.

Rather than beginning with the desired relationship previously mentioned, it was soon learned by the author that much time would have to be spent in achieving this relationship. Before any of their valuable knowledge could be acquired, the barriers created due to the lack of careful explanation of the objectives of the program had to be broken. Since the Director had not accomplished this task previously, it was up to the author to develop communication channels with these people.

Slowly winning their respect was accomplished by showing a sincere interest in learning some of the basic methods for operating in their department. Thus, the author was able to develop the communication channels desired. The role of someone "snooping around" from the Director's Office changed to the role of "advisor-trainee" with valuable information added to the educational experience. It is hoped that the author built a solid foundation in this area in the total development of the program so that others participating in the internship program will not have to face problems of the same degree of complexity.

Conclusions drawn relating to the Catering Division are centered on the communication process as previously stated. Most of the projects were to solve problems relating to ineffective communication. The use of forms and finally black boards to assign duties was designed specifically to strengthen the communication process. The headwaiter

system was but another method of devising channels of communication which helped in establishing a type of "chain of command" system.

The scheduling of employees was another method of developing a more formal system of communication so that there were ways to plan for a banquet and familiarize oneself with the personnel employed for the activity. In other words, the system of recording the personnel in one's mind or on a piece of scratch paper was replaced by a more systematic method of communication.

The development of the employee's manual in Catering is hopefully another way of developing an effective communication process between the organization and the member of that organization.

As previously stated, a conclusion could be drawn as to the validity of attending the general staff meetings. For it is here that one can realize the total operation of the organization. If one is to realize the inter-departmental co-operation especially centered around large banquets, conferences, meetings, dances, etc., it can easily be accomplished by attendance at such meetings. Also, realization of the problems encountered by the Director or other staff members are readily discussed at these meetings, thus, adding to the educational experience for the trainee. And, observation of management decisions with the methods used to reach those decisions are invaluable for gaining experience.

In general, it could be concluded that if one desires to enter the field of Student Union Administration, there is no better method of learning how to administer such a program than by actually performing the various activities involved. Although there were many instances where the author was only an observer, there were also equally valuable instances when the author was faced with a management decision. These instances usually occurred when the author was given the responsibility for the Catering Manager's duties when he was absent. Reaching a decision, making it, evaluating it, and possibly having to defend it to supervisors is indeed a valuable experience. Many decisions concerning all phases of a banquet have to be continually made which again proved invaluable experience.

Although the following could be listed an educational experience, it can also be placed in the form of a conclusion. This being the fact that a formal employer-employee or superior - subordinate relationship must exist in order to assure the most efficient operation. Any significant deviation from this practice can create problems. It was learned by the author that much more supervision is required of the age group 16 to 20 in comparison to older age groups. The least amount of deviation from the formal relationship with the younger age group can lead to a less efficient operation. For example, undue joking with the boys or permitting them to address a supervisor by first name will tend to lead to a

casual atmosphere. This in itself is not bad; however, the author discovered that such an atmosphere leads to people thinking that the supervisor will not tell them what to do if necessary. Or more specifically, they attempt to invoke favors such as reduced meal purchases, extra relief breaks, and receiving favorable duties.

It was concluded that one must favor the more formal relationship as previously described. By following the philosophy of being fair and firm, much more desirable results were obtained with a limited amount of complications.

A policy relating to the above paragraph was developed by the author. It had been the practice to allow employees to leave for almost any reason as soon as they had finished their duty as a waiter. This meant that they did not have to do the more undesirable duties involved with the clean-up and clearing phases of the banquet. This was one of the favors frequently asked if a relationship was less than formal. Naturally, the remaining personnel resented this show of favoritism since they were continually assigned to the clean-up duties. After due consideration of the matter, it was decided that all personnel would be scheduled for the completion of the banquet with no one allowed to leave early except for emergencies.

This policy did not make some employees happy. However, it did tend to formalize the relationship between the supervisor and the subordinate which led to a more effective

form of management. And, to the employees who thought that the management was unfair in granting favors to other employees, it tended to renew their faith in working for a fair employer. All of which certainly reminded the author that there exists a definite relationship between an employer and an employee that should not deviate too far from a formal basis in most cases.

