



National Food Service Management Institute
The University of Mississippi

Competencies, Knowledge and Skills for State Agency Child Nutrition Professionals in the 21st Century

Financial Management

Personnel Management

Program and Regulatory Compliance

Program Management

Technology and Data Management

Training, Technical Assistance, and Outreach

Applied Research Division

The University of Southern Mississippi

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State Agency Child Nutrition Professionals
in the 21st Century**



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National Food Service Management Institute

The University of Mississippi

Building the Future Through Child Nutrition

The National Food Service Management Institute was authorized by Congress in 1989 and established in 1990 at The University of Mississippi in Oxford and is operated in collaboration with The University of Southern Mississippi in Hattiesburg. The Institute operates under a grant agreement with the United States Department of Agriculture, Food and Nutrition Service.

PURPOSE

The purpose of the National Food Service Management Institute is to improve the operation of child nutrition programs through research, education and training, and information dissemination.

MISSION

The mission of the National Food Service Management Institute is to provide information and services that promote the continuous improvement of child nutrition programs.

VISION

The vision of the National Food Service Management Institute is to be the leader in providing education, research, and resources to promote excellence in child nutrition programs.

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INTRODUCTION

The passage of the National School Lunch Act of 1946 (NSLA) initiated an on-going partnership among the federal government, states, and local school districts to provide healthy, nutritious meals and snacks to the nation's children. Career child nutrition (CN) professionals are employed by state agencies to oversee the federally-funded CN programs. Their responsibilities include planning, administering, implementing, monitoring, and evaluating all aspects of CN programs to ensure that meals served to clients by local school districts and other program sponsors are nutritious, age appropriate, appealing, and cost effective.

The National Food Service Management Institute (NFSMI) has conducted research that has led to the identification of the competencies, knowledge and skills needed by CN technicians, managers, and district-level school nutrition professionals. Little information is available about the needs of state agency CN professionals; thus, the purpose of this project was to identify the competencies, knowledge and skills needed by CN professionals working in state agency positions. The following definitions were used to guide the process:

- **State agency child nutrition professionals:** The individuals employed by the CN state agency, such as nutrition program specialists, administrative personnel, and financial specialists who work with the National School Lunch Program, School Breakfast Program, Food Distribution Program, Child and Adult Care Food Program, and Summer Food Service Program. For the purpose of this research, the roles of clerical and support staff were not addressed.
- **Functional areas:** The broad groupings or divisions of job responsibilities performed by the CN professionals within the state agency.
- **Competencies:** The areas of expertise and accountability within each functional area necessary to ensure that the purpose(s) of the job are met.
- **Knowledge:** The information a person has in specific content areas that is necessary for successful performance.
- **Skills:** The ability to perform certain physical and/or mental tasks that are necessary for successful performance.

This project was conducted in three phases and CN professionals participated in all phases of the project. Phase I utilized an expert panel of state agency professionals to bring about agreement on the functional areas encompassing the job responsibilities of state agency CN professionals. In Phase II, another expert panel of CN state directors and state agency staff met to arrive at consensus on the job competencies and knowledge and skill statements needed by state agency CN professionals. The Phase II review panel members verified whether the knowledge and skill statements are important to the job responsibilities of a state agency CN professional, and confirmed whether the competency statements are consistent with the supporting knowledge and skill statements. They were also asked to categorize the knowledge and skill statements into two



distinct groups, using the following definitions:

- **When Hired:** The knowledge/skills needed to perform effectively in entry-level state agency CN program positions.
- **Advanced:** The knowledge/skills gained through experience in CN programs and professional training that are needed to perform proficiently in multifaceted state agency CN positions.

Six functional areas encompassing the job responsibilities of state agency CN professionals were identified:

- Financial Management
- Personnel Management
- Program Management
- Program and Regulatory Compliance
- Technology and Data Management
- Training, Technical Assistance, and Outreach

In addition to those functional areas, 24 competencies, 66 knowledge statements, and 104 skill statements were confirmed by the review panel. From these statements, the review panel identified 34 statements as needed when state agency CN professionals are hired and 136 statements as being advanced and gained through professional experience and training. Of the 34 statements identified as needed when hired, the most statements came from the Personnel Management functional area, followed by Program Management then Training, Technical Assistance, and Outreach. The relatively small number of knowledge and skills statements needed when state agency CN professionals are hired emphasizes the need for training and education to bring beginning CN professionals to the performance level required at the state agency.

