

**Determining the Job Functions of Child
Care Providers in CACFP Operations**



National Food Service Management Institute
The University of Mississippi
1-800-321-3054

2013

This project has been funded at least in part with federal funds from the U.S. Department of Agriculture, Food and Nutrition Service through an agreement with the National Food Service Management Institute (NFSMI) at The University of Mississippi. The contents of this publication do not necessarily reflect the views or policies of the U.S. Department of Agriculture, nor does mention of trade names, commercial products, or organizations imply endorsement by the U.S. government.

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Lartey-Rowser, M. & Lofton, K. (2013). *Determining the Job Functions of Child Care Providers in CACFP Operations*. University, MS: National Food Service Management Institute.

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National Food Service Management Institute
The University of Mississippi

Building the Future Through Child Nutrition

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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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**DETERMINING THE JOB FUNCTIONS OF CHILD CARE PROVIDERS
IN CACFP OPERATIONS**

EXECUTIVE SUMMARY

This project was developed to accomplish the following objectives:

- Identify job duties and responsibilities based on a national collection of job descriptions of child care center directors and staff participating in the Child and Adult Care Food Program (CACFP);
- Perform content analysis of the job descriptions into duties and responsibilities for child care providers;
- Confirm job duties and responsibilities, and then group them into functional areas based on parameters within the food program (meal planning, food purchasing, food preparation, service, nutrition education, wellness environment best practices, and special needs); and
- Validate the job duties and responsibilities of child care center directors and staff.

To accomplish the project objectives, two panels of exemplary CACFP professionals participated in a work-group session and a national review panel to systematically confirm, combine, and create descriptions for job duties and responsibilities for child care center directors and staff participating in the CACFP.

Seven CACFP professionals were chosen to participate in an expert panel, work-group session to accomplish the following: review the wording of each job duty and responsibility, classify statements under the appropriate research-based functional area; and group similar

statements into functional areas. Expert panel members reviewed the results of the work-group session using a guided evaluation form. Then, members confirmed the list of job duties and responsibilities.

The modified list of job duties and responsibilities was drafted using the suggestions of expert panel members. A final guided evaluation was completed by a review panel of CACFP personnel, with a response rate of 22.9%. A review and contextual analysis of the national review panel responses resulted in the following actions being taken:

- The number of functional areas was decreased from eight (8) to seven (7);
- The number of job duties and responsibilities was increased from 31 to 59;
- The food safety and sanitation functional area and the health and safety functional areas were combined; and
- A set of definitions for each functional area was developed.

The information gained from this project will be used to provide structure for the development of job descriptions and training modules. It will also be used to identify job functions, training needs, and skills necessary for child care providers.

INTRODUCTION

The Child and Adult Care Food Program (CACFP) is authorized by the National School Lunch Act of 1946 (NSLA), and the program regulations are issued by the United States Department of Agriculture (USDA). One of the functions of the CACFP is to assist child care facilities by providing reimbursements for healthy meals and snacks served to children enrolled in child care facilities. While CACFP regulations are issued by the USDA, they are directed by the state education agency in most states (USDA: Legislative, n.d.; USDA, Child Care, n.d.).

Many children receive care in organized child care facilities across the United States (U.S.). The most common form of child care is for preschool aged children. According to the U.S. Census Bureau, approximately 11 million children under the age of five are cared for in child care facilities every week (Child Care Aware, 2012). In addition to services provided to preschool aged children, older children have access to child care services within before-and after-school sessions.

Independent child care facilities and sponsoring agencies participating in the CACFP operate within federal, state, and local child and adult care guidelines, with the overall goal of improving the health and nutrition of children and adults enrolled in the program. Maintaining compliance with the CACFP regulations can present many challenges. State and federal agencies are responsible for monitoring the CACFP within the child care environment. Independent child care facilities, and those that operate the CACFP under sponsoring agencies, also face challenges meeting nutritional and fiscal accountability mandated by CACFP regulations. Independent child care facilities often have to shoulder the responsibility to meet regulations addressing meal pattern requirements, as well as other regulations and policies within the program, while

combating other facility and staffing constraints (Carr & Oakley, 2002; Carr & Pawlak, 2003; Larson, Ward, Neelon, & Story, 2011).