RECOMMENDATIONS

There are a few recommendations which the author thinks should be included in this Diary. Since this was the first Internship Program in Student Union Administration, the recommendations are being made solely for future reference if so desired in the possible improvement of the program.

1. It is recommended that further study be made as to the objectives of the Internship Program performed in the Student Union. This should be accomplished by the Director with the assistance of all of his staff members. Once these objectives relating to the specific goals of the Program are established, complete communication and understanding of such a program can be achieved by all members of the organization.
2. Development of a brochure explaining policies concerning the use of facilities. Included in this would be information pertaining to the

various set-ups available in relation to attendance and selection of the room. Included would be helpful suggestions concerning social protocol which should be followed when using a head-table or a receiving line.

3. Another recommendation is the completion of the employee manual which was discussed in Chapter III.
4. With an expansion of the facilities, now in the preliminary planning stages, it is recommended that another trainee in the Intern Program be assigned various projects in relation to the building program in order to assure experience in this area.
5. It is recommended that the Director assign more specific projects or studies to a trainee which will further add to his development as a potential College Union Administrator. Association of College Union International Bulletins as well as Proceedings of conferences are recommended publications to which studies could be related.
6. A final recommendation is to create an Intern Program which encompasses more than one department within the organization. Enough time should be allotted for a limited amount of experience or familiarity to be gained within each

department. By so doing, one will have the opportunity to comprehend the total operation rather than only segments of it. Undue specialization is not a favorable characteristic for a College Union Administrator, as it is important for him to have a general understanding of all of the operations within the organization.

LIST OF REFERENCES

- Lyons, James W., A Study of the Administrative Responsibilities, Work Environment, Experience, and Recommended Curricular Preparation of the College Union Director, Ann Arbor, Michigan: University Microfilms, Inc., June, 1963.
- Pride, Harold, "Story of the Birth of the Association", The Bulletin of the Association of College Unions, Vol. XXXI, No. 5, October, 1963.

APPENDIX

APPENDIX A

ORGANIZATION AND DUTIES FOR CONCESSION STAND, U OF A RODEO

I. Friday (day before event)

- A. Assistant Catering Manager and two helpers should go out to concession stand to clean-up.
- B. Assistant Catering Manager should check with ground keeper to get a key to the concession stand door. He should also see if electricity and gas are on for the steam table, hot water heater, and coffee urn.
- C. Cleaning duties
 - 1. General scrubbing and hosing down of entire area.
 - 2. Mopping floor
 - 3. Cleaning steam table and coffee urns
 - 4. Wiping down counters, table tops and refrigerator
- D. Equipment needed
 - 1. Bar mops, rags
 - 2. Mop bucket, wringer, and mop
 - 3. Coffee urn cleaner
 - 4. Long garden hose with good spray nozzle
 - 5. Good straw push-broom

E. Labor requirements

1. Assistant Catering Manager
2. Two helpers
3. Time spent--3 hours or more if extra dirty

II. Saturday (1st day of event)

A. Pick up equipment and load into truck

1. This equipment has been checked off and ready to go Friday by Catering Manager.

B. Pick up food

1. Allow for weather in determining certain items of food, if cold day--extra coffee. If warm day--extra ice.
2. Hot dogs are popular item--be sure to have enough.

C. Labor requirements

1. Total 5 people, 4 helpers and Assistant Catering Manager.
 - a. Breakdown of help--2 helpers to be at Union to load truck, other two to be at fairgrounds one hour later to help set up.
2. Be sure one of the helpers knows how to make coffee, and is experienced in food handling.

3. Use one of the helpers as food and item "replenisher"

a. His duties: To make coffee and replenish all items while operation is in progress.

D. Hours required

1. Long day for Assistant Catering Manager!
2. Two helpers--10 hours, other two--8-1/2 hours.

III. Sunday (2nd day of event)

A. Take out additional equipment and food which needs to be replenished.

B. Assistant Catering Manager and two helpers start this day which includes opening the concession stand.

C. Other two helpers do not need to come in until noon.

D. Use entire crew to clean up concession stand and reload truck.

1. Bring back two helpers to unload truck and segregate food, utensils, etc.
2. Make sure food and items are put away and returned.