The functional areas, along with the competencies, knowledge, and skills identified in this project, provide a clear picture of the complex role of state agency CN professionals. Job requirements for state agency professional staff differ from state to state and the number of professional staff in the state agency varies from state to state. State agency directors can use the knowledge and skill statements to develop job descriptions for CN professional staff and to identify interview questions for potential staff. The competencies, knowledge, and skills identified in this project can provide the foundation to design training programs for new staff as well as on-going professional development for all CN professional staff. The information can also serve as a framework to identify the criteria for evaluating an effective state agency CN professional. In addition, state agency directors can use this information when identifying staff members who demonstrate the potential to advance within the state agency. Finally, the competencies, knowledge, and skills framework can provide the basis for mentoring and other succession planning activities to prepare CN professionals for higher-level state agency responsibilities.

FUNCTIONAL AREAS

COMPETENCIES, KNOWLEDGE AND SKILL STATEMENTS

Functional Area 1: Financial Management

Provides fiscal oversight that includes managing finances through accurate budgeting, accounting, reporting of federal funds and providing procedures and policy guidance to statewide entities.

Competency 1.1: Oversees a financial management system that manages and supports program goals which ensure regulatory compliance.

When Hired

Knowledge Statements

- None

Skill Statements

- None

Advanced

Knowledge Statements

- Knows generally accepted financial procedures and federal, state, and municipal finance laws and regulations.
- Knows financial goals and objectives of the state agency.

Skill Statements

- None

Competency 1.2: Promptly and accurately processes program claims and federal funding reports per regulations and financial management requirements/guidance.

When Hired

Knowledge Statements

- None

Skill Statements

- None

Advanced

Knowledge Statements

- None



Skill Statements

- Ensures compliance with local, state, federal, and other regulatory guidelines that impact business operations.
- Analyzes and determines applicability of accounting data and draws conclusions to make appropriate recommendations.
- Collaborates with clients to identify the desired CN program financial outcomes.

Competency 1.3: Develops and oversees state child nutrition administrative and budget plans to ensure compliance with program regulations and prompt program funding.

When Hired**Knowledge Statements**

- Knows importance of prompt submission of accurate financial documents to successfully secure program funds.
- Knows basic manual and computerized recordkeeping procedures.

Skill Statements

- Works cooperatively with individuals and organizations to expand resources available.

Advanced**Knowledge Statements**

- Knows United States Department of Agriculture (USDA) procurement regulations and resources.
- Knows federal and state guidelines for pricing meals and food items.
- Knows accounting and financial management processes related to foodservice operations.

Skill Statements

- Maintains financial viability.
- Analyzes financial statements regularly to make informed financial decisions.
- Establishes and/or implements written procedures for collecting, reconciling, depositing, and disbursing funds.
- Uses financial management information system software to enhance financial reporting and accountability.
- Prepares federal and state financial reports.
- Analyzes data, projects outcomes, and develops/implements procedures/systems for coordinating and controlling diverse financial activities.



Competency 1.4: Develops and disseminates financial procedures and policy guidance in the areas of budgeting, annual financial reports, and submission of claims for reimbursement to program participants.

When Hired

Knowledge Statements

- None

Skill Statements

- None

Advanced

Knowledge Statements

- Knows federal and state guidelines for pricing meals and food items.
- Knows federal and state processes for budget development, justification, implementation, and management, including financial benchmarks.

Skill Statements

- Develops system for disseminating financial policies, procedures, reports, and reimbursement claims to nutrition program participants.
- Manages reimbursement funds for meals served in CN programs.
- Prepares, evaluates, and analyzes financial reports.
- Prepares or participates in preparation of budgets that reflect financial goals.
- Assists CN personnel in reconciling projected annual budget with revenue and expenditure performance routinely and in providing documentation to justify variances.

Functional Area 2: Personnel Management

Fosters a successful organization through leadership, supervision, recruitment, retention, and professional development to accomplish the agency goals and mission.

Competency 2.1: Establishes a comprehensive training system based on current educational principles to include orientation, new employee training, continuing education, and on-going professional growth.

When Hired

Knowledge Statements

- Knows importance of state agency orientation to assure that new staff has appropriate information to perform their jobs.
- Knows effective job training methods.
- Knows educational theories, principles, and techniques for assessing effective professional development and training.

Skill Statements

- None

Advanced

Knowledge Statements

- Knows procedures for documenting staff development and training that follow state agency policies.

Skill Statements

- Formulates and develops plans, procedures, and programs to meet specific training needs.
- Formulates, coordinates, and develops education and training programs to improve professional knowledge and skills.
- Assists in developing long- and short-range goals.
- Provides information regarding professional organizations and opportunities for personal and professional development.
- Develops/maintains nutrition program projects such as Web-based application and ordering systems, Web pages, and Web-based courses.
- Seeks resources for the most current technical information applicable to distance learning and its use.



Competency 2.2: Collaborates with human resources to establish a comprehensive personnel management infrastructure to fulfill the mission of the organization and to comply with federal, state, and local regulations and policies.

When Hired

Knowledge Statements

- Knows basic principles of job analysis, job design, job specifications, job descriptions, and performance appraisals.

