

Job Functions/Duties, Competencies, Knowledge, and Skills of Sponsor Monitors Participating in the Child and Adult Care Food Program

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**National Food Service Management Institute
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Building the Future Through Child Nutrition

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PREFACE

This manual is the result of efforts of the National Food Service Management Institute to respond to the growing needs for standard job descriptions, job functions/duties, and competencies, knowledge, and skills for individuals providing oversight to Family Day Care Home providers who participate in the Child and Adult Care Food Program.

The success of this research project required the hard work and insight of many child nutrition and child care professionals. The National Food Service Management Institute Applied Research Division acknowledges the contributions of the 1999 Research Agenda Task Force for validating the need for research related to the child care arena. Also, state agency directors, sponsoring organization directors and monitors, participants of the two expert panels, Delphi participants, and the researchers contributed to the achievement of the goals of the research agenda discussed in this manual.

A special thanks to Dr. Martha Conklin and Dr. Deborah Carr from the Applied Research Division in contributing to the early program planning for the project, as well as the development and implementation of Phase I and Phase II, which identified the job functions/duties and training needs of sponsor monitors. Dr. Charlotte Oakley, Mississippi State University, led the research process during Phase III in the development and validation of competencies, knowledge, and skills of sponsor monitors and the preparation of the manual. Our thanks are also extended to Dr. J.T. Johnson for providing guidance and assistance in developing the research design and Phase I and Phase II statistical analyses. To Ms. Amy Jones, a special thank you for formatting the document for publication.

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TABLE OF CONTENTS

Executive Summary	viii
Introduction	1
Research Overview	3
Phase I and Phase II: Identification of Job Functions/Duties of Sponsor Monitors	9
Phase III: Identification of Competencies, Knowledge, and Skills of Sponsor Monitors	19
References	43
Implementation of Competencies, Knowledge, and Skills of Sponsor Monitors	47
Key Words	49
Job Functions/Duties, Competencies, Knowledge, and Skills of Sponsor Monitors	51
Job Description of Sponsor Monitors	97
Appendix A: Research Concept Paper	103
Appendix B: Lists of Participants in Phases I, II, and III	107
Appendix C: Examples of Survey Instruments Used in Phases I, II, and III	119
Appendix D: Survey Results of Jobs Duties and Training Needs of Sponsor Monitor Related to the Child Care and Adult Care Food Program By Directors	195
Appendix E: Survey Results of Job Duties and Training Needs of Sponsor Monitor Related to the Child and Adult Care Food Program By Sponsor Monitors	201
Appendix F: Survey Results of Training Needs of Sponsor Monitor As Perceived By Sponsoring Organization Directors	207

Appendix G: Survey Results of Training Needs of Sponsor Monitor As Perceived By
Sponsor Monitors211

NFSMI Insight 18: Identification of Job Functions/Duties, Competencies, Knowledge,
and Skills of Sponsor Monitors215

LIST OF TABLES

Table 1. Program and Personal Characteristics of Sponsoring Organization Directors 26

Table 2. Program and Personal Characteristics of Sponsor Monitors 27

Table 3. Knowledge and Skills of Sponsor Monitors 29

Table 4. Competencies of Sponsor Monitors: Results of CACFP Expert Panel Delphi
Process 42

LIST OF FIGURES

Figure 1. Model for Developing Competent Performance 7

EXECUTIVE SUMMARY

**JOB FUNCTIONS/DUTIES, COMPETENCIES, KNOWLEDGE,
AND SKILLS OF SPONSOR MONITORS PARTICIPATING IN
THE CHILD AND ADULT CARE FOOD PROGRAM**

EXECUTIVE SUMMARY

The National Food Service Management Institute (NFSMI) Applied Research Division embarked upon a three-phase research study to identify the knowledge, skills, and competencies of sponsor monitors of Family Day Care Homes (FDCH). The job functions/duties and perceived training needs of sponsor monitors and characteristics of sponsoring organization directors and sponsor monitors were identified in a two-phase process. Survey instruments were developed in Phase I and distributed in Phase II. Competencies, knowledge, and skills were identified during Phase III in a modified Delphi process. A sample job description was written to reflect the job functions/duties identified.

Phase I

During Phase I of the study, the researchers conducted a content analysis of a national sampling of written job descriptions for Child and Adult Care Food Program (CACFP) sponsor monitor positions. A content analysis procedure generated 82 job functions/duties performed by sponsor monitors. Job duties were categorized into the following seven areas: administrative/clerical/record keeping, program promotion, nutrition/menu integrity, safety/sanitation, regulatory/accountability, training/continuing education, and professional development. Survey instruments were developed for both sponsoring organization directors and sponsor monitors. The three-part preliminary survey instruments included sections on job functions/duties, training needs, and program/personal characteristics of directors and sponsor monitors. Part I and Part II of the surveys were identical in content for both groups surveyed; conversely, Part III of each survey instrument addressed program/personal characteristics specific to the groups surveyed. A panel of CACFP experts was convened to review and validate the content of the survey instruments. Modifications were made based on the expert panel's review. The final version of the two survey instruments consisted of 94 job functions/duties in Part I and 50 training needs in Part II. Part III included demographic questions with 11 questions on the director survey and 13 questions on the sponsor monitor survey. The survey instruments were reviewed by the Food and Nutrition Subcommittee of the Education Information Advisory Committee (EIAC), Council of Chief State School Officers as a final step in ensuring content validity. In response to the suggestions made

by EIAC's Food and Nutrition Subcommittee, the researchers made final revisions to the content and format of the survey instruments.

