


Employee Engagement

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**Orange County
Public Schools**

How are we doing? Staff: FY15

- 15% Absentee Rate
 - Entry level wage = \$10/hr; local competition = \$12 - \$15
 - Complaints from working staff when short at schools
 - Quality of Menu
 - Not able to serve the whole menu – customer service problems
 - Customer loyalty goes down when the menu is not served as printed – participation goes down
 - Cost and revenue implications
- 

2015 OCPS Operations Division Survey

"I am actively looking for a job outside of OCPS."

*School Food
Service Assistant 1*

84% NO

*School Food
Service Assistant 2*

82% NO

*School Food
Service Assistant 3*

57% YES

*School Food
Service Lead*

87% NO

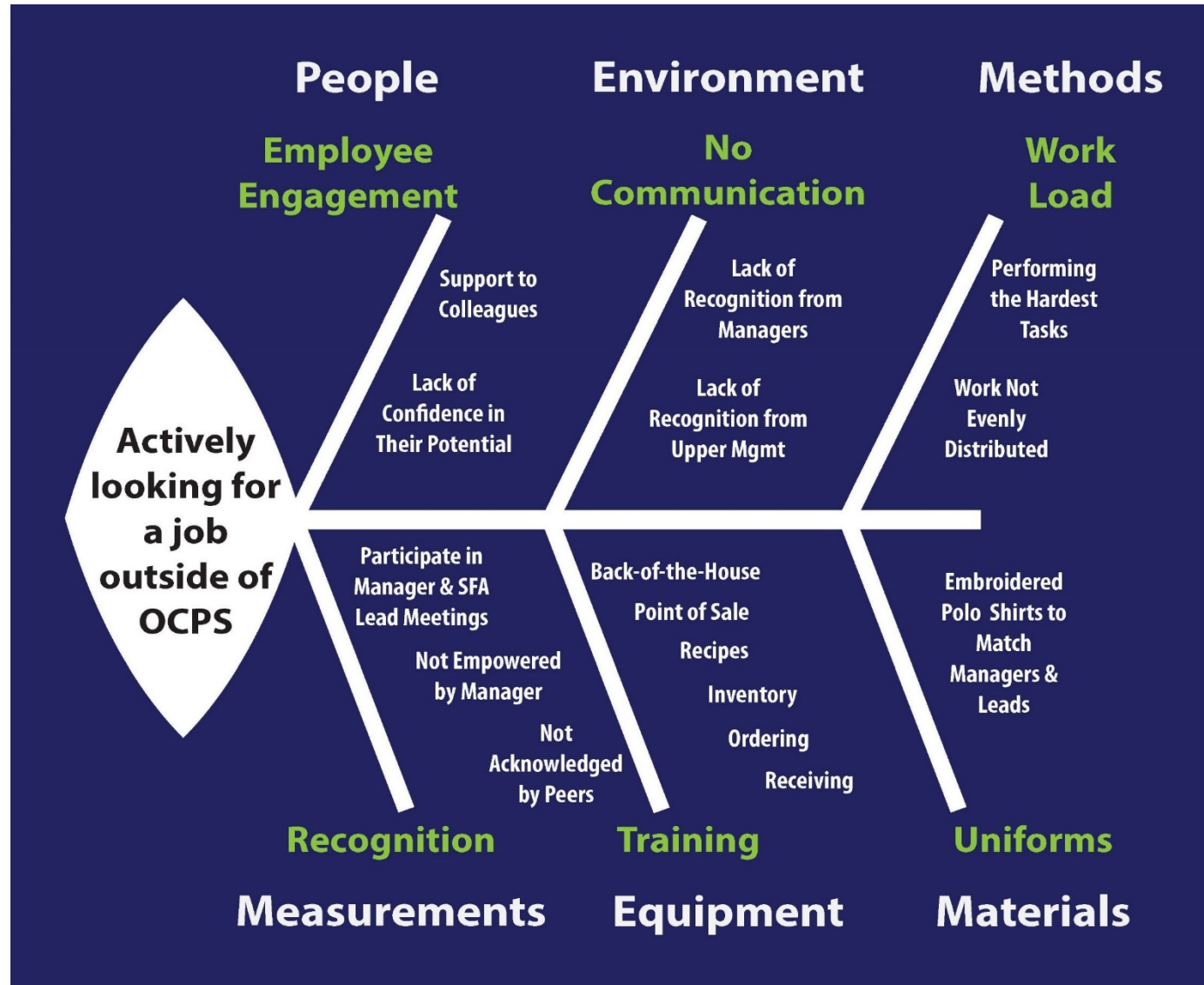
*School Food
Service Manager*

80% NO

District Staff

70% NO