The CACFP has evolved over the years. As services within the CACFP program continue to expand, demands on child care providers' knowledge, skills, and abilities have increased. Examples of how changes in the CACFP have an impact on child care operations are evident in the legislation that governs it (Larson, Ward, Neelon, & Story, 2011). For instance, the Child Nutrition Reauthorization Act of 1998 authorized snack service to children up to age 18 in "at-risk" after-school programs. This update in the legislation expanded the number of children served. Other program changes, in recent years, have been identified in the Healthy, Hunger Free Kids Act 2010 which extends availability of at-risk afterschool meal reimbursement to all states, modified requirements for submission of renewal applications, requires that CACFP follow the most recent version of the Dietary Guidelines of Americans when addressing fluid milk served, and requires the availability of water throughout the day (USDA: Legislative, n.d.; USDA, Child Care, n.d.). These changes may require increased knowledge and skill for all individuals working in facilities operating under CACFP guidelines.

Since its inception, the National Food Service Management Institute (NFSMI) has been a leader in identifying job duties and responsibilities and training needs of professionals working in the child nutrition field. The NFSMI has conducted research related to job duties and responsibilities and training needs for school nutrition directors and supervisors, school nutrition managers, and child care providers (Carr & Oakley, 2002; Nettles & Carr, 2006; Nettles, Carr, & Asperin, 2010; Rainville & Carr, 2001). This project will examine the job descriptions and job duties and responsibilities of child care center directors and staff and the regulation parameters of the CACFP.

Research Objectives

The specific objectives of this project included the following:

- Identify job duties and responsibilities based on a national collection of job descriptions of child care center directors and staff participating in the CACFP;
- Perform content analysis of the job descriptions into duties and responsibilities for child care providers;
- Confirm job duties and responsibilities and group into functional areas based on parameters within the food program (meal planning, food purchasing, food preparation, service, nutrition education, wellness environment best practices, and special needs); and
- Validate the job duties and responsibilities of child care center directors and staff.

METHOD

Research Plan

This research project was conducted in two phases. For the first phase of this project (Phase I), child care providers were asked to provide job descriptions for child care center directors and staff. In addition, the researcher conducted a national review of job descriptions of child care professionals participating in the Child and Adult Care Food Program (CACFP) from child care and research literature. Content analysis of the duties and responsibilities for child care providers operating under the CACFP was conducted. Subsequently, an expert panel consisting of child care providers was utilized to bring about agreement on the duties and responsibilities for child care directors and staff; identify the gaps in the literature; and categorize the job duties and responsibilities into functional areas. The findings from Phase I were used to develop a document on the job duties and responsibilities statements that was sent to a review panel of CACFP state agency personnel, sponsor agency representatives, and child care providers in Phase II.

Phase I: Expert Panel

An in-depth, national search of job descriptions for child care directors and child care staff was conducted in the first phase of this project. Child care professionals were selected from a child care database maintained by the National Food Service Management Institute, Applied Research Division (NFSMI, ARD), and were asked to provide written job descriptions for the child care director and the child care staff positions in their center. Researchers also conducted an in-depth internet search for job descriptions of child care center directors and staff. From this collection of job descriptions, researchers performed content analysis of the descriptions, and identified duties and responsibilities of child care providers that are related to the CACFP. From

this collected data, the researcher drafted duties and responsibilities statements that would be reviewed and confirmed by child care professionals participating in an expert panel, work group session.

Expert Panel Work Group

State agency child nutrition program directors representing the seven USDA regions were asked to provide names and contact information for one to two CACFP state agency personnel and sponsor agency representatives, and three to five child care providers who could participate on the expert panel or review panel for this project. From this pool, child care professionals (child care center directors, state agency personnel, and sponsoring agency representatives) were e-mailed and were asked to serve on an expert panel and to attend a day-and-a-half work-group session to confirm job duties and responsibilities of child care providers. In preparation for the two-day, work-group session, expert panel members were e-mailed the draft duty and responsibility statements. They were asked to review the statements prior to attending the session and to provide feedback on the content, wording, and scope of each statement. Expert panel members were advised to bring this document with their comments and suggestions to the expert-panel, work-group session.

Seven expert panel members attended the work-group session. The work session was facilitated by two NFSMI research scientists. Panel members engaged in small group panel discussions and consensus building activities to accomplish the following activities:

- Confirm the job duties and responsibilities of child care providers;
- Identify the gaps or what duties and responsibilities are missing;
- Reach consensus on the duties and responsibilities posted;
- Group similar duties and responsibilities; and

- Identify or develop functional areas for grouped duties and responsibilities.

The first task for the expert panel members was to evaluate the job duty and responsibility statements. Each sub-group discussed three options for each job duty/responsibility statement and reached consensus for their group's recommendations: 1) accept the statement with no changes; 2) delete the statement; or 3) modify the wording of the statement. The sub-groups used the following process when reviewing the draft job duties and responsibilities statements:

- 1) review each statement to determine if it reflects job responsibilities and duties for an individual working with the CACFP;
- 2) consider the diversity of CACFP programs across the country;
- 3) discuss comments from review of pre-meeting documents;
- 4) decide on the action to take for each statement;
- 5) revise any statement that the group disagrees on the wording; and
- 6) identify missing statement(s).