Phase II

During Phase II of the study, state agency directors in 50 states, Washington, D.C., Puerto Rico, Guam, and the United States Virgin Islands provided current listings of sponsoring organizations (n=1045). Sponsoring agency directors and monitors were included in the survey to gain insight into their perceptions of the appropriateness of the job functions/duties identified during Phase I of the study. Sponsoring organization directors (n=1045) were mailed the survey instruments. Sponsoring organization directors were asked to distribute the sponsor monitor survey instruments to two monitors employed by the sponsoring agency. When sponsoring organization directors performed the role of the monitor, they were instructed to complete the director survey instrument only. Survey response rates were 33% (n=349) and 24% (n=499) for the sponsoring organization directors and sponsor monitors, respectively. On Part I of the survey instrument, participants responded to frequency and importance of each job function/duty performed by the sponsor monitor. Demographic characteristics of directors and sponsor monitors were determined. Sponsoring organization directors and sponsor monitors were asked to identify their perceived top five training needs of sponsor monitors. The results are presented below in descending order for sponsoring organization directors:

- Program regulations/requirements,
- Dealing with problem providers,
- Record keeping/documentation,
- Techniques for recruiting new providers, and
- Meal pattern requirements.

The top five training needs for sponsor monitors, as perceived by sponsor monitors, in descending order were:

- Program regulations/requirements,
- Dealing with problem providers,
- Record keeping/documentation,
- Creditable and non-creditable foods, and
- Meal pattern requirements.

Phase III

During Phase III of the research project, job functions/duties of sponsor monitors determined during Phase II were used to assist NFSMI in identifying knowledge and skills and competencies for sponsor monitors. Knowledge and skill statements were

developed to support the job functions/duties identified during Phase II. A modified Delphi technique was used to validate the knowledge and skills of sponsor monitors. Eighty-five child care professionals associated with the CACFP were randomly contacted to participate. Twenty-six (31%) participants returned the completed survey. An agreement level of 80% or greater was predetermined for retaining knowledge and skill statements with less than 80% agreement were deleted; at this level of agreement only a few statements were eliminated. The researchers incorporated the comments of the Delphi panel in the final version of the knowledge and skill statements.

Competency statements were formulated to describe sponsor monitors who possess the identified knowledge and skills. The expert panel convened for Phase II was again asked to participate in Phase III of the study. A modified Delphi technique was also used to finalize the acceptance, rejection, or modification of the competencies for sponsor monitors. The expert panel members reacted to the proposed competencies through both a survey and a conference call. Various competencies were either modified to reach agreement or deleted. Most competency statements were accepted on the first pass as proposed or with only minor modifications. No additional competencies were added.

Conclusion

The job functions/duties and competencies, knowledge, and skills presented in this document may be used by sponsoring organizations in the selection and training of sponsor monitors. Sponsor monitors should find the *Job Functions/Duties, Competencies, Knowledge, and Skills of Sponsor Monitors Participating in the Child and Adult Care Food Program* a useful tool for self-assessment of their training and professional development needs. The results will also provide the research base needed for NFSMI to develop training materials that meet the needs of sponsor monitors of FDCH providers. Other interested parties such as the USDA, state child nutrition program agencies, and CACFP training consultants may find the information beneficial and worthy of consideration.

Sponsor Monitor Job Description

A sample job description for sponsor monitors was developed. Job functions/duties included in the job description are listed under the functional areas identified during Phase I and Phase II of the study.

NFSMI Insight

An issue of *NFSMI Insight* has been published on the job functions/duties and competencies, knowledge, and skills of sponsor monitors. A summary of findings from the research reported in this manual is presented in *Insight* No. 18. A copy is included

in the manual as reference or training material. Additional copies may be purchased from NFSMI or available on our Web site: www.nfsmi.org.

Informed Consent

Informed consent procedures established by the Human Subjects Protection Review Committee of The University of Southern Mississippi were followed throughout the research process.

**JOB FUNCTIONS/DUTIES, COMPETENCIES, KNOWLEDGE,
AND SKILLS OF SPONSOR MONITORS PARTICIPATING IN
THE CHILD AND ADULT CARE FOOD PROGRAM**

INTRODUCTION

The importance of the Child and Adult Care Food Program (CACFP) in establishing quality child care for many American children today is a concept receiving increasing support. The CACFP is a federally funded nutrition assistance program designed to provide healthful meals and snacks to children and adults receiving day care. The CACFP provides a food and nutrition safety net for children receiving care in thousands of Family Day Care Homes (FDCH) in the United States. Children living in low-income households are the primary intended beneficiaries of the CACFP. The CACFP plays a vital role in improving the quality of day care by providing reimbursement for meals to the FDCH provider and helps make child care more affordable for many low-income families.

The administration of the CACFP within the FDCH presents unique challenges to the state and federal agencies that are responsible for ensuring the appropriate application of the program within the FDCH environment. Nutrition and fiscal accountability are mandated by the regulations that govern the program. Sponsoring organizations provide administrative guidance and oversight to the FDCH providers participating in the CACFP through a monitoring system.

It is the responsibility of sponsoring organizations to ensure that FDCH providers comply with CACFP regulations to serve nutritious meals that meet the meal patterns as well as meet all other essential regulations and policies of the program and the sponsoring organization. Sponsoring organizations rely upon the sponsor monitor to provide a first-hand accounting of the FDCH providers under their sponsorship.