Fishbone Structure



A Performance Management Framework

- <https://www.gfoa.org/sites/default/files/APerformanceManagementFramework.pdf>
- Managing performance toward improved results

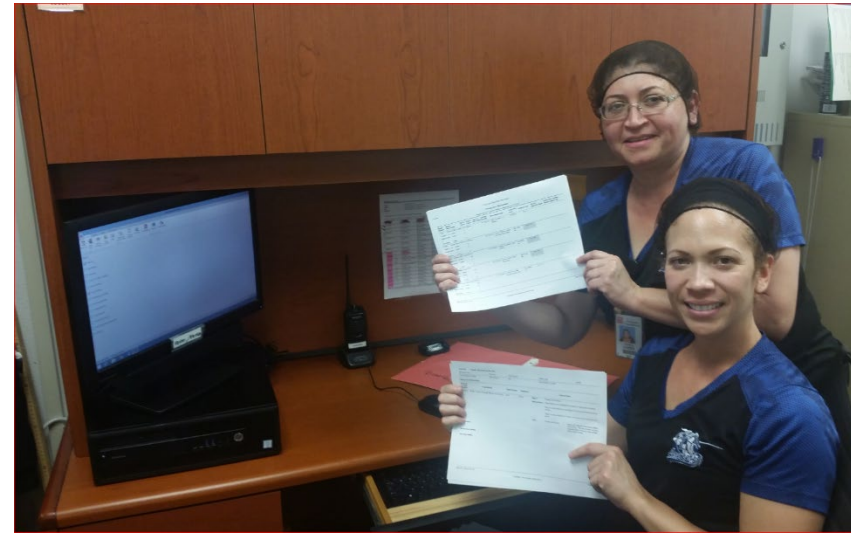


Training for SFA III

- Computer Skills – manager & SFA III
- Reviewed the SFA III skills
- Communications to Managers
- Immediately empowered SFA III
- Food Safety Classes



Additional Training: Food Safety





Additional Training - Culinary



Organizational Commitment to Improving Performance



- Recruiting highly skilled staff – SFA III
- Competitive with job market
- Career Ladder
- Focus on SFA II
- Improved customer service

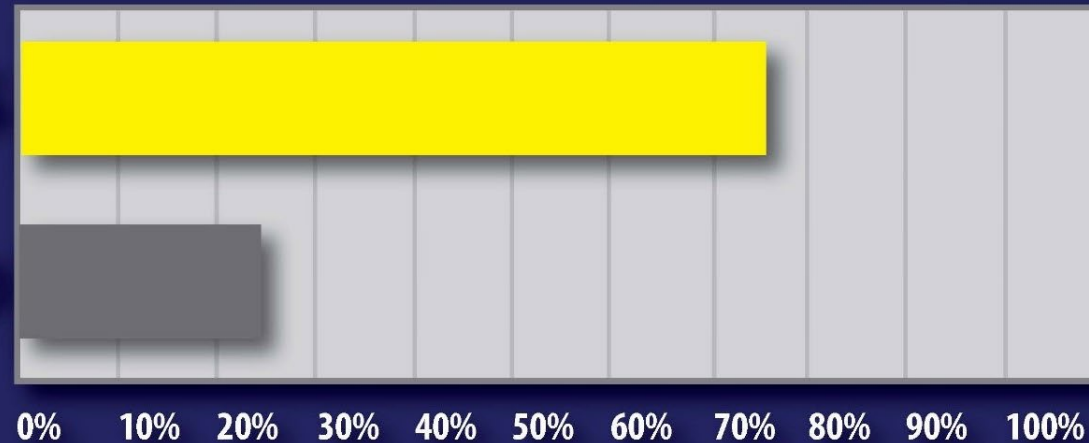
**After the implementation of the solution actions,
a survey was sent to School Food Service III
employees in October 2016 to gauge impact.**