Once the sub-groups completed their assignments, the researcher used consensus building steps to reach agreement with all panel members on the wording of job duty/responsibility statements. The next exercise the panel participated in was grouping similar statements and identifying themes that best describe the grouped statements. Once the subgroups completed this activity, researchers used consensus building steps to reach agreement on the wording of the functional areas and the placement of the job duty/responsibility statements.

Following the expert-panel, work-group session, the researcher used the job duties and responsibilities statement summary forms from each sub-group, and the discussion notes from the work session, to formulate a review document for expert panel participants to confirm.

Phase II: National Review Panel

In Phase II of the project, panel participants were selected and e-mailed details of the research study with an invitation to participate in a national review panel. A cover letter and a survey to evaluate the CACFP functional areas and child care duties and responsibilities statements were sent by e-mail to review panel members. The cover letter described the purpose of the project, provided instructions for reviewing and offering comments on the job duties and responsibilities under the functional areas, the confidentiality statement, contact information, and return instructions for the evaluation. Forty-eight CACFP professionals, representing all seven of the USDA regions, were selected to serve on the review panel for the research project. Participants consisted of CACFP state agency personnel, sponsoring agency personnel, CACFP child care center directors, and workers. Review panel participants were asked to review and confirm the job duties and responsibilities under the functional areas of the CACFP as identified by the expert-panel, work group.

The review panel survey, entitled *Determining the Job Functions of Child Care Providers in CACFP Operations*, consisted of ten sections. The objectives of the survey were to:

- Verify if the review panel member agreed with the wording of the job duties and responsibilities statements;
- Determine if the statements were in the correct functional area;
- Determine if the title for the functional area reflects the duty/responsibility statements;
- Identify definitions for the functional area; and
- Determine if the functional area should be combined with other functional areas.

The first seven sections of the survey consisted of thirty-one job duty/responsibility statements and eight functional areas. Each functional area contained one or more job duty/responsibility statements.

Informed Consent

The Human Subjects Protection Review Committee of The University of Southern Mississippi approved the protocol for the research project. The anonymity of participating state agency personnel, sponsoring agency personnel, and child care providers was protected.

Data Analysis

Researchers used qualitative research methods to identify and confirm job duty and responsibility statements for the functional areas. Descriptive statistics were calculated and consisted of frequencies and percentages of total responses from the review panel evaluation questionnaire.

RESULTS AND DISCUSSION

The purpose of this project was to examine the job descriptions and job duties and responsibilities of child care center directors and staff working under the regulation parameters of the Child and Adult Care Food Program (CACFP). The researcher developed draft job duty and responsibility statements from reviewing job descriptions for child care center directors and staff provided by child care providers throughout the United States, and from a national review of job descriptions. The CACFP child care center personnel, state agency personnel, and sponsoring agency personnel participated in the expert panel (Phase I) and review panel (Phase II) to reach consensus on the on the job duty/responsibility statements.

Phase I: Expert Panel

An expert panel, work-group session convened to review and reach consensus on the draft forty-nine (49) job duty and responsibility statements, and to identify functional area categories. Seven CACFP professionals completed the pre-meeting assignment form and attended the session. The expert panel represented four of the seven United States Department of Agriculture (USDA) regions. All expert panel members were recommended because of their contribution and experience in the CACFP.

During the expert-panel, work-session, panel members were grouped into smaller groups and asked to review and evaluate the wording of the draft job duty and responsibility statements. They were then asked to take action either to keep, modify, combine, or delete the statements. As a part of that process, the sub-groups were required to: 1) review each statement and determine if it reflects job responsibilities and duties for an individual working with the CACFP; 2) discuss individual comments from pre-meeting documents; 3) decide on the action to take for each statement; 4) revise any statement that the group disagrees on the wording; and 5) identify

missing statement(s). After the expert panel reached consensus on the wording of the job duty and responsibility statements, the sub-groups identified statements that addressed a similar topic. The sub-groups were instructed to identify themes for the grouped statements. Once the subgroups completed this activity, researchers used consensus building steps to reach agreement on the wording of the functional areas and the placement of the statements. The work-group session yielded thirty-one job duty/responsibility statements and nine functional areas determined to be essential for child care personnel within the CACFP.