The National Food Service Management Institute (NFSMI) is committed to providing research, education, and training opportunities that improve the operation of all child nutrition programs. By identifying and establishing standards for job functions/duties and necessary knowledge and skills of sponsor monitors, NFSMI is fulfilling its intended purpose. Competencies, knowledge, and skills identified and presented here can serve as the basic framework for the training and professional development of sponsor monitors. Other professions define competencies, knowledge, and skills for practitioners that served as models for this work for sponsor monitors.

Models consulted in the identification of standards for sponsor monitors included the competencies, knowledge, and skills identified by NFSMI for child nutrition program directors and managers in the school programs and the competencies, knowledge, and skills identified for entry-level practice as a registered dietitian. These widely accepted standards serve as the basis for education, training, and professional assessments within the respective professions.

Similarly, the quality of child care provided in the FDCH should be enhanced through the work of competent sponsor monitors. With increasing numbers of children in out-of-home care and growing numbers of FDCH providers participating in the CACFP, there is a tremendous opportunity to seriously impact the quality of care and access to nutritious meals for millions of children each day. These potential implications bring real value to the child care community.

RESEARCH OVERVIEW

**JOB FUNCTIONS/DUTIES, COMPETENCIES, KNOWLEDGE,
AND SKILLS OF SPONSOR MONITORS PARTICIPATING IN
THE CHILD AND ADULT CARE FOOD PROGRAM**

Overview

The National Food Service Management Institute (NFSMI), created in 1989 (Public Law 101-147), engages in activities that lead to and provide training and technical assistance related to improving the quality of meal service to children. During the 1999 NFSMI Research Agenda Conference, the Applied Research Division identified research needs related to the U. S. Department of Agriculture (USDA) Child and Adult Care Food Program (CACFP). These needs included the availability of competent child care nutrition program professionals. The identification of specific job functions/duties for sponsor monitors was suggested as an important research objective. Because it is the sponsor monitor who is the direct link between the Family Day Care Home (FDCH) provider and the sponsoring organization, these professionals may have the greatest opportunity to impact the quality of nutrition care provided in the FDCH.

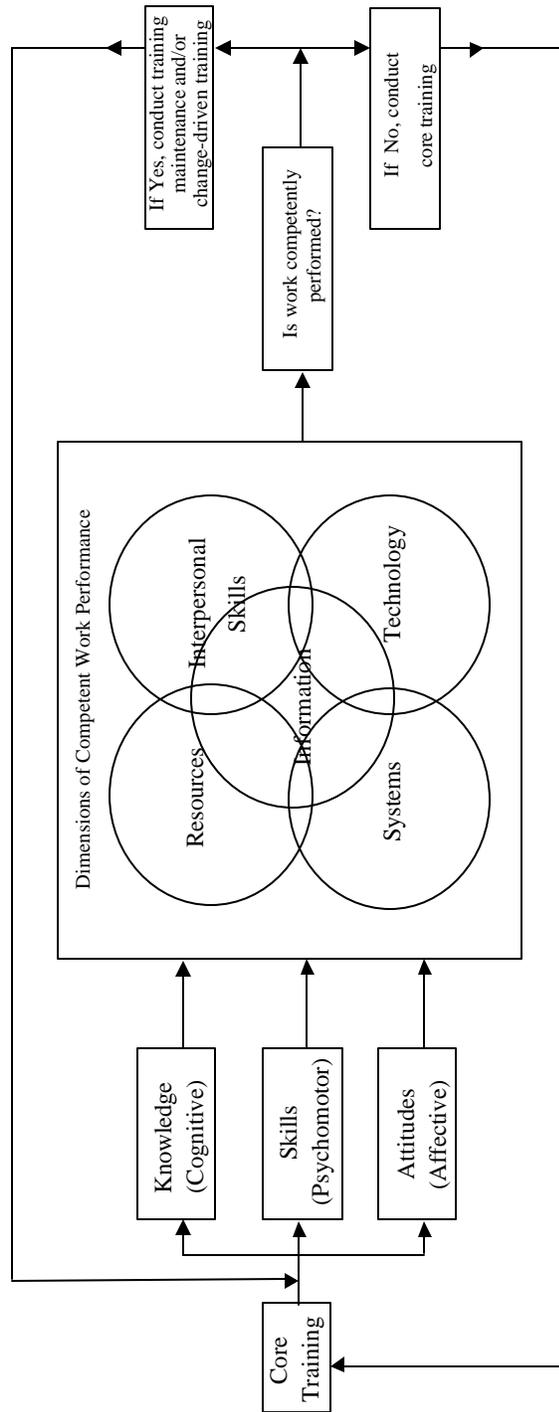
The Applied Research Division planned and conducted a three-phase research study designed to identify job functions/duties and competencies, knowledge, and skills of sponsor monitors providing oversight to FDCH providers participating in the CACFP. The purposes of Phase I and Phase II were to identify the job functions/duties, training needs, and demographic characteristics of sponsor monitors and sponsoring organization directors. The results of Phase I and Phase II formed the basis for the identification of competencies, knowledge, and skills of sponsor monitors during Phase III of the research study.

In 1995 the NFSMI Applied Research Division published the *Model for Developing Competent Performance* (Figure 1) (NFSMI, 1995). This model was consulted in planning the identification of competency, knowledge, and skills needed by sponsor monitors. Additionally, the researchers consulted the Commission on Accreditation for Dietetics Education Standards of Education “Knowledge, Skills, and Competencies” (ADA, 2000) and the American School Food Service Association (ASFSA) *Keys to Excellence* (1995) for guidance in planning the research. An extensive search of the literature revealed that various organizations such as the Maternal and Child Health Bureau (1992) have published sample job descriptions and food service and nutrition standards for child care. Although sponsoring organizations have job descriptions for sponsor monitors, there are no national standards or universal expectations for sponsor monitors carrying out the monitoring process in FDCH

participating in the CACFP.