*Do You Feel FNS is Recognizing
and Empowering You to Advance?*

October 2016

YES

NO

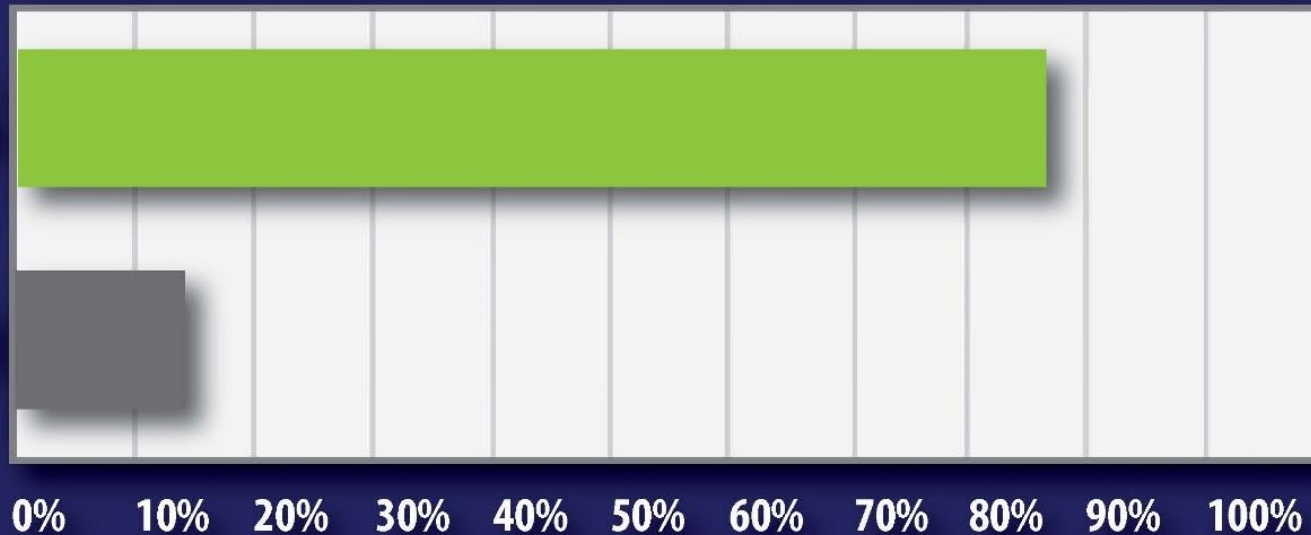


Have You Been Able to Apply What You've Learned at Your Current Location?

October 2016

YES

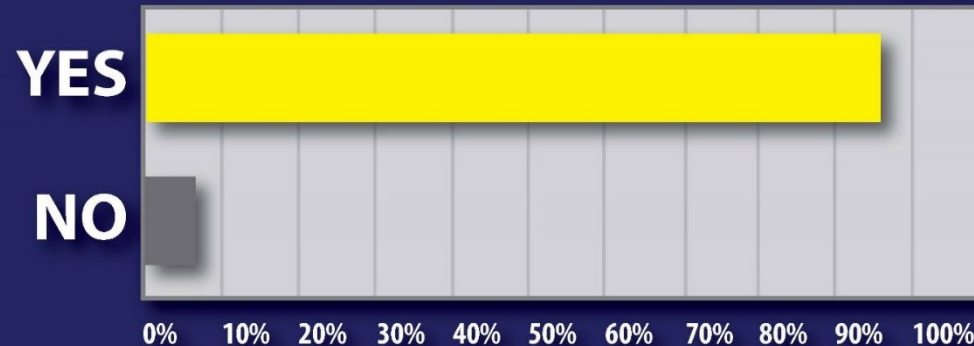
NO



**An additional survey was sent to
School Food Service Assistant III employees in
April 2017 to gauge continued satisfaction.**

***Do You Feel FNS is Recognizing
and Empowering You to Advance?***

April 2017



How Satisfied Are You With Your Job?