The work-group session outcomes were summarized and submitted to the panel members for review via e-mail. All seven expert panel members (100%) completed the post-session, work-group, summary form, and provided additional comments and suggestions. A draft list of job duties and responsibilities and functional areas was derived from the expert panel post-session review. The revisions from the expert panel post-session review resulted in eight functional areas and thirty-one job duty and responsibility statements.

Phase II: National Review Panel

Of the forty-eight (48) CACFP professionals selected to participate in the review panel evaluation, 11 (22.9%) completed the evaluation questionnaire and provided additional comments and suggestions to strengthen the statements. Ten states from the seven USDA regions were represented on the review panel.

Review panel members evaluated the job duty and responsibility statements and functional areas, provided definitions for the functional areas, and offered additional suggestions related to adding additional statements and combining functional areas. For the job duty/responsibility statements, reviewers indicated whether they agreed or disagreed with the wording of the statements and the placement of the statements under specific functional areas.

The review panel’s evaluation of the job duties and responsibilities are displayed in Table 1. The agreement percentages and frequencies indicate a high level of agreement that these statements reflected duties and responsibilities of those working with the CACFP, and that the statements were appropriately placed within functional areas.

Table 1

Review Panel’s Evaluation of Job Duties and Responsibilities per Functional Area (N=11)

Functional Area Job Duty and Responsibility Statement	Do you agree with the wording of the statement? (Percentages and Frequencies)			Is the statement within the correct functional area?		
	Yes	No	Missing	Yes	No	Missing
Functional Area 1: Procurement						
Maintain adequate amount of supplies to properly prepare, serve, and store foods in accordance with CACFP guidelines.	91% (10)	0% (0)	9% (1)	91% (10)	0% (0)	9% (1)
Supervise and approve orders of appropriate food and non-food supplies as it relates to the CACFP.	81% (9)	9% (1)	9% (1)	91% (10)	0% (0)	9% (1)
Develop and maintain the food and supply record as it relates to the CACFP.	73% (8)	18% (2)	9% (1)	81% (9)	0% (0)	18% (2)
Functional Area 2: Health and Safety						
Ensure maintenance, repair, and management of equipment related to the CACFP.	91% (10)	9% (1)	0% (0)	81% (9)	0% (0)	18% (2)
Comply with applicable universal precautions and infection control guidelines and procedures.	91% (10)	9% (1)	0% (0)	81% (9)	0% (0)	18% (2)
Provide a safe dining area that meets safety and licensing regulations.	100% (11)	0% (0)	0% (0)	73% (8)	9% (1)	18% (2)

(Table 1 continues)

Table 1 continued

Review Panel's Evaluation of Job Duties and Responsibilities per Functional Area (N=11)

Functional Area Job Duty and Responsibility Statement	Do you agree with the wording of the statement? (Percentages and Frequencies)			Is the statement within the correct functional area?		
	Yes	No	Missing	Yes	No	Missing
Functional Area 3: Food Safety						
Ensure that the child care center meets all safety and licensing regulations for nutrition and food preparation.	91% (10)	9% (1)	0% (0)	91% (10)	9% (1)	0% (0)
Ensure the cleaning and sanitizing of dining areas before and after meal and snack time.	91% (10)	9% (1)	0% (0)	81% (9)	18% (2)	0% (0)
Ensure food-safety and inspections are conducted to provide safe food for the children in the child care center.	81% (9)	18% (2)	0% (0)	91% (10)	9% (1)	0% (0)
Functional Area 4: Administration						
Communicate and maintain relationships with child care staff, sponsoring agency and state agency representatives.	81% (9)	18% (2)	0% (0)	91% (10)	0% (0)	9% (1)
Supervise, train, evaluate, and support child care staff in implementing CACFP regulations.	100% (11)	0% (0)	0% (0)	100% (11)	0% (0)	0% (0)
Utilize resources as it relates to CACFP for guidance and training.	91% (10)	0% (0)	9% (1)	100% (11)	0% (0)	0% (0)
Arrange for substitute assistance as needed to ensure all CACFP regulations and functions are met.	81% (9)	18% (2)	0% (0)	81% (9)	9% (1)	0% (0)

(Table 1 continues)

Table 1 continued

Review Panel's Evaluation of Job Duties and Responsibilities per Functional Area (N=11)

