

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



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Panelists

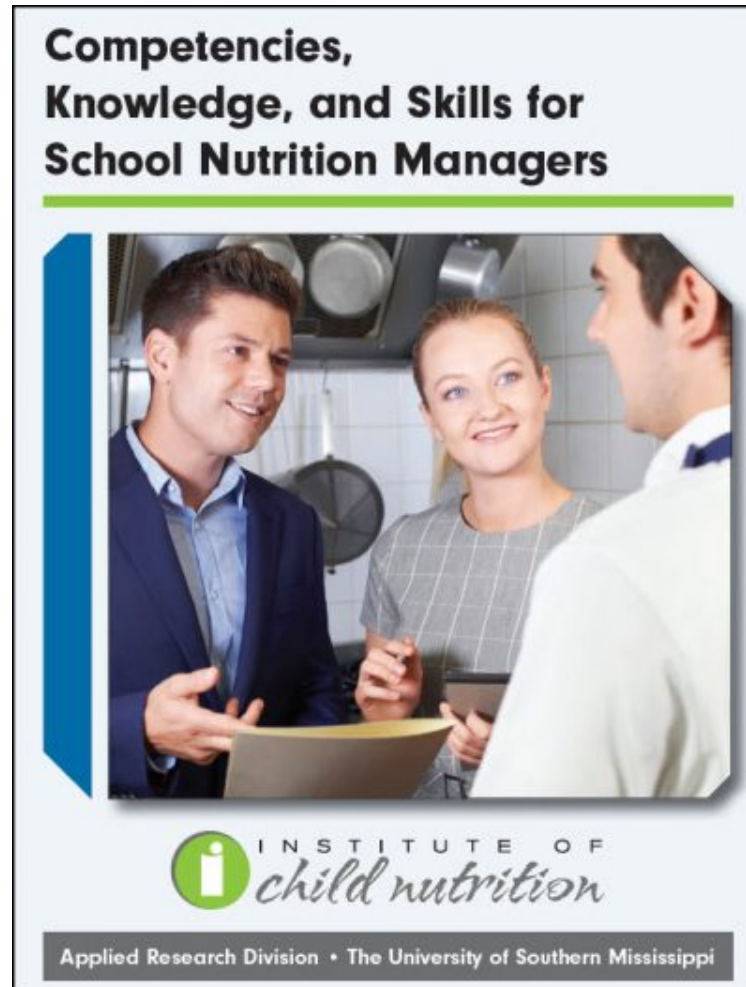
- **Kristi L. Lewis, PHD, RDN**, Research Scientist, Institute of Child Nutrition
- **Marjuyua Lartey, PHD, RDN**, Research Scientist, Institute of Child Nutrition
- **Theresa Stretch, MS, RDN, CP-FS**, Education and Training Specialist II, Institute of Child Nutrition



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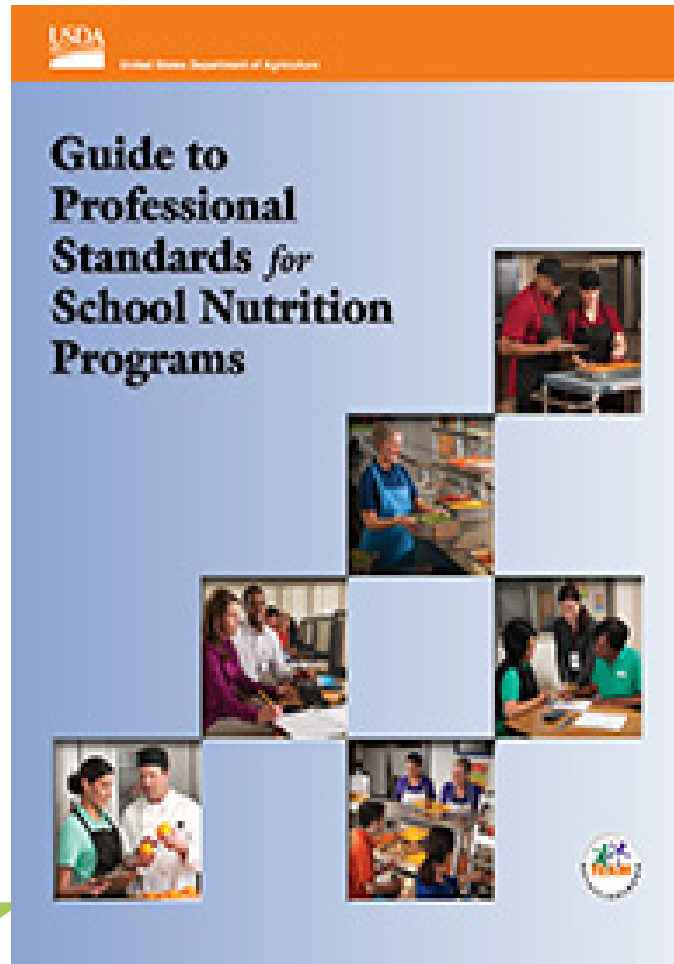
Competencies, Knowledge, and Skills for School Nutrition Managers