This study resulted in research-based job functional areas, job functions/duties, competencies, knowledge, and skills of sponsor monitors. These validated job functional areas, job functions/duties, competencies, knowledge, and skills of sponsor monitors may become the necessary first step in establishing national standards of practice for sponsor monitors. Competent work performance depends on sponsor monitors having the required knowledge and skills (NFSMI, 1995). To assure that competent individuals are available to meet the standards outlined in this manual, training and education will be needed. According to the *Model for Developing Competent Performance*, training is an on-going process for the child nutrition professional to achieve and maintain competence. Sponsoring organizations can apply the research findings presented in this manual to the task of providing the core training that can assure sponsor monitors have the knowledge and skills needed to effectively fulfill their job functions/duties.

Figure 1. Model for Developing Competent Performance



PHASE I AND PHASE II

IDENTIFICATION OF JOB FUNCTIONS/DUTIES OF SPONSOR MONITORS

IDENTIFICATION OF JOB FUNCTIONS/DUTIES OF SPONSOR MONITORS

This research project continues the NFSMI Applied Research Division's research agenda to fill the gaps in research relative to the child care environment. Earlier, Applied Research identified training needs of child care center directors (NFSMI, 2000). In fall 2000 in accordance with established guidelines for nationally distributed surveys involving child nutrition programs, the Food and Nutrition Subcommittee of the Education Information Advisory Committee (EIAC) approved the Applied Research Division's concept paper (Appendix A) for the study. EIAC is a working committee of the Council of Chief State School Officers, which was created to protect the public schools from unnecessary survey by the federal government (<http://www.ccsso.org>). EIAC serves as the liaison between federal and state agencies to assist in the development and coordination of education-related data collection programs.

Research Objectives

Research objectives of the project were to:

- Determine job functions/duties of sponsor monitors.
- Determine demographic characteristics of sponsor monitors and sponsoring organization directors participating in the CACFP.
- Determine training needs of sponsor monitors.
- Identify competencies, knowledge, and skills of sponsor monitors.

Informed Consent

Informed consent procedures established by the Human Subjects Protection Review Committee of The University of Southern Mississippi were followed throughout each phase of the research.

PHASE I METHODS AND RESULTS

Survey Instrumentation Development

Phase I of the research study served as the survey instrument development stage. Several major steps were completed: names and contact information for all sponsoring organizations of FDCH providers of the CACFP were solicited from state agency directors for selection of participants who would be asked to provide sample job descriptions; job descriptions were used to identify suggested job functions/duties of sponsor monitors of FDCH providers; and survey instruments were developed and validated. The completed survey instruments asked the sponsoring organization director and the sponsor monitor participants to react to job functions/duties, training needs, and to share demographic characteristics.

State agency child nutrition directors representing 50 states, Washington, D.C., Puerto Rico, Guam, and the United States Virgin Islands were contacted and asked to provide a list of sponsoring organizations and contact information and to identify a CACFP representative to serve as the state's liaison during the research process. Thirty-two (59%) state agency child nutrition directors responded to the request by providing a list of sponsoring organizations and contact information. The potential participants represented the seven USDA regions and 521 sponsoring organizations.

A proportional sample with a minimum of two and maximum of four sponsoring organizations per state was selected (n=94) to receive the request for job descriptions. In states with 3 to 10 sponsoring organizations, two sponsoring organizations were randomly selected to participate in the study. In states with 11 to 20 sponsoring organizations, three sponsoring organizations were randomly selected. In states with more than 20 sponsoring organizations, four sponsoring organizations were randomly selected. Sponsoring organization directors (n=94) were contacted by mail to provide a copy of a sponsor monitor job description used by their sponsoring organization. Thirty-five percent (n=33) of the 94 sponsoring organization directors responded and provided a copy of the job description for sponsor monitors used by the sponsoring organization.

The researchers made a thorough review of the job descriptions. A content validation procedure categorized job functions/duties into seven functional areas. The functional areas were identified as: administrative/clerical/record keeping, program promotion, nutrition/menu integrity, safety/sanitation, regulatory/accountability, training/continuing education, and professional development. Two preliminary survey instruments with job functions/duties of sponsor monitors were developed to capture the perceptions of sponsoring organization directors and of sponsor monitors.

A panel of CACFP experts (Appendix B) was convened to perform a content validation procedure on the job functions/duties, training needs, and demographic questions of the preliminary survey instruments. Expert panel members were selected from the USDA regions and represented sponsoring organization directors, sponsor monitors, and state agency CACFP staff. The overall objective of the expert panel meeting was to validate the survey instruments. A group consensus procedure was followed. The expert panel was directed to complete preliminary survey instruments. The panel reacted to the readability, clarity, and ease of completing the survey instruments. The researchers verified fifteen minutes as the average amount of time required to complete the survey.

Changes proposed by the CACFP expert panel were incorporated into the final versions of the survey instruments: *Job Duties and Training Needs of Sponsor Monitors Related to the Child and Adult Care Food Program* for sponsoring organization directors, and *Job Duties and Training Needs of Sponsor Monitors Related to the Child and Adult Care Food Program* for sponsor monitors. The two survey instruments are included in Appendix C.