Functional Area Job Duty and Responsibility Statement	Do you agree with the wording of the statement? (Percentages and Frequencies)			Is the statement within the correct functional area?		
	Yes	No	Missing	Yes	No	Missing
Functional Area 4: Administration						
Effectively supervise and/or implement contracts as required to ensure accountability for funding and reimbursement.	91% (10)	9% (1)	0% (0)	91% (10)	0% (0)	9% (1)
Maintain current and accurate staff records (including all licensing required components) as related to the CACFP.	91% (10)	9% (1)	0% (0)	91% (10)	0% (0)	9% (1)
Develop and maintain the contractual CACFP budget and budget records.	100% (11)	0% (0)	0% (0)	81% (9)	9% (1)	1% (1)
Produce and submit all required documentation for the CACFP contract as needed.	91% (10)	9% (1)	0% (0)	91% (10)	0% (0)	9% (1)
Functional Area 5: Education and Training						
Provide updates to staff on CACFP guidelines as needed.	91% (10)	18% (2)	0% (0)	91% (10)	0% (0)	0% (0)
Develop, locate, and/or implement training opportunities to meet the CACFP requirements.	91% (10)	9% (1)	0% (0)	91% (10)	0% (0)	0% (0)
Provide direction and program guidance to staff, volunteers, and students.	91% (10)	9% (1)	0% (0)	91% (10)	0% (0)	0% (0)

(Table 1 continues)

(Table 1 continued)

Review Panel's Evaluation of Job and Responsibilities per Functional Area (N=11)

Functional Area Job Duty and Responsibility Statement	Do you agree with the wording of the statement? (Percentages and Frequencies)			Is the statement within the correct functional area?		
	Yes	No	Missing	Yes	No	Missing
Functional Area 6: Menu Planning						
Demonstrate sensitivity and responsiveness to the special food and/or nutrition needs of children.	91% (10)	9% (1)	0% (0)	100% (11)	0% (0)	0% (0)
Collaborate with appropriate staff in planning menus and procedures for food service.	91% (10)	9% (1)	0% (0)	100% (11)	0% (0)	0% (0)
Functional Area 7: Feeding and Nutrition						
Develop/nurture partnership with family to assist child with being successful with eating.	73% (8)	27% (3)	0% (0)	82% (9)	9% (1)	9% (1)
Involve CACFP sponsors, child care staff, and parents in planning healthy meals and snacks.	91% (10)	9% (1)	0% (0)	91% (10)	9% (1)	0% (0)
Ensure an appropriate physical environment for serving food in the center.	91% (10)	9% (1)	0% (0)	82% (9)	9% (1)	0% (0)
Ensure all necessary documents are completed accurately and timely for claim submission.	73% (8)	9% (1)	18% (2)	82% (9)	9% (1)	9% (1)

(Table 1 continues)

Table 1 continued

Review Panel's Evaluation of Job Duties and Responsibilities per Functional Area (N=11)

Functional Area Job Duty and Responsibility Statement	Do you agree with the wording of the statement? (Percentages and Frequencies)			Is the statement within the correct functional area?		
	Yes	No	Missing	Yes	No	Missing
Functional Area 8: Compliance						
Comply with laws, state child care regulations, local regulatory agencies, and the CACFP.	100% (11)	0% (0)	0% (0)	91% (10)	0% (0)	9% (1)
Ensure children are served all required components in the appropriate serving size at each meal and snack.	100% (11)	0% (0)	0% (0)	82% (9)	9% (1)	9% (1)
Develop, locate, and/or implement training opportunities to meet the CACFP requirements.	100% (11)	0% (0)	0% (0)	91% (10)	0% (0)	9% (1)
Ensure monitoring visits are completed according to CACFP regulations.	100% (11)	0% (0)	0% (0)	82% (9)	9% (1)	9% (1)
Ensure meals are served during contracted meal times.	100% (11)	0% (0)	0% (0)	91% (10)	0% (0)	9% (1)

For other considerations, reviewers indicated whether they agreed or disagreed with two evaluation questions: “Does the title for the functional area reflect the duty/responsibility statements?” “Should the functional area be combined with another functional area?” The review panel’s evaluation of other considerations is presented on Table 2. The agreement percentages and frequencies indicated a high level of agreement that the title of the functional area accurately reflects the duties and responsibilities listed within the area. However, there were mixed

responses related to the potential need for combining two or more functional areas. Overall, reviewers indicated that the food safety and sanitation functional area should be combined with another functional area (64% of the respondents were for combining). The majority of the comments, related to which functional area food safety and sanitation should be combined with, indicated that the health and safety functional area would be the ideal functional area to combine with food safety and sanitation.