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USDA Professional Standards



Key Area: *Administration*

USDA Professional Standard

Code:

Human Resources

Management

3410

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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 Research Process

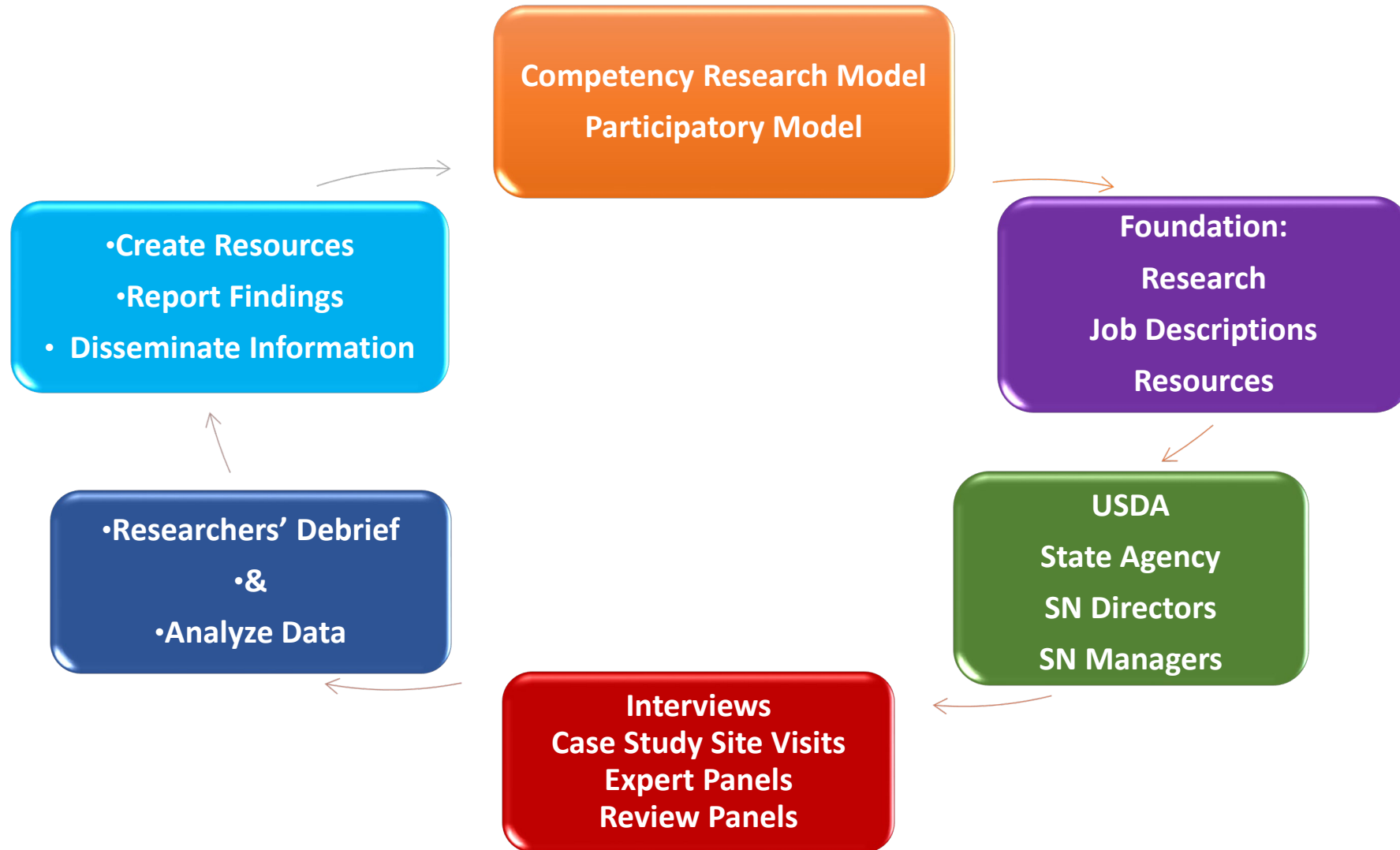
- The Institute of Child Nutrition (ICN) strives to provide research and/or evidence-based resources for child nutrition professionals
- The ICN, Applied Research Division (ICN, ARD) has conducted research and developed competencies, knowledge, and skills resources for child nutrition professionals for more than 24 years
 - State Agency
 - School Nutrition Directors
 - School Nutrition Managers
 - School Nutrition Assistance & Technicians
 - CACFP Professionals