Skill Statements

- Demonstrates excellent human relations skills.
- Applies conflict resolution, negotiation, and problem-solving techniques.
- Assures compliance with equal protection for a culturally diverse workforce and fosters an environment of valuing cultural diversity and equal opportunity.

Advanced

Knowledge Statements

- Knows factors important to employee satisfaction and strategies to address dissatisfaction.
- Knows strategies for conducting effective performance appraisals.
- Knows federal, state, and local laws and regulations relevant to human resource management.

Skill Statements

- Utilizes interviewing techniques and hiring procedures that comply with federal and state guidelines.
- Develops a staffing plan that meets state agency needs and federal, state, and local regulations and policies.
- Conducts staff performance appraisals in accordance with state agency policies and federal and state regulations.
- Assesses staff performance and ensures that recommended training is completed and implemented on the job.

Competency 2.3: Provides leadership, direction and support to child nutrition personnel for department/bureau operations.

When Hired

Knowledge Statements

- Knows importance of discretion in handling confidential information.
- Knows organization and time management.
- Knows group dynamics, group facilitation principles and techniques.



Skill Statements

- Builds mutual trust, respect, and cooperation among program staff.
- Works with and coordinates diverse groups to encourage participation.
- Provides feedback for improving productivity and morale.

Advanced**Knowledge Statements**

- None

Skill Statements

- None

Competency 2.4: Collaborates with human resources to interpret and communicate human resource regulations, policies, and procedures to program staff.

When Hired**Knowledge Statements**

- None

Skill Statements

- Maintains accurate records and other pertinent human resource documentation.

Advanced**Knowledge Statements**

- Knows civil rights related requirements and regulations.
- Knows selection, supervision, promotion, termination, and disciplinary procedures that comply with federal state, and local regulations, and contractual policies, when applicable.
- Knows state agency policies and procedures for performing human resource functions (e.g., accident reporting, payroll, benefits, immigration, policy acknowledgement, performance appraisal).

Skill Statements

- Verifies that human resource decisions follow due process established by the state agency.
- Interprets and communicates human resources management policies and procedures.



Functional Area 3: Program and Regulatory Compliance

Fosters program integrity by reviewing, interpreting, disseminating, evaluating, and ensuring policy and regulatory compliance per USDA and state instructions and guidance.

Competency 3.1: Interprets regulations and develops and disseminates written guidance to ensure compliance with federal, state, local policies, and rules and regulations for all participating entities.

When Hired

Knowledge Statements

- None

Skill Statements

- Maintains confidentiality of clients and records.

Advanced

Knowledge Statements

- Knows how to interpret and apply the provisions of law, regulations, and policies to specific nutrition program situations.
- Knows current federal and state policies, rules and regulations, and records regarding nutrition and meal pattern requirements.
- Knows program audit procedures and administrative review requirements.
- Knows federal and state policies, rules, and regulations governing CN programs.
- Knows program admission and compliance procedures.
- Knows techniques to solve situations of regulatory noncompliance.
- Knows records required for federal and state compliance.
- Knows regulations and requirements of serving children with special food and/or nutrition needs.
- Knows federal, state, and local regulations governing food and beverage sales.
- Knows cultural/ethnic eating behaviors of client populations and how they affect nutritional status, human behavior and techniques for modifying the diet.
- Knows current research in food and nutrition.

Skill Statements

- Complies with all federal and state regulations and policies and procedures.
- Provides written instruction and guidance to field staff and local sponsors related to all federal and state regulations.
- Provides on-going training.



- Assists nutrition program sponsors/directors/managers in interpretation of federal and state regulations.
- Ensures that all menu items meet federal requirements which contribute to the development of healthy eating habits.
- Understands and explains the laws, rules, regulations, policies, and guidelines governing all nutrition program operations.
- Reviews, approves, and issues compliance review reports.
- Develops appropriate systems to ensure effective policy compliance.
- Develops auditing process to monitor programs to log, track, and analyze review deficiencies.
- Monitors the ordering, maintenance, allocation, and shipment of USDA foods.

Competency 3.2: Evaluates policies and recommends changes and policy revisions.

When Hired

Knowledge Statements

- None

Skill Statements

- None

Advanced

Knowledge Statements

- Knows importance of current and effective policies and procedures.

Skill Statements

- Ensures policies and directives are consistent with and applicable to state and federal laws, regulations, and policies.
- Interprets, develops, implements, and evaluates regulations, guidelines, policies and procedures for federal, state, and local CN programs.
- Develops and adjusts materials regularly to reflect current nutrition program policies and procedures.
- Evaluates policies and procedures for efficiency and effectiveness of operations.
- Recommends revisions and improvements to policies and procedures.
- Recommends revisions to program activities based on existing data.
- Recommends system changes and enhancements.

