



STATE OF COLORADO

CLASS SERIES DESCRIPTION

September 1, 1998

FOOD SERVICE MANAGER

H6M1XX TO H6M4XX

DESCRIPTION OF OCCUPATIONAL WORK

This class series uses four levels in the Professional Services Occupational Group and describes administrative positions that manage the activities of a food service operation. Work includes directing a staff, monitoring a budget and controlling costs, determining equipment and supplies to be purchased, setting and monitoring quality control standards, developing menus, developing and implementing food service policy and procedures, developing short and long-range plans, and promoting the products and service of the food service operation.

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FOOD SERVICE MANAGER I

H6M1XX

CONCEPT OF CLASS

This class describes the first supervisory level in the series. The food service manager in this class is responsible for actions and decisions that impact the pay, status, and tenure of three or more full-time equivalent positions and is accountable for a three-meal, seven-day-a-week food service operation. This includes directing all food service staff, developing and monitoring the food service budget, controlling costs, requisitioning food service equipment and supplies, developing and implementing food service policy and procedures, short and long-range planning, and promoting the entire operation.

FACTORS

Allocation must be based on meeting all of the four factors as described below.

Decision Making -- The decisions regularly made are at the process level, as described here. Within limits set by professional standards, the agency's available technology and resources, and program objectives and regulations established by a higher management level, choices involve determining the

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process, including designing the set of operations. The general pattern, program, or system exists but must be individualized. This individualization requires analysis of data that is complicated. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in processes. This examination requires the application of known and established theory, principles, conceptual models, professional standards, and precedents in order to determine their relationship to the problem. New processes or objectives require approval of higher management or the agency with authority and accountability for the program or system. For example, positions ensure that subordinate positions are filled, that health standards are being met, and that the meals are being prepared within the food service budget.

Complexity -- The nature of, and need for, analysis and judgment is patterned, as defined here. Positions study specific circumstances to determine what it means and how it fits together in order to get practical solutions in the form of satisfied customers or better service. Guidelines exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation. For example, in response to a customer complaint, a position will determine what is to be done about, or with, the customer's bill.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions and behaviors. For example, positions may change a food service procedure based on a customer complaint.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a unit supervisor. The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact the pay, status, and tenure of three or more full-time equivalent positions. Positions supervised must be in the cook, food service worker, or other related food service class series. The elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

FOOD SERVICE MANAGER II

H6M2XX

CONCEPT OF CLASS

This class describes the second-level supervisory position in the series. The food service manager in this class is responsible for two or more units through the direct supervision of at least two subordinate unit supervisors and has signature authority for actions and decisions that directly impact pay, status, and tenure. The Food Service Manager II level differs from the Food Service Manager I level on the factors of Complexity, Purpose of Contact, and Line/Staff Authority.

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FACTORS

Allocation must be based on meeting all of the four factors as described below.

Decision Making -- The decisions regularly made are at the process level, as described here. Within limits set by professional standards, the agency's available technology and resources, and program objectives and regulations established by a higher management level, choices involve determining the process, including designing the set of operations. The general pattern, program, or system exists but must be individualized. This individualization requires analysis of data that is complicated. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in processes. This examination requires the application of known and established theory, principles, conceptual models, professional standards, and precedents in order to determine their relationship to the problem. New processes or objectives require approval of higher management or the agency with authority and accountability for the program or system. For example, positions ensure that subordinate positions are filled, that health standards are being met, and that the meals are being prepared within the food service budget.

Complexity -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of business concepts and principles in order to tailor them to develop a different approach or tactical plan to fit specific food service circumstances. While general policy, precedent, or non-specific practices exist, they are inadequate so they are relevant only through approximation or analogy. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies. For example, positions make and implement emergency plans for alternate food supply sources in the event a normal supplier is unable to deliver.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of clarifying underlying rationale, intent, and motive by educating others on unfamiliar concepts or marketing a product or service. This goes beyond what has been learned in training or repeating information that is available in another format. For example, positions interact with customers, give sales presentations, market products and service, and bid jobs after determining the cost of product.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a manager. The manager must be accountable for multiple units through the direct supervision of at least two subordinate Unit Supervisors; and, have signature authority for actions and decisions that directly impact pay, status, and tenure. Elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, second level signature on performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

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FOOD SERVICE MANAGER III

H6M3XX

CONCEPT OF CLASS

This class describes the third-level supervisory position in the series. The food service manager in this class is responsible for two or more units through the direct supervision of at least two subordinate unit supervisors and has signature authority for actions and decisions that directly impact pay, status, and tenure. The Food Service Manager III level differs from the Food Service Manager II level on the factors of Decision Making and Complexity.

FACTORS

Allocation must be based on meeting all of the four factors as described below.

Decision Making -- The decisions regularly made are at the interpretive level, as described here. Within limits of the strategic master plan and allocated human and fiscal resources, choices involve determining tactical plans to achieve the objectives established by the higher management (strategic) level. This involves establishing what processes will be done, developing the budget, and developing the staffing patterns and work units in order to deploy staff. This level includes inventing and changing systems and guidelines that will be applied by others agency-wide. By nature, this is the first level where positions are not bound by processes and operations in their own programs as a framework for decision making and there are novel or unique situations that cause uncertainties that must be addressed at this level. Through deliberate analysis and experience with these unique situations, the manager or expert determines the systems, guidelines, and programs for the future. For example, positions prepare labor and revenue forecasts, set menu prices, and determine revenue needed to cover costs. Positions also develop long-range plans, improve efficiency, and assure continued funding.