Table 2

Review Panel’s Evaluation of Functional Area Titles and Combining Functional Areas (N=11)

Agreement on Functional Areas Titles (Percentages and Frequencies)			
Functional Area	Yes	No	Missing
Procurement	82% (9)	9% (1)	9% (1)
Health and Safety	91% (10)	9% (1)	0% (0)
Food Safety and Sanitation	91% (10)	0% (0)	9% (1)
Administration	91% (10)	0% (0)	9% (1)
Education and Training	100% (100)	0% (0)	0% (0)
Menu Planning	100% (100)	0% (0)	0% (0)
Feeding and Nutrition	91% (10)	0% (0)	9% (1)
Compliance	91% (10)	0% (0)	9% (1)

(Table 2 continues)

Table 2 continued

Review Panel's Evaluation of Functional Area Titles and Combining Functional Areas (N=11)

Agreement on Functional Areas Titles (Percentages and Frequencies)			
Functional Area	Yes	No	Missing
Procurement	9% (1)	73% (8)	9% (1)
Health and Safety	45% (5)	55% (6)	0% (0)
Food Safety and Sanitation	64% (7)	36% (4)	0% (0)
Administration	18% (2)	82% (9)	0% (0)
Education and Training	18% (2)	55% (6)	27% (3)
Menu Planning	27% (3)	64% (7)	9% (1)
Feeding and Nutrition	36% (4)	55% (6)	9% (1)
Compliance	45% (5)	55% (6)	0% (0)

Respondents were allowed to provide additional job duty/responsibility statements to fill any gaps identified during the review process or to modify current statements. All of the respondents added additional job duty/responsibility statements to one or more of the functional areas. Some modifications to current statements were also completed. Analysis of written comments led to the acceptance of 10 (32%) statements as written, the modification of 21 (68%), and the addition of 28 statements (Table 3). One (3%) job duty/responsibility statement was re-assigned to a different functional area.

Table 3

Overview of Panel’s Evaluations of Job Duty/Responsibility Statements

Functional Areas	Number of Job Duty/Responsibility Statements		
	Expert ^a Panel (total)	Modified statements (during expert panel)	Post ^b national review panel
Procurement	3	2	9
Health and safety	3	2	8
Food safety and sanitation	3	2	0
Administration	8	6	13
Education and training	3	1	6
Menu planning	2	1	7
Feeding and nutrition	4	4	8
Compliance	5	3	8

^a7 panel members were involved in the expert-panel, work-group review

^b11 individuals participated in the national review panel

Review panel members were also asked to provide definitions for each of the eight functional areas identified. Researchers reviewed and summarized the definitions for each functional area provided by the panel members (see Table 4). Additional space was provided for panel members to suggest any additional job duties and responsibilities that they believed were essential to working with CACFP, as well as general comments and suggestions. The researchers reviewed the comments, additional job duties, and responsibility statements. Then, they incorporated their suggestions (as appropriate) into the final list of job duties and responsibilities.

Table 4

Functional Area List of Definitions Provided by Panel Members

Functional Area	Definitions
Procurement	<p>The requirements related to purchases made using CACFP funds.</p> <p>Supplies, food, and materials needed to comply with CACFP guidelines are available to staff.</p> <p>The act of securing and ensuring that foods and supplies are available in sufficient quantities to carry out the food service operation.</p> <p>The financial management of the CACFP funds allocated by the state agency.</p>
Health and Safety	<p>Child care staff's responsibilities to maintain a safe environment for the children in care.</p> <p>Safety precautions maintained at all times and in all aspects of the program.</p> <p>The identification, implementation and planning of safeguards designed to protect against inadvertent or hazardous operations.</p> <p>Creating healthy meals and services for both children and staff.</p>
Food Safety and Sanitation	<p>Assure food is served in a healthy safe space.</p> <p>Specific requirements related to maintaining food safety and sanitation.</p> <p>Safety and sanitation is maintained with food handling and preparation.</p> <p>To protect against inadvertent or hazardous operations.</p> <p>A safe environment for both children and staff.</p>
Administration	<p>The sponsor authority's oversight of the program with accountable documentation to demonstrate program compliance.</p> <p>The general administrative requirements related to the CACFP for child care professionals.</p> <p>The administrative oversight and implementation of the CACFP program.</p> <p>Key position/function empowered to ensure performance of all staff and the smooth operation of all aspects of the facility.</p> <p>The managing of all aspects of the CACFP program.</p>

(Table 4 continues)