April 2017



Strategies: Upgrades in skills Hire staff with skills

*Upgrade Classes

- Upgrade Classes: Nutrition, Culinary I and II, Serve Safe (English and Spanish)

	FY18	FY19	FY20
Upgrades, Level II	67	137	153
Upgrades, Level III	28	15	43
Upgrade Classes*	12	21	43 (planned)

Results Focused

- Moving to scratch cooking
- Increase fresh fruits and vegetables
- Increase the number of staff w/culinary skills
 - Following recipes
 - Cutting, processing produce
- MOU with Orange Technical College
 - Culinary “test out” for external candidates
 - Culinary classes



Culinary Test-Out

*Course was developed to recruit external and upgrade internal talent who are highly skilled in culinary kitchen operations.

*Total of 16 employees have passed for a passing rate of **80%**.



Employee Recognition

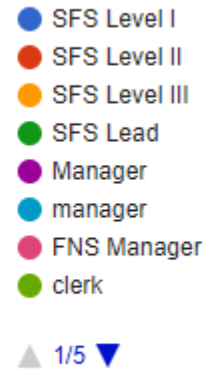
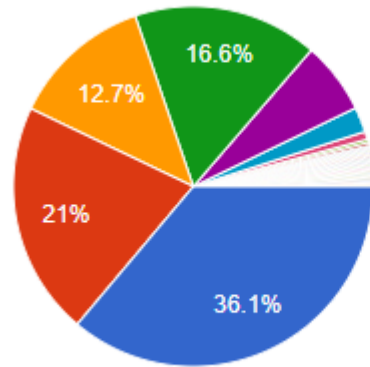
- **Goal:** Increase employee engagement through recognition
- **Strategy:** To make employees feel worthwhile and engaged through FNS recognition program
- **Results:**
 - 2017-2018: 241 Employees Nominated
 - Current: 108 (closes November 13th)
 - 3.4 ops score FY18; 3.5 ops score FY19



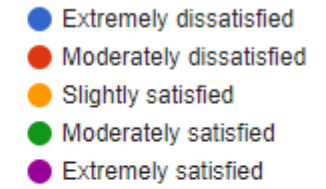
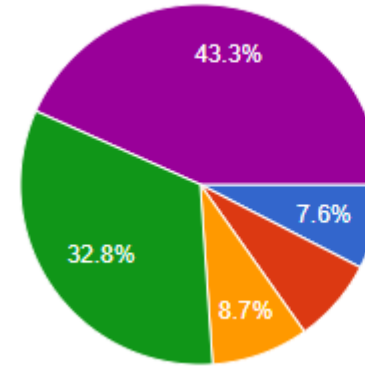
Measurable Objectives

FNS Human Resources Score Card			
	FY18 – Oct.	FY19 Oct.	FY20 - August
Total Number of Employees	1474	1564	1695
Staff Availability %	90%	86%	92.5%
% Vacancy	5%	7%	4%
% Absence	6%	7%	3.5%
% Workers Comp	0.76%	0.96%	1%
% Long-Term Leave	0.64%	0.86%	1.2%
New Hires (October 2017-2018)	45	65	51