PHASE II METHODS AND RESULTS

Survey Process

Phase II of the study employed survey research methodology. Two survey instruments developed and validated in Phase I were used to determine perceptions of sponsoring organization directors and sponsor monitors on the job functions/duties of sponsor monitors and to identify program/personal characteristics for each group surveyed. In March 2001 the researchers presented an update of the study and a draft copy of the two survey instruments to EIAC's Food and Nutrition Subcommittee for approval. The subcommittee members brought diverse points of view to the review process as they critiqued the instruments for clarity and content accuracy. Approval to conduct the survey was granted in May 2001. While the EIAC review process was occurring, state agency child nutrition directors and/or state agency CACFP liaisons were contacted for an undated mailing list of the sponsoring organizations operating under the administration of the state agency. All 50 states, Washington, D.C., Puerto Rico, Guam, and the United States Virgin Islands child nutrition agencies responded by providing an updated mailing list for 1045 sponsoring organizations.

All directors were given an opportunity to complete the survey instrument. The number of sponsor monitor participants was determined by an estimated number of two per sponsoring organization surveyed. During the second week of May 2001, sponsoring organization directors (n=1045) and sponsor monitors (n=2090) were surveyed. On Part I of survey instruments, participants were asked to react to the frequency and importance of each job function/duty of sponsor monitors. Part II directed the survey participants to identify their perceived views of the top five training needs of sponsor monitors. Part III was designed to capture the demographic characteristics of sponsoring organization directors and of sponsor monitors.

Survey Results

Thirty-three percent (n=349) of the sponsoring organization directors returned a completed survey, and 24% (n=499) of the sponsor monitors selected to participate in the study returned a completed survey. Completed surveys were returned from all 50 states, Washington, D.C., Puerto Rico, Guam, and the United States Virgin Islands. Data analysis was performed using SPSS (Version 10.0).

Eighty percent of sponsoring organization directors responding to the survey were employed in private nonprofit organizations. Fifty-one percent of the directors reported that they have one to two monitors employed by the sponsoring organization. The number of FDCH providers associated with the sponsoring organizations ranged from 1 to 3,847, and 50% of sponsoring organizations reported that they had as many as 142

providers signed with the agency. Sixty percent of directors reported having a baccalaureate degree or higher. Of the 349 directors who returned the survey, 71% reported more than 10 years of experience in the child care business, and 51% reported 10 years or more of working in the CACFP. Additional program and personal characteristics of sponsoring organization directors are presented in Table 1.

Fifty-eight percent of sponsor monitors responding earned an hourly wage of \$10.00 or greater. Fifty percent of those responding were employed greater than 40 hours per week. Seventy-three percent reported working in the child care business for greater than six years, and 40% had worked in the CACFP one to five years. Sixty-five percent of sponsor monitors reported oversight of as many as 100 FCDH providers. A complete list of program and personal characteristics of sponsor monitors is presented in Table 2.

Factor analysis generated 11 factors related to job functions/duties for the director and monitor data, explaining 72% and 70% variance in the data for sponsoring organization directors and sponsor monitors, respectively. The product rank score for “how often” sponsor monitors currently perform the job and for “how important” the job function/duty is to their current position determined the selection of the top 50 job functions. The product ranking was determined by multiplying the “how often” raw scores times the “how important to current job” raw scores for each job function/duty. There was 96% agreement between directors and monitors on the top 50 job function/duties. The results of the job functions/duties for the sponsor monitor as perceived by the directors are presented in descending order in Appendix D. The results of the job functions/duties for the sponsor monitor as perceived by sponsor monitors are presented in Appendix E.

There was agreement of the top five job functions/duties for the sponsor monitor between the two groups surveyed; however, the order varied slightly.

Top five job functions/duties as perceived by sponsoring organization directors:

- Communicate with providers in an ethical, respectful, and caring manner.
- Comply with sponsoring organization’s policies and procedures.
- Follow federal, state, and local regulations.
- Maintain standards of ethics and promote agency’s interests.
- Maintain current knowledge of CACFP regulations.

Top five job functions/duties as perceived by sponsor monitors:

- Communicate with providers in an ethical, respectful, and caring manner.
- Follow federal, state, and local regulations.
- Comply with sponsoring organization’s policies and procedures.

- Maintain standards of ethics and promote agency's interests.
- Maintain current knowledge of CACFP regulations.

The top five training needs for the sponsor monitor as perceived by sponsor monitors in descending order were:

- Program regulations/requirements.
- Dealing with problem providers.
- Record keeping/documentation.
- Creditable and non-creditable foods.
- Meal pattern requirements.

The top five training needs for sponsor monitors as perceived by the sponsoring organization director in descending order were:

- Program regulations/requirements.
- Dealing with problem providers.
- Record keeping/documentation.
- Techniques for recruiting new providers.
- Meal pattern requirements.

For complete lists of training needs for the sponsor monitor as perceived by the directors and sponsor monitors refer to Appendixes F and G, respectively.

Expert Panel

A second expert panel (Appendix B) was convened to review the results of the national survey which identified the job functions/duties and training needs of sponsor monitors of FDCH providers. The expert panel reviewed the results of the job functions/duties survey for commonalities and redundancies. The expert panel further refined the original seven functional areas described by the researchers and collapsed the 11 factors following factor analysis into four functional areas. The four functional areas as further defined by the expert panel are: Training and Technical Assistance, Meal Service, Administrative Duties, and Professional Behavior and Development. The expert panel members further divided the functional area Administrative Duties into the following four subcategories: record keeping, marketing/outreach, reporting, and general clerical.

The following four functional areas provide a refined set of statements that articulates job functions and duties performed by sponsor monitors. The functional areas and statements can be described in additional detail by the development of specific performance statements described as competencies with the knowledge and skills that support each competency within each functional area.