Competency 3.3: Designs program and compliance review instruments and procedures to ensure uniform monitoring and review efforts throughout the state.***When Hired*****Knowledge Statements**

- None

Skill Statements

- None

Advanced**Knowledge Statements**

- Knows regulations, policies, procedures, and guidelines governing all review efforts.
- Knows reporting and recordkeeping requirements for monitoring and reviews.
- Knows principles and techniques of assessments and verification of program activities.

Skill Statements

- Conducts federal and state mandated administrative, operations, and civil rights compliance reviews and evaluations.
- Adheres to USDA regulations regarding applications, claims, processing, and program reviews.
- Develops procedures to maintain accurate and appropriate records that comply with federal and state regulations.
- Assures systems are in place to monitor progress toward meeting state agency goals and objectives.
- Performs internal review/audits on all aspects.
- Designs nutrition program compliance review instruments and procedures to ensure uniform monitoring and review efforts throughout the state.

Competency 3.4: Oversees the development, preparation, and implementation of program agreements and ensures compliance with related requirements and regulations.***When Hired*****Knowledge Statements**

- None

Skill Statements

- None



Advanced**Knowledge Statements**

- Knows program admission and compliance procedures.
- Knows federal and state rules and regulations governing program agreements.
- Knows the specifics of the annual School Food Authority Program Agreement and the associated responsibilities.

Skill Statements

- Develops and reviews application/renewal materials to reflect federal and state requirements.
- Assists with processing annual participation agreements including determining sponsor eligibility for participation.

Functional Area 4: Program Management

Establishes an effective management system to ensure all federal programs are administered per Code of Federal Regulations (CFR) and other guidance.

Competency 4.1: Plans, develops, implements, and evaluates child nutrition programs to meet changing priorities that support the mission of the program.

When Hired

Knowledge Statements

- None

Skill Statements

- Demonstrates flexibility in responding to changing job requirements.

Advanced

Knowledge Statements

- Knows state and national trends.

Skill Statements

- Develops policies and procedures, goals, and objectives to administer CN programs.
- Conceptualizes nutrition programs' rules and responsibilities in context of the state agency (mission, vision, strategic goals, functions, policies, and procedures).
- Attends legislative hearings, departmental meetings, public meetings, workshops, conferences, seminars, and meets with allied organization groups, and agencies in matters pertaining to CN.
- Gathers, analyzes, and evaluates complex data from a wide variety of sources and makes recommendations.
- Networks with appropriate national, state, and local partners, professional associations, and advisory councils.

Competency 4.2: Establishes and administers electronic or manual recordkeeping and reporting instruments to maintain efficient and effective programs.

When Hired

Knowledge Statements

- None



Skill Statements

- Organizes data in logical format for presentation in reports, documents and other written materials.

Advanced**Knowledge Statements**

- Knows all federal and state requirements for maintaining accurate and appropriate records.

Skill Statements

- Complies with federal reporting requirements ensuring timely and accurate submission of reports.

Competency 4.3: Supports federal, state, local, and private disaster relief activities.***When Hired*****Knowledge Statements**

- None

Skill Statements

- None

Advanced**Knowledge Statements**

- Knows federal, state, and local regulations related to operations in an emergency or crisis.
- Knows the state agency's crisis management plan and/or emergency response plan.

Skill Statements

- Provides coordination with federal, state, and local disaster relief agencies.

Competency 4.4: Establishes a system for the coordination and oversight of child nutrition-related grant activities, if applicable.***When Hired*****Knowledge Statements**

- None

Skill Statements

- None



*Advanced***Knowledge Statements**

- None

Skill Statements

- Evaluates grants/projects for compliance with federal, state, departmental policies, procedures, and expected outcomes.
- Assists in grant proposal implementation as well as their related activities.
- Participates in planning, financial oversight, coordination with program priorities, and all financial coordination in relation to CN programs and grant writing.

Competency 4.5: Interprets, analyzes, reviews, and provides written/oral testimony related to child nutrition programs, program rules, regulations, policies, and statutes.

*When Hired***Knowledge Statements**

- None

Skill Statements

- None

*Advanced***Knowledge Statements**

- Knows state and federal legislative process and governmental organization and structure.

Skill Statements

- Responds to correspondence, inquiries from legislators, media, and public about CN programs and related issues.
- Reviews proposed legislation at request of legislative office, recommends revisions, provides expert comments concerning nutrition education and childhood obesity.
- Represents CN programs before legislative committees, as requested.

Competency 4.6: Develops and organizes strategies to support continuous program excellence.

*When Hired***Knowledge Statements**

- Knows fundamentals of team work, consensus management, and participatory decision-making processes.



- Knows factors that contribute to meeting employee needs and job satisfaction.
- Knows principles of strategic planning and goal setting.