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The Research Process

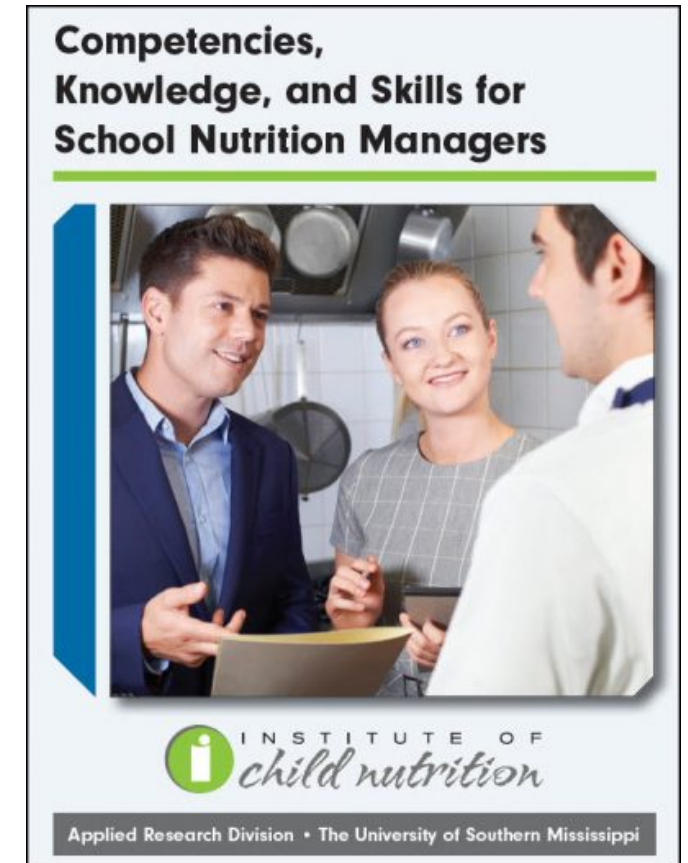


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Competencies, Knowledge, and Skills (CKS) for School Nutrition Managers

- **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.



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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



39 Competencies:

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.



165 Knowledge Statements

Knowledge is the information a person has in specific content areas that is necessary for successful performance in a competency area.



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343 Skills Statements

Skills are the abilities to perform certain physical, mental, and/or interpersonal tasks that are necessary for successful performance in a competency area.



Competencies, Knowledge, and Skills (CKS) for School Nutrition Managers



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Competency 1.1	
Manages school nutrition operations and staff according to federal, state, and local district laws, regulations, policies and procedures.	
Knowledge	Skills
When Hired <ul style="list-style-type: none">• 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.	When Hired <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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.	Advanced <ul style="list-style-type: none">• Adheres to union agreement procedures related to the school nutrition program, if applicable.• Follows procedures for responding to union actions and grievances, if applicable.