I. Training and Technical Assistance

- Train providers on CACFP policies and procedures.
- Train providers on nutritional program practices.
- Provide individual training to providers.
- Train providers on creditable and non-creditable foods.
- Communicate CACFP procedures to providers.
- Provide technical assistance on record keeping and programmatic errors with providers.

II. Meal Service

- Perform mandatory on-site visits to providers.
- Review age-specific meal pattern requirement with providers.
- Review infant feeding program with providers.
- Monitor meal schedules by observing all FDCH meal types.

III. Administrative Duties

A. Record Keeping

- Maintain files of required records for each provider.
- Communicate provider issues with sponsor.
- Comply with sponsoring organization's policy and procedures.
- Verify license/certification/registration capacity of FDCH.
- Maintain written reports and monitoring activities to sponsoring agency.

B. Marketing/Outreach

- Recruit new providers.
- Enroll new providers.
- Provide preliminary enrollment and training of providers.

C. Reporting

- Maintain appropriate documentation of corrective action with problem providers.
- Report allegations of CACFP child care abuse, child neglect, and non-compliance issues.

D. General Clerical

- Distribute appropriate provider reporting forms.
- Perform central office duties.
- Perform field office duties.
- Approve eligibility of the children to participate.
- Plan and maintain all monitoring schedules, activities, and expense reports.

IV. Professional Behavior and Development

- Maintain knowledge of current CACFP regulations through staff meetings.
- Communicate with providers in an ethical, respectful, and caring manner.
- Follow federal, state, and local regulations.
- Support the mission of child care associations.
- Maintain standards of ethics and promote agency's interests.

PHASE III

**IDENTIFICATION OF COMPETENCIES, KNOWLEDGE,
AND SKILLS OF SPONSOR MONITORS**

PHASE III

IDENTIFICATION OF COMPETENCIES, KNOWLEDGE, AND SKILLS OF SPONSOR MONITORS

Phase III of the research study identified competencies, knowledge, and skills needed by sponsor monitors participating in the CACFP. Researchers based suggested knowledge and skill statements on the job functions/duties identified in Phase II. Previous work done by the NFSMI Applied Research Division (1995, 1996) that identified competencies, knowledge, and skills of child nutrition program directors/supervisors and child nutrition program managers, provided a model for the current research. A modified Delphi technique was used to validate the knowledge and skills and competencies of sponsor monitors (Normand, 1998; Procter, 1994; Stheeman, 1995).

A review of the literature indicated that no previous work in this area that related to sponsor monitors had been done. Currently no published examples exist; therefore, the results of this phase of the study are especially valuable to the training of sponsor monitors on identified job functions/duties as outlined in this manual.

METHODS AND RESULTS

Identification of Knowledge and Skills of Sponsor Monitors

A multi-step approach was followed to identify the knowledge and skills of sponsor monitors. A thorough review of the literature was conducted to see if similar work had been done in other disciplines for similar job positions. Standards of practice for out-of-home child care, especially those related to the food service and nutritional aspects of providing quality child care, were studied (Code of Regulations, 2001; Federal Interagency, 2001; Graves, 1997; ADA, 1996, 1999a, 1999b). The *Keys to Excellence* (ASFSA, 1995); the *Competencies, Knowledge, and Skills of Effective School Nutrition Managers* (NFSMI, 1995); and *Competencies, Knowledge, and Skills of Effective School Nutrition Directors/Supervisors* (NFSMI, 1996) served as major resources for the formulation and wording of knowledge, skill, and competency statements for the current study. These documents reflect best practices in child nutrition programs within the school setting. Due to the consistent nutrition integrity expectations for all child nutrition programs by the public and the USDA, these research-based works can be appropriately applied to the child care environment. This assumption was validated by the Delphi (n=85) panel of child care professionals from state agencies and sponsoring organizations through a modified Delphi technique. With the information gathered from the above sources in mind, each job function/duty was carefully studied; and knowledge and skill statements of sponsor monitors were drafted.

A survey instrument (Appendix C) with knowledge and skill statements was developed and mailed to the Delphi panel (n=85) for review and comment. Twenty-six (30.5%) participants returned a completed instrument. Participants could recommend to “accept as written,” “accept with modification,” or “delete” any knowledge and skill statement. A predetermined standard of 80% agreement rate was used to produce the final listing of knowledge and skill statements. See Table 3 for results of the Delphi process. Due to the high degree of agreement for all statements, only one pass of the Delphi was employed. The Delphi participants all made very similar suggestions for modification, and these modifications were applied in the final version of the statements. Had the decisions been less well defined, a second pass would have been conducted with the Delphi panel.

Development of Competency Statements

Once the knowledge and skill statements were edited according to the input provided by the Delphi panel, the researchers articulated competency statements consistent with the supporting knowledge and skills needed to perform the job functions/duties of sponsor monitors. Competence was defined as the ability to perform beyond the beginner level without supervision but not at the expert level. Competency statements are intended to encompass the knowledge and skills determined for each job function/duty. Competency statements are written in measurable terms, which make them appropriate for assessment of the sponsor monitor’s abilities and/or performance. The Phase II expert panel members were reinstated in Phase III and asked to react to the competency statements. This group was selected for their expertise and understanding of the research objectives. Because this is the group that participated in the validation of the job functions/duties, they were considered to be the most appropriate audience to validate the proposed competencies.