Skill Statements

- Establishes and maintains good working relationships with sponsor agencies, administrators, staff, teachers, parents, children, child-oriented service/civic groups, and other government agencies.
- Determines and implements methods to continually improve operations.

Advanced**Knowledge Statements**

- Knows where to access resources for best practices.
- Knows organizational framework needed to achieve goals and objectives.
- Knows principles of public relations and marketing techniques appropriate for the nutrition program community.

Skill Statements

- Negotiates, facilitates, and collaborates with other management staff, agencies, and personnel to promote and implement program goals and objectives.
- Maximizes employee potential in meeting organizational goals and mission.
- Analyzes internal and external audit review findings, recommends changes for program and process efficiency, and prioritizes improvement initiatives.
- Oversees planning and development of evaluation criteria, forms, statistics, and conducts targeted quality assurance reviews for CN programs.

Functional Area 5: Technology and Data Management

Uses technology to effectively manage programs and provide management reports and data.

Competency 5.1: Uses available resources to ensure that information technology systems and infrastructure meet the operational needs of child nutrition programs and ensures United States Department of Agriculture compliance.

When Hired

Knowledge Statements

- Knows basic uses of word processing, database, spreadsheet, and presentation software.
- Knows benefits of computer applications in preparation and maintenance of financial records.

Skill Statements

- Demonstrates operating knowledge of technology.

Advanced

Knowledge Statements

- None

Skill Statements

- Assists CN program clients in implementing and sustaining state agency electronic computer systems.
- Develops contingency plans for use in the event of hardware and/or software failure, such as performing backup of information periodically.
- Utilizes available resources to ensure that information technology systems are meeting the operational needs of the state agency.

Competency 5.2: Researches, analyzes, and proposes the acquisition of technological equipment and computer software having the potential to make the work of the team more efficient and accurate.

When Hired

Knowledge Statements

- None



Skill Statements

- None

Advanced**Knowledge Statements**

- Knows available technology resources in the department.
- Knows importance of training programs and technical support provided by software and hardware vendors.

Skill Statements

- Assists nutrition program clients in implementing and sustaining state agency electronic computer systems.
- Collaborates with technology consultants to design and maintain systems that store program records, fiscal payments, and participation data.
- Evaluates and selects appropriate software and hardware that integrates with the technology infrastructure of the state agency.

Functional Area 6: Training, Technical Assistance, and Outreach

Develops and provides training, technical assistance, and outreach services using a variety of delivery systems.

Competency 6.1: Serves as a resource for educational materials, presentations, current research, and regulatory information.

When Hired

Knowledge Statements

- Knows principles and techniques of effective communication including public speaking, writing, coaching, coordination, and education.
- Knows principles, theories, and practices of education and training.

Skill Statements

- Responds to telephone, written, and electronic requests for information.
- Demonstrates excellent oral and written communication skills when responding to and addressing stakeholders.
- Uses appropriate tools to evaluate learning.

Advanced

Knowledge Statements

- Knows sources of appropriate educational and training materials.
- Knows appropriate channels for effectively communicating with CN program stakeholders.
- Knows resources for the development and evaluation of nutrition education materials and activities.

Skill Statements

- Develops an ongoing system of informing stakeholders of policy updates and current CN information.
- Plans, develops, and conducts training programs and conferences using latest technology.
- Coordinates the use of multiple approaches for informing stakeholders about nutrition programs' operations and services.
- Evaluates training programs and materials to recommend purchase of new materials and modifications of existing materials.



Competency 6.2: Develops a comprehensive technical assistance plan to reflect current program policies and procedures, identification of client needs, areas of non-compliance, and program goals using all types of delivery methods.

When Hired

Knowledge Statements

- None

Skill Statements

- None

Advanced

Knowledge Statements

- None

Skill Statements

- Provides technical assistance, consultation, training, and guidance to nutrition program clients, section staff, other programs, and department staff through formal training sessions, on-site visits, and written and oral correspondence.
- Recognizes program needs and provides competent assistance to clients relative to problems of: marketing; purchasing; menu development; computerized nutrient analysis; food storage; selection, purchase, placement, and care of equipment; and maintenance of accounts, records, and reports.

Competency 6.3: Develops and initiates outreach activities to expand the scope and effectiveness of child nutrition programs.

When Hired

Knowledge Statements

- None

Skill Statements

- None

Advanced

Knowledge Statements

- Knows importance of networking within the community to advocate and build support for CN programs.
- Knows community-based organizations and resources interested in promoting education and nutrition needs and goals.



Skill Statements

- Represents the state agency at conferences and gives presentations, as requested.
- Networks with appropriate national, state, and local partners, professional associations, and advisory councils.
- Promotes CN programs to the public through effective public relations to national, federal, state, and local partners; professional associations; and advisory councils.
- Develops/implements a multi-faceted plan to expand participation in nutrition programs.