How to use the **Competencies, Knowledge, and Skills (CKS) for School Nutrition Managers Resource**



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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



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



Position Information			
Position Title:	Click or tap here to enter text.	Position Type:	Choose an item.
Location:	Click or tap here to enter text.	Date Posted:	Click or tap to enter a date.
Level/Salary Range:	Click or tap here to enter text.	Closing Date:	Click or tap to enter a date.
Qualifications			
Education	Emphasis/Major (If Applicable)	Preferred/Required	
High School Degree or GED	N/A	Choose an item.	
Associate's Degree	Choose an item.	Choose an item.	
Bachelor's Degree	Choose an item.	Choose an item.	
Master's Degree	Choose an item.	Choose an item.	
Other: Click or tap here to enter text.	Choose an item.	Choose an item.	
Work Experience	Years of Experience	Preferred/Required	
School Nutrition	Choose an item.	Choose an item.	
School Nutrition Management District Level	Choose an item.	Choose an item.	
School Nutrition Management School/Unit Level	Choose an item.	Choose an item.	
Food Service	Choose an item.	Choose an item.	
Food Service Management	Choose an item.	Choose an item.	
Other: Click or tap here to enter text.	Choose an item.	Choose an item.	
Credentials	Preferred/Required		
Serve-Safe	Choose an item.		
Registered Dietitian	Choose an item.		
School Nutrition Specialist (SNS)	Choose an item.		
SNA Level 1	Choose an item.		
SNA Level 2	Choose an item.		
SNA Level 3	Choose an item.		
Other: Click or tap here to enter text.	Choose an item.		

Job Description Template



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Mentoring Plan Template

Competencies, Knowledge, and Skills for School Nutrition Managers Individual Mentor Plan

Part I – Employee/Mentor Information

Name:

Mentoring Time Period:

Position:

Mentor's Name:

Part II – Employee's Career Goals

Short-Term Goals (6 months – 1 year):

Long-Term Goals (2 – 3 Years):

Part III – Employee's Developmental Needs

Knowledge or Skill	Development Activity	Target Completion Date	Actual Completion Date	Outcome

Position Information				
Employee Name: Click here to enter text.				
Position Title: Click here to enter text.				
Department: Click here to enter text.		Supervisor: Click here to enter text.		
Appraisal type:		Evaluation Period:		
Probationary <input type="checkbox"/> Annual <input type="checkbox"/> Reappraisal <input type="checkbox"/>		From: Click here to enter a date. To: Click here to enter a date.		
<p>Section 1 - Essential Job Duties and Responsibilities</p> <ul style="list-style-type: none"> • Beside each "Essential Duty," there is a drop-down box with the competency statements linked to each of the highlighted functional areas from the Competencies, Knowledge, and Skills for School Nutrition Manager resource. Click on "choose an item" to select the appropriate competency statement based on the manager's job description and job duties. • Check the rating that corresponds to your overall assessment of the employee's performance as described in the competency statement. If performance in a competency requires improvement, comments are required. If performance in a competency is exceptional, comments are highly recommended. 				
Needs Improvement	Does not meet standard; significant improvement is required.			
Effective	Consistently meets requirements and may occasionally exceed standard.			
Exceptional	Far exceeds standard; delivers exemplary results in performance against goals and core competencies.			
	Needs Improvement	Effective	Exceptional	
Personnel Management				
Essential Duty #1: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Essential Duty #2: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Essential Duty #3: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Essential Duty #4: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Essential Duty #5: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Essential Duty #6: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Essential Duty #7: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Essential Duty #8: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Other Knowledge and Skills Click here to enter text.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Sanitation, Safety, and Security				
Essential Duty #1: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Essential Duty #2: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Essential Duty #3: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Other Knowledge and Skills Click here to enter text.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Facility and Property Management				
Essential Duty #1: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Essential Duty #2: Choose an item.	<input type="text"/>	<input type="text"/>	<input type="text"/>	

Performance Appraisal Template

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



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/ckssnmanagers21>



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Competencies, Knowledge, and Skills for School Nutrition Managers



The image features a large, irregular blue ink splatter on a white background. The splatter has a textured, painterly appearance with various shades of blue and some greyish tones at the edges. Centered within the blue area is the word "Questions?" in a sans-serif font. Each letter of the word is a different color: 'Q' is yellow, 'u' is light blue, 'e' is red, 's' is green, 't' is yellow, 'i' is orange, 'o' is purple, 'n' is red, and 's' is green. The question mark is yellow.

Questions?

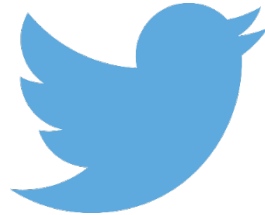


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