Participants received the proposed Knowledge, Skills, and Competencies of Sponsor Monitors (Appendix C) via electronic mail and could submit their responses electronically, by fax, or by regular mail. All seven members of the Phase II expert panel responded by returning the survey and/or participating in a follow-up conference call to clarify agreement and comments made during the first pass. A 4-point Likert-type scale was used to record the level of agreement of the expert panel with each statement (strongly disagree, disagree, agree, and strongly agree). Participants indicated agreement from “strongly disagree” to “strongly agree,” where strongly disagree = 1.0 and “strongly agree” = 4.0. An “agree” level was considered an appropriate level of agreement to support a decision to retain competencies. Participants were also asked to provide any modifications to the proposed competency statements and/or suggest additional competencies. Results are reported in Table 4. Mean values were calculated for agreement with competencies in three areas: competencies reflected the job functions/duties; competencies adequately encompass knowledge and skills identified for job functions/duties; and competencies are stated clearly and accurately. Participants

responded with a high level of agreement for all competencies in all three areas. Helpful suggestions were provided which led to the combining of some competencies and modification of others. No additional competencies were suggested.

Comments and suggestions on the competency statements made by the Phase II expert panel were incorporated into the next version of the statements. All CACFP expert panel members strongly agreed with all competencies once modifications were made. The expert panel assisted in the revision during the conference call. One member of the panel was unable to participate in the conference call but provided feedback on the revised competencies by e-mail. One participant asked a co-worker at the state agency to review the competency statements, and their comments were submitted jointly.

The final competency statements identified for sponsor monitors are:

I. Training and Technical Assistance

- 1.1 Communicates with FDCH providers and determines training needs.
- 1.2 Assists in developing a systematic training program to ensure that FDCH providers are familiar with program requirements.
- 1.3 Conducts orientation and training on all aspects of CACFP participation including policies and procedures of the sponsoring organization.
- 1.4 Reviews performance of FDCH providers in CACFP implementation and provides appropriate feedback.
- 1.5 Adapts training to provide technical assistance on an individualized and as-needed basis.

II. Meal Service

- 2.1 Reviews the meal pattern requirements to ensure proper implementation by the FDCH provider.
- 2.2 Reviews meal service to ensure proper implementation of the meal patterns and a positive mealtime environment.
- 2.3 Reviews the menu to ensure good menu planning is followed for development of healthful eating behaviors.
- 2.4 Assures the proper interpretation and implementation of the infant meal pattern.
- 2.5 Maintains a regular on-site visitation schedule of CACFP participants to ensure proper implementation of the CACFP and a healthy eating environment.

III. Administrative Duties

- 3.1 Follows a system for maintaining and reporting all monitoring activities to the sponsoring organization.
- 3.2 Implements procedures needed to verify FDCH providers meet all federal, state, and local requirements for participation in the CACFP.

3.3 Serves as the liaison between the sponsoring organization and the FDCH provider.

IV. Professional Behavior and Development

- 4.1 Participates in continuing education activities such as seminars, workshops, professional conferences, and college courses.
- 4.2 Networks with other child care professionals.
- 4.3 Participates actively in professional organizations.
- 4.4 Reads current trade, technical, and professional publications and applies appropriate new information in performance of monitoring duties.
- 4.5 Maintains a plan for continuing self-development and education.
- 4.6 Performs all duties and responsibilities in an ethical manner.

Summary and Conclusions

Sponsor monitors play a vital role in the success of the FDCH provider's efforts to implement the CACFP. The extremely high agreement of sponsoring organization directors and monitors on the job functions/duties and training needs of sponsor monitors served as a solid foundation for the identification and publication of competencies, knowledge, and skills of sponsor monitors. Additionally, the strong agreement of both Phase III Delphi panels in the validation of sponsor monitor competencies, knowledge, and skills makes it possible to recommend them confidently as the standard for sponsoring organization use when making staffing decisions. Professional trainers and CACFP agencies at the state, regional, and federal levels should work together to develop training materials and opportunities that focus on the four job functional areas and that assure the availability of competent sponsor monitors.

The work presented in this report should further serve the individual sponsor monitor and other child care professionals in developing strategies for professional and personal growth. Sponsor monitors may choose to use the competencies, knowledge, and skills as a basis for self-assessment and personal professional development planning. Taking advantage of professional growth opportunities based upon these principles should enhance the sponsor monitor's ability to move to higher levels of responsibility within the child care profession and perhaps enhance economic opportunities.

For additional information and opportunities related to professional growth through education and training, the child care professional is directed to the NFSMI Web site at www.nfsmi.org.

Table 1. Program and Personal Characteristics of Sponsoring Organization Directors.
(n=349)

Questions	Frequency	%
What best describes your sponsor organization?		
Private, profit	6	1.6
Private, nonprofit	250	80.1
Military	18	5.8
Governmental agency	25	8.0
Other	13	4.2
Are materials in multiple languages provided for multilingual staff?		
Yes	95	30.5
No	73	23.5
Does not apply	143	46.0
How long have you worked with the CACFP?		
Less than 1 year	18	5.7
1 to 5 years	61	19.3
6 to 10 years	75	23.7
Greater than 10 years	162	51.3
How long have you worked in the child care profession?		
Less than 1 year	5	1.6
1 to 5 years	28	8.8
6 to 10 years	57	18.0
Greater than 10 years	227	71.6
What best describes your present age range?		
25 years or under	3	1.0
26 to 40 years	69	22.0
41 to 55 years	190	60.7
Over 55 years	51	16.3
What best describes your highest education level?		
High school diploma or GED	27	8.6
Undergraduate level courses	51	16.2
Associate degree	48	15.2
Baccalaureate degree	81	25.7
Graduate level courses	50	15.9
Master's degree	54	17.1
Doctoral degree	4	1.3
If you have a college degree, what was your area of study?		
I do not have a college degree.	51	17.9
Early childhood education	53	18.6
Family child studies	11	3.6
Child development	19	6.7
Food and nutrition/dietetics	24	8.4
Other	127	44.6

Table 2. Program and Personal Characteristics of Sponsor Monitors.

