Competencies, Knowledge, and Skills for School Nutrition Managers

School Nutrition S.T.A.R. Program

Strategies
Training
Action Plans
Resources

Workforce Development and Job Skills Training

School Nutrition S.T.A.R. Program
Panelists

• Kristi L. Lewis, PHD, RDN, Research Scientist, Institute of Child Nutrition

• Marjuyua Lartey, PHD, RDN, Research Scientist, Institute of Child Nutrition

• Theresa Stretch, MS, RDN, CP-FS, Education and Training Specialist II, Institute of Child Nutrition
Competencies, Knowledge, and Skills for School Nutrition Managers
USDA Professional Standards

Key Area: Administration

USDA Professional Standard Code:
Human Resources Management 3410
Learning Objective

• Participants will be able to:
  • Describe elements of the resource; and
  • Identify strategies to incorporate resource management practices that are included the ICN’s Competencies, Knowledge, and Skills for School Nutrition Managers resource.
The Institute of Child Nutrition (ICN) strives to provide research and/or evidence-based resources for child nutrition professionals.

The ICN, Applied Research Division (ICN, ARD) has conducted research and developed competencies, knowledge, and skills resources for child nutrition professionals for more than 24 years.

- State Agency
- School Nutrition Directors
- School Nutrition Managers
- School Nutrition Assistance & Technicians
- CACFP Professionals
The Research Process

Competency Research Model
Participatory Model

- Create Resources
- Report Findings
- Disseminate Information

- Researchers’ Debrief
- Analyze Data

Foundation:
- Research
- Job Descriptions
- Resources

USDA
- State Agency
- SN Directors
- SN Managers

Interviews
Case Study Site Visits
Expert Panels
Review Panels

School Nutrition S.T.A.R. Program
Competencies, Knowledge, and Skills (CKS) for School Nutrition Managers

- **This resource includes:**
  - Functional areas, competencies, knowledge, and skills needed for SN managers identified and confirmed by SN professionals to effectively operate an SN program.
  - Three tools designed to identify performance standards; to guide efforts to support employees’ performance; to measure job responsibilities and behaviors; and to show how well employees perform in their individual and team-related roles to meet organizational goals.
8 Functional Areas:

Functional areas are the over-arching broad groups of job responsibilities performed by SN managers.

These categories serve as the umbrella for all job responsibilities that occur on a daily, weekly, seasonal, or yearly basis.
8 Functional Areas:

- Functional Area 1: Personnel Management
- Functional Area 2: Sanitation, Safety, and Security
- Functional Area 3: Facility and Property Management
- Functional Area 4: Marketing, Communication, and Customer Service
- Functional Area 5: Procurement and Inventory Management
- Functional Area 6: Nutrition and Meal Management
- Functional Area 7: Financial Management and Accountability
- Functional Area 8: Meal Preparation and Service
Competencies are the underlying characteristics within each functional area that lead to successful performance. They may include knowledge and skills, as well as various levels of motivation.

They may include knowledge and skills, as well as various levels of motivation.
Knowledge is the information a person has in specific content areas that is necessary for successful performance in a competency area.
**Skills** are the abilities to perform certain physical, mental, and/or interpersonal tasks that are necessary for successful performance in a competency area.

*School Nutrition S.T.A.R. Program*
Competencies, Knowledge, and Skills (CKS) for School Nutrition Managers

<table>
<thead>
<tr>
<th>Competency 1.1</th>
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<tbody>
<tr>
<td>Manages school nutrition operations and staff according to federal, state, and local district laws, regulations, policies and procedures.</td>
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**Knowledge**

- **When Hired**
  - Understands organizational structure of district school nutrition program and lines of authority.
  - Knows principles of effective delegation.
  - Knows how to communicate food and nutrition standards/regulations to staff.

**Skills**

- **When Hired**
  - Maintains personnel records and documentation as required by the school district.
  - Follows district policies and procedures in selecting, supervising, disciplining, training, promoting, and terminating employees.
  - Ensures employees adhere to district policies and procedures for cash operations and point of service activities.
  - Maintains employees’ contact information in the event of injury or emergency.
  - Works with school nutrition administration to implement personnel practices consistent with local, state, and federal requirements.
  - Works within the school site and district organizational lines of authority.

**Advanced**

- Knows civil rights legislation.
- Knows district policies and procedures for selecting, supervising, disciplining, promoting, and terminating employees.
- Knows policies and procedures for evaluating employees.
- Knows labor union contract requirements related to the school nutrition program, where applicable.
- Knows local, state, and federal legislation pertaining to personnel management.
How to use the Competencies, Knowledge, and Skills (CKS) for School Nutrition Managers Resource
Competencies, Knowledge, and Skills (CKS) for School Nutrition Managers

SN manager may use it to:

- modify his or her own professional career path by creating professional goals, while working directly with a mentor
- Assess and facilitate professional development
Competencies, Knowledge, and Skills (CKS) for School Nutrition Managers

- SN Administrators/Directors may use it to:
  - Compare the characteristics of an individual manager’s current, observed workplace practices against the recommended knowledge and skills described in the resource
  - Identify differences or shortfalls in job performance,
  - May be used for training and to establish learning and growth opportunities
  - Help identify job descriptions and interview questions for prospective staff

School Nutrition S.T.A.R. Program
S.T.A.R. Questions

• What are competencies?

• Who can utilize the *Competencies, Knowledge, and Skills for SN Managers* resource?
Competencies, Knowledge, and Skills for School Nutrition Managers Resource Application Tools

- Competency-Based:
  - Job Description Template
  - Performance Appraisal Template
  - Competencies, Knowledge, and Skills for School Nutrition Managers Individual Mentor Plan

School Nutrition S.T.A.R. Program
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<th>Position Information</th>
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<td>SNA: Level 2</td>
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# Mentoring Plan Template

## Competencies, Knowledge, and Skills for School Nutrition Managers

### Individual Mentor Plan

#### Part I – Employee/Mentor Information

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<th>Name:</th>
<th>Mentoring Time Period:</th>
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<table>
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<tr>
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<th>Mentor’s Name:</th>
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#### Part II – Employee’s Career Goals

- **Short-Term Goals (0 months – 1 year):**
- **Long-Term Goals (2 – 3 Years):**

#### Part III – Employee’s Developmental Needs

<table>
<thead>
<tr>
<th>Knowledge or Skill</th>
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Performance Appraisal Template

School Nutrition S.T.A.R. Program
Overview: Competencies, Knowledge, and Skills (CKS) for School Nutrition Managers Resource

- This resource serves as a guide for SN managers:
  - Assessment of performance and training needs
- Assists SN Administrators:
  - in developing job descriptions for SN managers, establishing a mentoring plan, and evaluating managers’ performance

School Nutrition S.T.A.R. Program
S.T.A.R. Question

In what ways could the *Competencies, Knowledge, and Skills for SN Managers* resource and application tools be used?
Resource

Link:
https://theicn.org/icn-resources-a-z/cksnnmanagers21
Questions?
The University of Mississippi
School of Applied Sciences
www.theicn.org  •  800-321-3054

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