Table 4 continued

Functional Area List of Definitions Provided by Panel Members

Functional Area	Definitions
Education and Training	<p>Responsibility to train staff and existing sponsors regarding CACFP regulations and expectations.</p> <p>The specific training requirements that must be completed by CACFP professionals.</p> <p>The training and staff development required to provide quality CACFP services and meet program standards.</p> <p>The act of providing all staff with the information and/or professional development to effectively carry out responsibilities and standard operating procedures.</p> <p>Professional development through on-going training for CACFP providers.</p>
Menu Planning	<p>Planning menus to meet regulations and retain the records for validation.</p> <p>Basic requirements for CACFP menu planning and providing meals that are nutritious and meet the needs of the children.</p> <p>Preparation of menus in accordance with CACFP guidelines and ensuring that the nutritional needs of all children are met.</p> <p>The person or process of identifying food choices that promote compliance with state and federal standards, encourage healthy variety and facilitate cost effective meal service.</p> <p>Planning healthful meals that emphasize the nutritional needs of young children.</p>
Feeding and Nutrition	<p>Planning menus, serving meals/snacks and maintaining meal service documentation that meets meal pattern requirements.</p> <p>CACFP requirements for menu planning as well as providing nutrition education to the children, staff, and families.</p> <p>Planning menus that meet CACFP guidelines and promote healthy eating.</p> <p>The process of carrying out healthy meal service.</p> <p>Serving meals to young children in a nurturing environment.</p>
Compliance	<p>Oversight of specific functions.</p> <p>Operating the CACFP in a manner that ensures compliance with program regulations.</p> <p>Compliance with CACFP regulations are maintained at all times.</p> <p>The primary universal oversight function that ensures all procedures, processes, and daily activities align with appropriate standards.</p> <p>Meeting the federal, state, and local regulations for meeting the CACFP.</p>

The results of the expert panel and the national review panel consist of 59 job duties and responsibilities and seven functional areas to include: Procurement, Health and Safety, Administration, Education and Training, Menu Planning, Feeding and Nutrition, and Compliance (Table 5).

Table 5

Child and Adult Care Food Program Directors and Staff Job Duty/Responsibility Statements

Procurement

1. Maintain adequate amount of supplies to properly prepare, serve, and store foods in accordance with CACFP guidelines.
 2. Supervise and approve orders for appropriate food and non-food supplies as it relates to the CACFP.
 3. Ensure that food and supply records are developed and maintained in accordance with CACFP guidelines.
 4. Ensure that accurate formal or informal procurement processes are completed annually.
 5. Ensure that all CACFP funds are used on allowable costs.
 6. Identify, initiate, and maintain procedures associated with Invitation for Bid or Solicitation of Quotes for annual vended meal service provision.
 7. Follow all federal procurement requirements (and state if applicable) when purchasing prepared meals.
 8. Ensure meal vendor is following all local and state health and safety requirements.
 9. Ensure that all purchases comply with CACFP, local, and state regulations.
-

Health and Safety

1. Ensure maintenance, repair, and management of equipment related to CACFP.
 2. Ensure that facility is compliant with applicable universal precautions and infection control guidelines and procedures.
 3. Ensure that dining area is safe and meets safety and licensing regulations.
 4. Ensure that the child care facility meets all safety and licensing regulations for nutrition and food preparation.
 5. Ensure the cleaning and sanitizing of dining areas before and after meal and snack time.
 6. Ensure food safety measures are conducted to provide safe food for the children in the child care facility.
 7. Ensure facility inspections are conducted to provide safe food for the children in the child care facility.
 8. Ensure proper safety measures are followed to ensure safe food handling from the receiving of food to the serving of food.
-

(Table 5 continues)

Table 5 continued

Child and Adult Care Food Program Directors and Staff Job Duty/Responsibility Statements

Administration

1. Communicate and maintain relationships with child care staff, sponsoring agency, and state agency representatives.
 2. Supervise, train, evaluate, and support child care staff in implementing CACFP regulations.
 3. Ensure that all staff utilize resources as they relate to the CACFP for guidance and training.
 4. Cross train child care staff to ensure all CACFP regulations and functions are met.
 5. Effectively supervise and/or implement contract agreements as required to ensure accountability for funding and reimbursement.
 6. Maintain current and accurate staff records (including all licensing required components) as related to the CACFP.
 7. Develop and maintain the contractual CACFP budget and income/expense records.
 8. Produce and submit all required documentation for state and/or federal contracts as needed.
 9. Ensure that basic CACFP information is made available to parents of enrolled children and to the public upon request.
 10. Cooperate with state and/or federal level reviews completed at the child care site.
 11. Maintain all CACFP records for four years (including the current year).
 12. Ensure all income eligibility documentation is kept confidential and reported accurately to the state agency (if applicable).
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Education and Training