E. Hours required

1. Start from Union at 9:00 am (Assistant Manager and two helpers) 10 hour day.
2. Other two helpers--6 hour day.

F. Assistant Catering Manager counts money after each day.

1. Be sure an excess amount of money does not collect in cash box during the day.
2. Catering Manager should double check the count.

APPENDIX B

EVALUATION OF BAND DAY BAR-B-Q

The remarks concerning could well be applicable to any bar-b-q or feeding of this size. Since there are at least two such activities that I have worked on, a possible evaluation or at least suggestions for future handling of these may be helpful. These are as follows:

1. In order to maintain effective organization in the total operation, it is necessary to supplement volunteer help with student union employees.
2. Three employees plus the assistant catering manager can adequately handle the duties involved. The assistant catering manager must be completely aware of what is being sent to the event and then go over this list with his help prior to when it is to be picked up by the volunteer groups.
3. By keeping the food and dry goods separate in the loading stage, you know exactly where everything is and can locate it easily. Have two employees help and watch the loading in order to know where everything is located. The third employee helps in bringing the material out to the loading dock and organizing what is to be loaded at each truck.

4. Be careful loading and space usage, one can load enough material on two trucks in order that only one truck has to return to get the remainder of the hot food. Be sure the cold food goes over on the first truck and the bar-b-q and remaining can go over on the second trip.
5. Explaining to the volunteer groups ahead of time what are their responsibilities and the purpose of the three employees. By keeping the boys at the replenish station (the trucks), they can refill the pans as soon as they are brought to them. The Assistant Catering Manager should be free enough of the duties to be able to oversee all the tables to make sure that the volunteers are doing a good job of serving and replenishing.
6. The clean-up period is the most hectic and crucial part of the operation. Here is where the employees are the most valuable to you. Their job is to receive the pans from the volunteers and place all the serving utensils into one container and then empty excess food in each pan into large pots which they have been previously dipping out of in replenishing process. Keep all the empty pans and pots together in one truck. The dry goods go back into the empty boxes and the buns go back into their containers. Keep the

dry goods together and the food together. Thus, when you unload the trucks, you only have to handle the material one time as it has been previously segregated.

7. Employees return food to food area, pots and utensils to washing area and dry goods back to store room. If you have opened packages of buns, take them immediately to Louie's Lower Level so they can use them.
8. In setting up the serving tables, consideration should be given as to the direction the people will be coming from. To reduce any bottlenecks, you should have the tables facing the direction of the gate the people will be coming out of. The band people were coming from the stadium and the tables were at right angles to the entrance gate. If everything is on a straight line basis, the people can easily see how many lines there are and thus move to each line more quickly without having to be told to do so.
9. Placement of garbage cans will reduce the amount of "cleaning-up" the volunteer groups will have to do. A lot of the people sit on the embankment next to the fence so placement of cans in those areas will be effective. I observed that a can

was not close to these people, most of them just left their garbage on the ground.

10. There are going to be some problems in working with volunteer groups simply because you cannot control them like employees. However, with the use of employees to assist them and help to guide them in the operation, it will run far smoother. Having seen each type of operation, I can attest to the validity of the second type of method!!!

APPENDIX C

(AUTHOR'S CONTRIBUTION TO EMPLOYEE'S MANUAL)

Welcome to the Student Union Catering Department.

The purpose of this brochure is to acquaint you with the Catering Department of the Student Union. I have found that in a new job there are always questions that arise, and many times these questions seemingly go unanswered. Therefore, this brochure was designed with you, the employee, in mind. Many of the questions answered in this paper have been asked before, and so this is a general attempt to pass this knowledge on to you and also to give you a little of the background of the Student Union Catering Division.