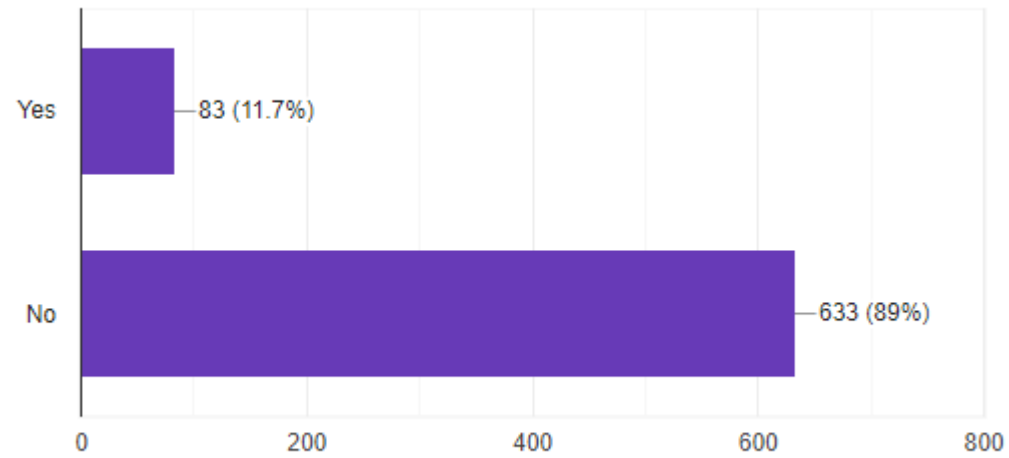
Please select your Level



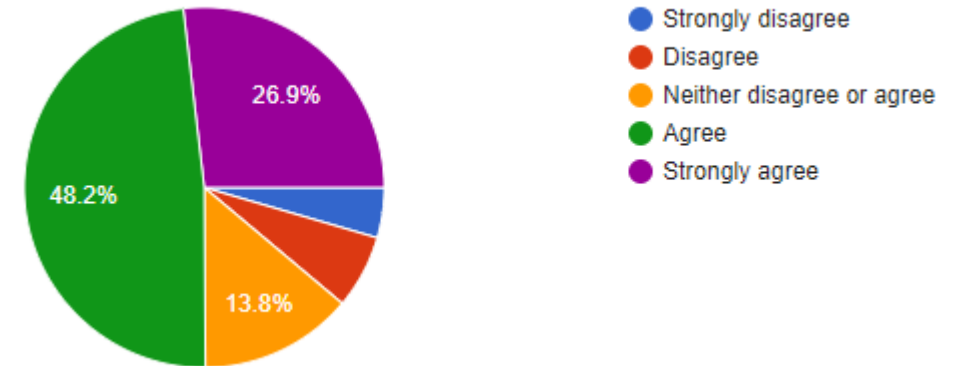
How satisfied are you with your job at FNS



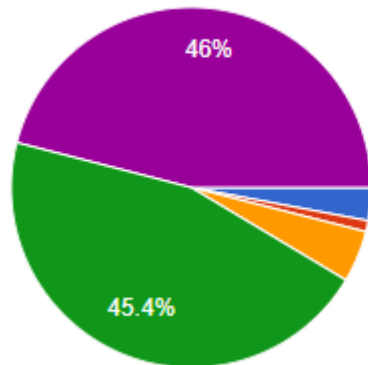
I am actively looking for a job outside FNS.



Do you feel that FNS is recognizing and empowering you to advance?

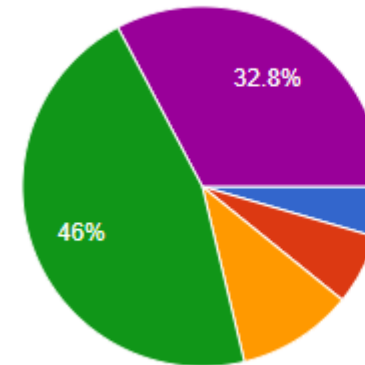


Do you feel that you are helping students get nutritious food so they can succeed at learning?



