



PROCESS MANAGEMENT IN A UNIVERSITY RESTAURANT: A CASE STUDY

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ABSTRACT

University Restaurants (RUs) are units that provide nutritionally balanced and low-cost meals to the university community, contributing to the permanence of students. Managed by nutritionists, the RUs carry out various activities, such as purchasing, storage, control of inputs and hygienic-sanitary management. To ensure operational efficiency, it is essential to align, map, and standardize processes. The objective of this study was to analyze the management of operations of a University Restaurant in the city of Belém, in the State of Pará. It is a descriptive case study, which offers a detailed view of operational practices and processes without associating specific factors to the results. Data collection was done through the analysis of documents produced by the Nutrition team of the UK in Belém. The documents analyzed include the Organizational Chart; Flowcharts; Manual of Good Practices and Standard Operating Procedures. These instruments play a fundamental role, even if indirect, in the production and distribution of meals. They are essential to ensure the delivery of a quality service that meets the expectations of the university community.

Keywords: Food and Nutrition Unit, Process Management, University Restaurant, Collective Food.

FULL TEXT

The University Restaurants (RUs) are institutional food spaces for the university community (students and servers), with the objective of promoting student permanence through the production and distribution of quality, nutritionally balanced and low-cost meals (Ganam; Pinezzi, 2021). Such spaces are called Food and Nutrition Units (UANs), which are managed by nutritionists, who not only plan the preparation and distribution of preparations, but also monitor all the processes that are necessary for the execution of production, such as purchasing, receiving, storage and control of inputs and raw materials;

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the hygienic-sanitary control of the UAN; people management; the bidding processes, which concerns the contracting of outsourced services, works, products, among others. In this sense, for the RUs to achieve their final objectives, it is essential that the aforementioned activities are adequately contemplated, through the alignment, mapping and standardization of these processes. The management of the processes carried out in the Food and Nutrition Units is essential to analyze the existing flows in the activities performed, in order to detail, improve and standardize the procedures. These operational sequences can be mapped through process control instruments, specifically organizational charts, flowcharts, and in the case of Food Services such as RUs, the Manual of Good Practices is also used, which complies with ANVISA Resolution RDC No. 216/2004 and the Standard Operating Procedures (SOPs) (Abreu; Spinelli; Pinto, 2009). The present study aims to analyze the management of operations of a University Restaurant in the city of Belém, in the State of Pará. This is a descriptive case study that aims to describe and document the reality of a Food and Nutrition Unit (UAN) of the University Restaurant (RU) type. The descriptive approach allows a detailed view of operational practices and processes without relating specific factors and their results. Data collection was carried out through an analysis of documents produced by the Nutrition team of the RU in the capital of Pará. Among the documents used to collect the information are the Manual of Good Practices, updated in 2024, which regulates the standards of hygiene, safety and food quality, the Standard Operating Procedures (SOPs) and the flowcharts and organizational charts of the activities, which establish routine sequential instructions related to food handling. These documents were fundamental to obtain a clear and structured view of the daily activities in the Food and Nutrition Unit (UAN). After analyzing the documents, it was observed that the organizational chart present in the RU defines the hierarchical structure between the Superintendence of Student Assistance (SAEST), the Directorate of Student Food Services (DISAE), the Nutrition Division and the Administration Division. The flowcharts describe more specific processes and guidelines, including the flow of receiving, storing and handling, separately detailing the types of inputs (fruits, perishable animal proteins, vegetables, legumes and cereals). In addition, the Manual of Good Practices (MBP) establishes the regulations and procedures existing in the RU, whose main purpose is the hygienic-sanitary control of the meals produced and distributed, in the stages of handling, storage, preparation, portioning, among other activities indirect to production. The MBP contemplates the processes of operation of the RU, as a type of service; menu style; public served; distribution system; distribution hours; description of activities and positions (board of directors, administrator, nutritionists, interns, secretarial technicians, building



maintenance technician, cashiers, warehousemen, cooks, kitchen assistants and cleaners); description of areas, facilities and equipment; among others. In this way, the MBP characterizes general procedures to inform and guide professionals, employees and the public, so that it is a document accessible to anyone who is interested. In addition, SOPs standardize the way in which the tasks must be performed, the objectives, the responsible persons who will perform them, the documents that regulate such activity, the expected result, the frequency of execution, the necessary materials, the preventive and corrective measures. In view of the above, process mapping is essential for operations management, since it allows the manager to know in detail each flow that occurs in the unit (ANVISA Resolution RDC No. 275, of October 25, 2002). The RU's organizational chart, which characterizes the hierarchical organization, makes it possible to ensure that each sector is aware of its responsibilities, and the clarity of this division facilitates communication between departments. Regarding the unit's flowcharts, they allow precision to the services, as they are clear and objective in their commands, specifying the needs of each input and raw material, therefore, it enables the alignment of these processes regardless of the person responsible for carrying it out, aiming at improvements and improvement. In the University Restaurant (RU), the MBP is not limited to hygienic-sanitary control, but also covers operations essential for the functioning of the RU, where proper planning and organization of activities are essential for good performance. This demonstrates the complexity of management and emphasizes the importance of process management for the manager to have control of the actions performed properly or inappropriately. UAN's SOPs are essential to ensure that tasks are performed consistently and according to established standards, which help to reduce possible variations in the process, minimizing errors and increasing the reliability of the meals produced and the services provided. It is concluded that such instruments indirectly help in the production and distribution of meals, being no less important, but essential to deliver a quality service that meets the expectations of the attending university community.



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