Competency 6.4: Conducts needs assessment and acts as a resource for nutrition education and wellness/healthy environment.***When Hired*****Knowledge Statements**

- Knows principles, processes for providing excellent customer and personal services.

Skill Statements

- None

Advanced**Knowledge Statements**

- Knows age-appropriate methods for promoting nutrition education.
- Knows marketing principles and techniques appropriate to nutrition programs.

Skill Statements

- Serves as resource for appropriate nutrition education and promotional materials to encourage healthy eating behaviors.
- Evaluates for effectiveness of nutrition education programs initiated by the state agency.
- Conducts program assessment for identifying training needs.



WHEN HIRED

KNOWLEDGE AND SKILL STATEMENTS

When Hired Knowledge and Skill Statements

Statements identified by review panel as needed when state agency child nutrition professionals are hired

Financial Management

Knowledge Statements

- Knows importance of prompt submission of accurate financial documents to successfully secure program funds.
- Knows basic manual and computerized recordkeeping procedures.

Skill Statements

- Works cooperatively with individuals and organizations to expand resources available.

Personnel Management

Knowledge Statements

- Knows importance of state agency orientation to assure that new staff has appropriate information to perform their jobs.
- Knows effective job training methods.
- Knows educational theories, principles, and techniques for assessing effective professional development and training.
- Knows basic principles of job analysis, job design, job specifications, job descriptions, and performance appraisals.
- Knows importance of discretion in handling confidential information.
- Knows organization and time management.
- Knows group dynamics, group facilitation principles and techniques.

Skill Statements

- Demonstrates excellent human relations skills.
- Applies conflict resolution, negotiation, and problem-solving techniques.
- Assures compliance with equal protection for a culturally diverse workforce and fosters an environment of valuing cultural diversity and equal opportunity.
- Builds mutual trust, respect, and cooperation among program staff.
- Works with and coordinates diverse groups to encourage participation.
- Provides feedback for improving productivity and morale.
- Maintains accurate records and other pertinent human resource documentation.

Program and Regulatory Compliance

Knowledge Statements

- None



Skill Statements

- Maintains confidentiality of clients and records.

Program Management

Knowledge Statements

- Knows fundamentals of team work, consensus management, and participatory decision-making processes.
- Knows factors that contribute to meeting employee needs and job satisfaction.
- Knows principles of strategic planning and goal-setting.

Skill Statements

- Demonstrates flexibility in responding to changing job requirements.
- Organizes data in logical format for presentation in reports, documents and other written materials.
- Establishes and maintains good working relationships with sponsor agencies, administrators, staff, teachers, parents, children, child-oriented service/civic groups, and other government agencies.
- Determines and implements methods to continually improve operations.

Technology and Data Management

Knowledge Statements

- Knows basic uses of word processing, database, spreadsheet, and presentation software.
- Knows benefits of computer applications in preparation and maintenance of financial records.

Skill Statements

- Demonstrates operating knowledge of technology.

Training, Technical Assistance, and Outreach

Knowledge Statements

- Knows principles and techniques of effective communication including public speaking, writing, coaching, coordination, and education.
- Knows principles, theories, and practices of education and training.
- Knows principles, processes for providing excellent customer and personal services.

Skill Statements

- Responds to telephone, written, and electronic requests for information.
- Demonstrates excellent oral and written communication skills when responding to and addressing stakeholders.
- Uses appropriate tools to evaluate learning.



ADVANCED

KNOWLEDGE AND SKILL STATEMENTS

Advanced Knowledge and Skill Statements

Statements identified by the review panel as knowledge/skills gained through experience and professional training in child nutrition programs

Financial Management

Knowledge Statements

- Knows generally accepted financial procedures and federal, state, and municipal finance laws and regulations.
- Knows financial goals and objectives of the state agency.
- Knows United States Department of Agriculture (USDA) procurement regulations and resources.
- Knows federal and state guidelines for pricing meals and food items.
- Knows accounting and financial management processes related to foodservice operations.
- Knows federal and state guidelines for pricing meals and food items.
- Knows federal and state processes for budget development, justification, implementation, and management, including financial benchmarks.

Skill Statements

- Ensures compliance with local, state, federal, and other regulatory guidelines that impact business operations.
- Analyzes and determines applicability of accounting data and draws conclusions to make appropriate recommendations.
- Collaborates with clients to identify the desired CN program financial outcomes.
- Maintains financial viability.
- Analyzes financial statements regularly to make informed financial decisions.
- Establishes and/or implements written procedures for collecting, reconciling, depositing, and disbursing funds.
- Uses financial management information system software to enhance financial reporting and accountability.
- Prepares federal and state financial reports.
- Analyzes data, projects outcomes, and develops/implements procedures/systems for coordinating and controlling diverse financial activities.
- Develops system for disseminating financial policies, procedures, reports, and reimbursement claims to nutrition program participants.
- Manages reimbursement funds for meals served in CN programs.
- Prepares, evaluates, and analyzes financial reports.
- Prepares or participates in preparation of budgets that reflect financial goals.
- Assists CN personnel in reconciling projected annual budget with revenue and expenditure performance routinely and in providing documentation to justify variances.