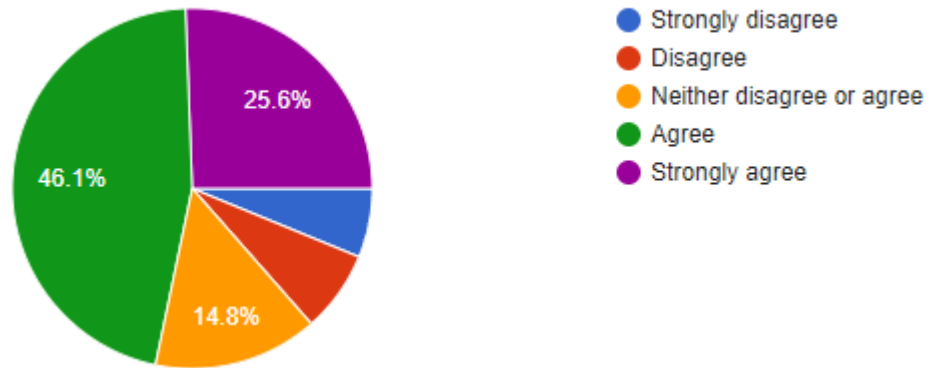
- Strongly disagree
- Disagree
- Neither disagree or agree
- Agree
- Strongly agree

Do you feel valued for your contributions?

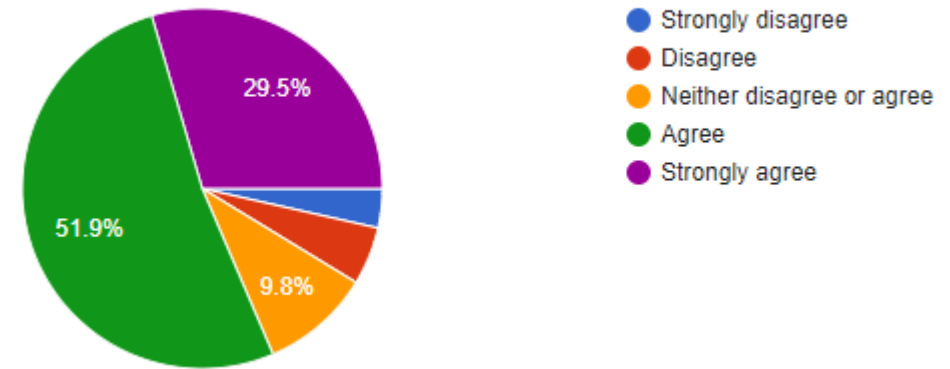


- Strongly disagree
- Disagree
- Neither disagree or agree
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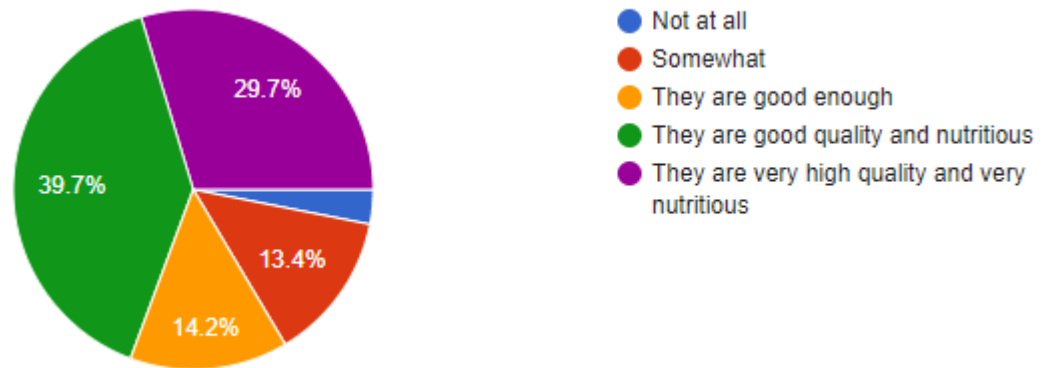
Do you think that work is distributed evenly across your team?



Do you feel like your job utilizes your skill and abilities as much as it could?



Do you think the meals served to students are nutritious and of high quality?



Organizational Transformation

- Culture of School Food Service is changing
 - All managers want an SFA III
 - Staff encouraged to take classes
 - Customer service results valued
 - Performance management
 - Overcoming our risks and threats
 - Professional culinary experiences
 - Training – moved in next door



Professional

New Uniforms



Special Awards



Polling Questions



Questions?