1. Provide updates to staff on CACFP guidelines, policies, and procedures as needed.
 2. Develop, locate, and/or implement training opportunities to meet the CACFP requirements.
 3. Maintain current and accurate staff records (including all licensing required components) as related to the CACFP.
 4. Annually train all staff on civil rights requirements.
 5. Train child care staff on creditable and non-creditable foods.
 6. Train child care staff on nutritional program practices, such as healthy eating environments, basic principles of healthy eating, and proper nutrition as they relate to healthy child growth and development.
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(Table 5 continues)

Table 5 continued

Child and Adult Care Food Program Directors and Staff Job Duty/Responsibility Statements

Menu Planning

1. Demonstrate sensitivity and responsiveness to accommodate special food and/or nutrition needs of children.
 2. Collaborate with appropriate staff in planning menus and procedures for food service.
 3. Ensure record documentation meets CACFP requirements for all age groups.
 4. Demonstrate the ability to plan and serve meals and snacks that follow all CACFP requirements.
 5. Develop and maintain parent committees to assist with menu development and the identification of issues and resources that help parents outside the center.
 6. Ensure that written procedures are in place to confirm that all special food needs are met in a safe manner to avoid health and safety issues.
 7. Ensure menus are balanced, appealing, and emphasize variety for all meals.
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Feeding and Nutrition

1. Develop/nurture partnership with families to assist child in developing healthy eating habits.
 2. Involve CACFP sponsors, child care staff, and parents in planning healthy CACFP approved meals and snacks.
 3. Ensure an appropriate physical environment for servicing food in the facility.
 4. Ensure all necessary food service documents are completed accurately and on time for claim submission.
 5. Ensure children are served all required components in the appropriate serving size at each meal and snack.
 6. Ensure breastfeeding mothers have a safe and private area to breastfeed.
 7. Ensure drinking water is available upon request.
 8. Ensure infants are fed on demand, and that the feedings are documented.
 9. Ensure children are served all required components in the appropriate serving size at each meal and snack.
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(Table 5 continues)

Table 5 continued

Child and Adult Care Food Program Directors and Staff Job Duty/Responsibility Statements

Compliance

1. Comply with laws, state child care regulations, local regulatory agencies, and the CACFP.
 2. Ensure that all training requirements of the CACFP program are met on an annual basis.
 3. Ensure monitoring visits are completed according to CACFP regulation.
 4. Ensure meals are served during scheduled and approved meal times.
 5. Develop corrective action plans, including modification to standard operating procedures, when needed.
 6. Ensure only reimbursable meals are submitted to the state agency for federal reimbursement.
 7. Ensure civil rights policies are understood and followed by all staff.
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CONCLUSIONS AND RECOMMENDATIONS

The purpose of this project was to examine the job descriptions and job duties and responsibilities of child care center directors and staff operating within the Child and Adult Care Food Program (CACFP). Two panels of experts comprised of CACFP state agency personnel, CACFP sponsor agency representatives, and child care providers working with CACFP participated in a work-group session and national review panel to systematically confirm, combine, and create job duty and responsibility statements for child care center directors and staff participating in the CACFP. Overall, the review panel considered all of the job duties and responsibilities identified to be important for CACFP operations.

At baseline, the job duties and responsibilities list consisted of 49 statements. After Phase I of the project, the list was modified to include thirty-one job duties and responsibilities and the addition of 8 functional areas. In Phase II, the national panel reviewed the duties and responsibilities list, and completed the evaluation of the list. The list was revised through the modification of current statements and the addition of new statements. The job duties and responsibilities list currently contains 59 job duties and responsibilities and 7 functional areas: procurement, health and safety, administration, education and training, menu planning, feeding and nutrition, and compliance.

The functional areas and job duties/responsibilities identified in this project provide an understanding of the overall role of child care professionals working with the CACFP. Additional research must be conducted to achieve a more comprehensive description of the job duties/responsibilities. Moreover, knowledge and skills required to perform the duties of a child care professional working with the CACFP should be developed through a research-based process.

The findings of this research will assist the National Food Service Management Institute, the United States Department of Agriculture, state agencies, and training professionals in developing appropriate professional development resources for child care directors and staff. These results can also provide structure for the development of job descriptions and training modules that could focus on the seven functional areas, as well as identify job functions, training needs, and skills necessary for child care providers working in the CACFP. Additionally, the information can serve as a framework to identify the criteria for evaluating an effective child nutrition professional working with the CACFP and to provide the basis for mentoring to prepare child care professionals. Child care directors and staff are responsible for ensuring that child care programs working with the CACFP comply with government regulations and fulfill the needs of the clients/children and parents. Identification of job duties and responsibilities needed by child care directors and staff working with the CACFP contributes to building a strong base for hiring and training individuals.

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GY 2009 Project 4

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