Complexity -- The nature of, and need for, analysis and judgment is strategic, as described here. Positions develop guidelines to implement a program that maintains the agency's mission. Guidelines do not exist for most situations. For example, a position reviews, interprets, and evaluates industry standards when setting agency food service standards. In directive situations, positions use judgment and resourcefulness to interpret circumstances in a variety of situations and establish guidelines that direct how a departmental/agency program will be implemented. For example, positions develop guidelines that are used to implement the agency objective of controlling costs without a corresponding deterioration in the quality of meals served.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of clarifying underlying rationale, intent, and motive by educating others on unfamiliar concepts or marketing a product or service. This goes beyond what has been learned in training or repeating information that is available in another format. For example, positions interact with customers, give sales presentations, market products and service, and bids jobs after determining the cost of product.

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Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a manager. The manager must be accountable for multiple units through the direct supervision of at least two subordinate Unit Supervisors; and, have signature authority for actions and decisions that directly impact pay, status, and tenure. Elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, second level signature on performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

FOOD SERVICE MANAGER IV

H6M4XX

CONCEPT OF CLASS

This class describes fourth-level supervisory position in the series. The food service manager in this class is responsible for multiple units through the direct supervision of at least two subordinate managers and has signature authority for actions and decisions that directly impact pay, status, and tenure. The Food Service Manager IV level differs from the Food Service Manager III level on the factors of Decision Making and Line/Staff Authority.

FACTORS

Allocation must be based on meeting all of the four factors as described below.

Decision Making -- The decisions regularly made are at the programmatic level, as described here. Within limits set by organizational policy, general directives, overall goals and objectives, and allocated resources, choices involve formulating or adjusting programs, specifying program objectives, and allocating human and fiscal resources among constituent programs. This involves independently, and under conditions of uncertainty, determining what has been done, what can be done, proposals for long term policy, and estimates of what new resources are required. For example, by conducting an analysis of the market including new menu items, position makes the determination as to what will be offered, for how long, and at what price. The long-term strategic plans, purposes, and staffing determined by this level require integration with other programs in the overall plan. Program, as used here, is defined by the mission of an agency or division as opposed to a segment or piece of a program, such as planning, program evaluation, etc. Positions at this level set the organizational structure of the food service program and control the cost, in part, by managing the work assignments of all food service staff.

Complexity -- The nature of, and need for, analysis and judgment is strategic, as described here. Positions develop guidelines to implement a program that maintains the agency's mission. Guidelines do not exist for most situations. For example, a position reviews, interprets, and evaluates industry standards when setting agency food service standards. In directive situations, positions use judgment and resourcefulness to interpret circumstances in a variety of situations and establish guidelines that direct how a departmental/agency program will be implemented. For example, a position develops guidelines that are used to implement the agency objective of controlling costs without a corresponding deterioration in the quality of meals served.

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Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of clarifying underlying rationale, intent, and motive by educating others on unfamiliar concepts or marketing a product or service. This goes beyond what has been learned in training or repeating information that is available in another format. For example, positions interact with customers, give sales presentations, market products and service, and bids jobs after determining the cost of product.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a senior manager. The senior manager must be accountable for multiple units through the direct supervision of at least two subordinate Food Service Managers; and, have signature authority for actions and decisions that directly impact pay, status, and tenure. Elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, second level signature on performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

ENTRANCE REQUIREMENTS

Minimum entry requirements and general competencies for classes in this series are contained in the State of Colorado Department of Personnel web site.

For purposes of the Americans with Disabilities Act, the essential functions of specific positions are identified in the position description questionnaires and job analyses.

CLASS SERIES HISTORY

Revised 9/1/98 (CVC). Changed class codes due to PS Consolidation study.

Effective 9/1/93 (LDS). Job Evaluation System Revision project. Published as proposed 5/17/93.

Revised 9/1/88. Changed class code, title, grade, relationship, and entrance requirements for Food Service Manager I - IV (A9080-A9086). Created Food Service Administrator I - IV (A9088-A9094).

Revised 7/1/80. Changed nature of work for Food Service Manager I and II (A9080-A9082).

Revised 2/1/76. Changed entrance requirements for Food Service Manager I (A9080); grade, relationship, entrance requirements for Food Service Manager II (A9082).

Created 1/1/75. Food Service Manager I - IV (A9080-A9086).

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SUMMARY OF FACTOR RATINGS

Class Level	Decision Making	Complexity	Purpose of Contact	Line/Staff Authority
Food Service Manager I	Process	Patterned	Advise	Unit Supervisor
Food Service Manager II	Process	Formulative	Clarify	Manager
Food Service Manager III	Interpretive	Strategic	Clarify	Manager
Food Service Manager IV	Programmatic	Strategic	Clarify	Senior Manager

ISSUING AUTHORITY: Colorado Department of Personnel/General Support Services