Possibly we should ask the question: What exactly is the role that you, as an employee, play in relation to the goals of the Student Union and more specifically, the Catering Division? The purpose of the Student Union is to serve the students, faculty, and guests of the University. It is in keeping with this philosophy that we operated the Catering Division. For many people, the only time that they come in contact with the campus is in connection with a banquet or some other function involving the Catering Division. It is very important that the impression which they receive is in keeping with the high standards which is a tradition with the University of Arizona. It is our desire

to uphold these standards and be sure that the impression they do receive is of the highest level. We like to operate under the philosophy in the Catering Division that if a waiter or waitress when they are serving a person, would just put himself or herself in that persons place, and give the type of service he or she would expect. In other words, just follow the Golden Rule. Treat these people as you would want to be treated yourself.

I think it is necessary to give you a little orientation so that you can familiarize yourself with the building, some of the terminology, and odds and ends that do come up. We have various banquet rooms, and these rooms are scheduled in accordance with the size of the group and the room that they have purposely requested. If they can be accommodated, we usually attempt to do so. Before going any further, it should be made clear that these are not just banquet rooms, they are really multi-purpose rooms. They are used for banquets, meetings, dances, etc.

The President's Dining Room or PDR is one of the smaller banquet rooms, which is used a great deal for our luncheons. It is one of the finer dining rooms as far as décor. It is here where the various guests of the University, guests of the President himself will dine. Rooms 251 and 256 are relatively the same size and are extensively used multi-purpose rooms. Either room can accommodate our small to medium size banquets or dances up to 100 people. Room 257 is

a small room. It is newly decorated and has a very comfortable atmosphere with the carpeted floor and "living-room" type of furniture. The Junior Ballroom and The Senior Ballroom are the two large banquet rooms when used for this purpose. There is a sliding door between these two, so that they can be used separately, or if we have a very large banquet then we use both of them. The Senior Ballroom has a capacity of about 400. With the door open including the Junior Ballroom, the capacity is about 620. The Terrace Dining Room is our other dining room. This is not used as much as the other rooms. It has individual tables and is used primarily as a dining room during the day. However, you should familiarize yourself with the location of this room and also its set-up as it is somewhat unique in comparison to the other rooms.

The purpose in describing these rooms is that many times we have dinners going on simultaneously in two or three or maybe all of these rooms. We want you to be familiar with these rooms, and when things get a bit hectic during some of the banquets or dinners, it is helpful for you to know what someone is talking about when you are told to go to 256, 257 or the PDR to pick up something.

It is difficult to describe the various pieces of equipment that we use so it would be far easier to explain these items to you personally. On a general tour, the location of various items will be discussed with you.

Also check the timing of the different phases of the operation. This has all been worked out ahead of time, and it is important that you follow this timing in order to stay on schedule. The purpose of the headwaiter is so that I can check with this person and if there are any questions or something is not running on schedule then we can make the necessary alterations.

A word or two is necessary so that you can familiarize yourself with the organizational chart. I am your immediate supervisor; my name is Mr. Holt and I am the Assistant Catering Manager. The next person in the line of command is the Catering Manager, Mr. Hickman. We do have other supervisory personnel that will help out on dinners, because we operate on a family atmosphere. We like the thought of working together. Many times the Food Production Supervisor will be helping us out, and sometimes the Food Service Manager, Mrs. Monroe will help also. The first person you can ask if you do have questions during some phase of the operation is your headwaiter. His name is always posted with the assignments. So if you do have a question feel free to ask him. If he doesn't know the answer, it will get back to me and I will try to solve any problems that come up. On the blackboard along with the assignment of duties is also the table assignment. This will include a description and any notations that are necessary. It is important for you to check this out to see exactly what table you are

serving and to become familiar with the traffic pattern going in and out of the servery. This enables us to serve the meal more efficiently and quickly.

Pay periods end on the 15th and the last day of each month. Checks are issued normally, after 2:00 P.M. on the 10th and the 25th of each month. You should pick up your check from your department supervisor before 5:00 P.M.

Employees may purchase meals at the regular rate in any unit that is open for service. Food or drinks should not be taken into any area that is not specifically designated for dining. Meals are not included as a part of your employment.

Eating, drinking or smoking in the serving area at any time is not permitted, or at any time while working. Chewing of gum is not permitted while working.

Please do not loiter in working areas of the Student Union when you are not scheduled to work.

One last and very important point: SMILE!!!

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