Personnel Management

Knowledge Statements

- Knows procedures for documenting staff development and training that follow state agency policies.
- Knows factors important to employee satisfaction and strategies to address dissatisfaction.
- Knows strategies for conducting effective performance appraisals.
- Knows federal, state, and local laws and regulations relevant to human resource management.
- Knows civil rights related requirements and regulations.
- Knows selection, supervision, promotion, termination, and disciplinary procedures that comply with federal state, and local regulations, and contractual policies, when applicable.
- Knows state agency policies and procedures for performing human resource functions (e.g., accident reporting, payroll, benefits, immigration, policy acknowledgement, performance appraisal).

Skill Statements

- Formulates and develops plans, procedures, and programs to meet specific training needs.
- Formulates, coordinates, and develops education and training programs to improve professional knowledge and skills.
- Assists in developing long- and short-range goals.
- Provides information regarding professional organizations and opportunities for personal and professional development.
- Develops/maintains nutrition program projects such as Web-based application and ordering systems, Web pages, and Web-based courses.
- Seeks resources for the most current technical information applicable to distance learning and its use.
- Utilizes interviewing techniques and hiring procedures that comply with federal and state guidelines.
- Develops a staffing plan that meets state agency needs and federal, state, and local regulations and policies.
- Conducts staff performance appraisals in accordance with state agency policies and federal and state regulations.
- Assesses staff performance and ensures that recommended training is completed and implemented on the job.
- Verifies that human resource decisions follow due process established by the state agency.
- Interprets and communicates human resources management policies and procedures.

Program and Regulatory Compliance

Knowledge Statements

- Knows how to interpret and apply the provisions of law, regulations, and policies to specific nutrition program situations.
- Knows current federal and state policies, rules and regulations, and records regarding nutrition and meal pattern requirements.
- Knows program audit procedures and administrative review requirements.
- Knows federal and state policies, rules, and regulations governing CN programs.
- Knows program admission and compliance procedures.
- Knows techniques to solve situations of regulatory noncompliance.
- Knows records required for federal and state compliance.
- Knows regulations and requirements of serving children with special food and/or nutrition needs.
- Knows federal, state, and local regulations governing food and beverage sales.
- Knows cultural/ethnic eating behaviors of client populations and how they affect nutritional status, human behavior and techniques for modifying the diet.
- Knows current research in food and nutrition.
- Knows importance of current and effective policies and procedures.
- Knows regulations, policies, procedures, and guidelines governing all review efforts.
- Knows reporting and recordkeeping requirements for monitoring and reviews.
- Knows principles and techniques of assessments and verification of program activities.
- Knows program admission and compliance procedures.
- Knows federal and state rules and regulations governing program agreements.
- Knows the specifics of the annual School Food Authority Program Agreement and the associated responsibilities.

Skill Statements

- Complies with all federal and state regulations and policies and procedures.
- Provides written instruction and guidance to field staff and local sponsors related to all federal and state regulations.
- Provides on-going training.
- Assists nutrition program sponsors/directors/managers in interpretation of federal and state regulations.
- Ensures that all menu items meet federal requirements which contribute to the development of healthy eating habits.
- Understands and explains the laws, rules, regulations, policies, and guidelines governing all nutrition program operations.
- Reviews, approves, and issues compliance review reports.
- Develops appropriate systems to ensure effective policy compliance.
- Develops auditing process to monitor programs to log, track, and analyze review deficiencies.
- Monitors the ordering, maintenance, allocation, and shipment of USDA foods.
- Ensures policies and directives are consistent with and applicable to state and federal laws, regulations, and policies.

- Interprets, develops, implements, and evaluates regulations, guidelines, policies and procedures for federal, state, and local CN programs.
- Develops and adjusts materials regularly to reflect current nutrition program policies and procedures.
- Evaluates policies and procedures for efficiency and effectiveness of operations.
- Recommends revisions and improvements to policies and procedures.
- Recommends revisions to program activities based on existing data.
- Recommends system changes and enhancements.
- Conducts federal and state mandated administrative, operations, and civil rights compliance reviews and evaluations.
- Adheres to USDA regulations regarding applications, claims, processing, and program reviews.
- Develops procedures to maintain accurate and appropriate records that comply with federal and state regulations.
- Assures systems are in place to monitor progress toward meeting state agency goals and objectives.
- Performs internal review/audits on all aspects.
- Designs nutrition program compliance review instruments and procedures to ensure uniform monitoring and review efforts throughout the state.
- Develops and reviews application/renewal materials to reflect federal and state requirements.
- Assists with processing annual participation agreements including determining sponsor eligibility for participation.

Program Management

Knowledge Statements

- Knows state and national trends.
- Knows all federal and state requirements for maintaining accurate and appropriate records.
- Knows federal, state, and local regulations related to operations in an emergency or crisis.
- Knows the state agency's crisis management plan and/or emergency response plan.
- Knows state and federal legislative process and governmental organization and structure.
- Knows where to access resources for best practices.
- Knows organizational framework needed to achieve goals and objectives.
- Knows principles of public relations and marketing techniques appropriate for the nutrition program community.

Skill Statements

- Develops policies and procedures, goals, and objectives to administer CN programs.
- Conceptualizes nutrition programs' rules and responsibilities in context of the state agency (mission, vision, strategic goals, functions, policies, and procedures).
- Attends legislative hearings, departmental meetings, public meetings, workshops, conferences, seminars, and meets with allied organization groups, and agencies in matters pertaining to CN.
- Gathers, analyzes, and evaluates complex data from a wide variety of sources and makes recommendations.

- Networks with appropriate national, state, and local partners, professional associations, and advisory councils.
- Complies with federal reporting requirements ensuring timely and accurate submission of reports.
- Provides coordination with federal, state, and local disaster relief agencies.
- Evaluates grants/projects for compliance with federal, state, departmental policies, procedures, and expected outcomes.
- Assists in grant proposal implementation as well as their related activities.
- Participates in planning, financial oversight, coordination with program priorities, and all financial coordination in relation to CN programs and grant writing.
- Responds to correspondence, inquiries from legislators, media, and public about CN programs and related issues.
- Reviews proposed legislation at request of legislative office, recommends revisions, provides expert comments concerning nutrition education and childhood obesity.
- Represents CN programs before legislative committees, as requested.
- Negotiates, facilitates, and collaborates with other management staff, agencies, and personnel to promote and implement program goals and objectives.
- Maximizes employee potential in meeting organizational goals and mission.
- Analyzes internal and external audit review findings, recommends changes for program and process efficiency, and prioritizes improvement initiatives.
- Oversees planning and development of evaluation criteria, forms, statistics, and conducts targeted quality assurance reviews for CN programs.

Technology and Data Management

Knowledge Statements

- Knows available technology resources in the department.
- Knows importance of training programs and technical support provided by software and hardware vendors.

Skill Statements

- Assists CN program clients in implementing and sustaining state agency electronic computer systems.
- Develops contingency plans for use in the event of hardware and/or software failure, such as performing backup of information periodically.
- Utilizes available resources to ensure that information technology systems are meeting the operational needs of the state agency.
- Assists nutrition program clients in implementing and sustaining state agency electronic computer systems.
- Collaborates with technology consultants to design and maintain systems that store program records, fiscal payments, and participation data.
- Evaluates and selects appropriate software and hardware that integrates with the technology infrastructure of the state agency.

Training, Technical Assistance, and Outreach

Knowledge Statements

- Knows sources of appropriate educational and training materials.
- Knows appropriate channels for effectively communicating with CN program stakeholders.
- Knows resources for the development and evaluation of nutrition education materials and activities.
- Knows importance of networking within the community to advocate and build support for CN programs.
- Knows community-based organizations and resources interested in promoting education and nutrition needs and goals.
- Knows age-appropriate methods for promoting nutrition education.
- Knows marketing principles and techniques appropriate to nutrition programs.

Skill Statements

- Develops an ongoing system of informing stakeholders of policy updates and current CN information.
- Plans, develops, and conducts training programs and conferences using latest technology.
- Coordinates the use of multiple approaches for informing stakeholders about nutrition programs' operations and services.
- Evaluates training programs and materials to recommend purchase of new materials and modifications of existing materials.
- Provides technical assistance, consultation, training, and guidance to nutrition program clients, section staff, other programs, and department staff through formal training sessions, on-site visits, and written and oral correspondence.
- Recognizes program needs and provides competent assistance to clients relative to problems of: marketing; purchasing; menu development; computerized nutrient analysis; food storage; selection, purchase, placement, and care of equipment; and maintenance of accounts, records, and reports.
- Represents the state agency at conferences and gives presentations, as requested.
- Networks with appropriate national, state, and local partners, professional associations, and advisory councils.
- Promotes CN programs to the public through effective public relations to national, federal, state, and local partners; professional associations; and advisory councils.
- Develops/implements a multi-faceted plan to expand participation in nutrition programs.
- Serves as resource for appropriate nutrition education and promotional materials to encourage healthy eating behaviors.
- Evaluates for effectiveness of nutrition education programs initiated by the state agency.
- Conducts program assessment for identifying training needs.



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