(n=499)

Questions	Frequency	%
What is your present hourly range?		
\$7 or less	15	3.3
\$7.01 - \$8.00	36	7.9
\$8.01 - \$9.00	42	9.2
\$9.01 - \$10.00	73	15.9
\$10.01 - \$11.00	87	19.0
Greater than \$11.00	180	39.3
Other	25	5.5
What is the number of hours you are employed per week?		
20 hours or less	65	14.1
21 – 30 hours	54	11.7
31 – 39 hours	109	23.7
40 hours	204	44.3
Greater than 40 hours	28	6.1
Do you receive benefits with your job?		
Yes	355	80.3
No	87	19.7
What are the benefits that you receive (select all that apply)?		
Health Insurance	265	69.4
Dental Insurance	198	51.8
Life Insurance	206	53.9
Disability Insurance	131	34.3
Cafeteria Insurance Plan	47	12.3
Sick Leave	312	81.7
Personal Leave	234	61.3
Paid Vacation	330	86.4
Retirement	204	53.4
Child Care	16	4.2
Other	33	8.6
What is the number of FDCH providers you monitor?		
50 or less	148	32.5
51 – 100	158	32.5
101 – 150	75	16.4
151 – 200	36	7.9
201 or greater	39	8.6
How long have you worked with the CACFP?		
Less than one year	77	16.6
1 to 5 years	188	40.4
6 to 10 years	91	19.6
Greater than 10 years	109	23.4

How long have you worked in the child care profession?		
Less than one year	23	5.0
1 to 5 years	104	22.4
6 to 10 years	106	22.8
Greater than 10 years	231	49.8
What best describes your present age?		
25 years or less	26	5.6
26 – 40 years	163	35.2
41 – 55 years	219	47.3
Over 55 years	55	11.9
What best describes your highest education level?		
Less than high school diploma or GED	2	.4
High school diploma or GED	115	24.6
Undergraduate level courses	113	24.2
Associate degree	90	19.3
Baccalaureate degree	103	22.1
Graduate level courses	22	4.7
Master’s degree	22	4.7
Doctoral degree	0	0
If you have a college degree, what was your area of study?		
I do not have a college degree.	124	33.6
Early childhood education	56	15.2
Family child studies	14	3.8
Child development	24	6.5
Food and nutrition/dietetics	31	8.4
Other	120	32.5
Do you regularly attend state-offered CACFP training?		
Yes	382	84.0
No	73	16.0

Table 3. Knowledge and Skills of Sponsor Monitors.
(n=26¹)

Job Function/Duty: Training and technical assistance. (General)

Knowledge Statements	Accept/Modify ¹	Delete	Agree (%)
Knows basic training methods.	25/1 ¹	0	100.0
Knows the basics of mentoring and coaching.	23/3	0	100.0
Knows multiple training delivery methods, using available technology.	21/1	4	88.4
Knows the principles of adult learning and assessment of learning styles.	23/2	1	96.1
Skill Statements			
Assesses training needs and evaluates the outcomes of training.	24/2	0	100.0
Develops a formal training system for FDCH providers.	16/4	6	76.9
Communicates effectively to FDCH providers.	26/0	0	100.0
Demonstrates interpersonal skills appropriate to effective mentoring and coaching.	24/2	0	100.0
Provides technical assistance on an as-needed basis.	26/0	0	100.0
Uses available technology and other non-traditional methods to deliver training.	24/1	1	96.1
Identifies just-in-time training opportunities and requirements.	15/7	4	84.6

Job Function/Duty: Train providers on CACFP policies and procedures. (62)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows current CACFP policies and procedures.	26/0	0	100.0
Knows policies and procedures of the sponsoring organization.	26/0	0	100.0
Skill Statements			
Ensures that all FDCH providers receive orientation on the policies and procedures of the CACFP and sponsoring organization.	25/1	0	100.0
Develops a system to keep FDCH providers informed of programmatic changes.	20/4	2	92.3

Job Function/Duty: Train providers on nutritional program practices. (63)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows basic principles of healthy eating for children.	26/0	0	100.0
Knows the components of a healthy eating environment.	25/1	0	100.0
Knows the importance of proper nutrition to healthy child growth and development.	24/1	1	96.1
Knows the importance of nutrition integrity standards within the child care environment.	23/3	0	100.0
Knows the contribution of meals and snacks served at child care to the overall nutritional health and food security of children.	22/3	1	96.1
Skill Statements			
Reinforces nutrition recommendations of the <i>Dietary Guidelines, Food Guide Pyramid, and the Dietary Reference Intakes</i> .	22/4	0	100.0
Ensures children are served meals and snacks in a positive eating environment.	25/1	0	100.0
Ensures that appropriate adult-child division of responsibilities during meals and snacks is maintained.	18/2	6	76.9
Communicates with FDCH providers their role, in cooperation with parents and other care givers, in providing for the food and nutrition needs of the child.	25/1	0	100.0

Job Function/Duty: Provide individual training to providers. (66)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows the principles of mentoring and coaching.	24/1	1	96.1
Knows the importance of establishing a friendly, non-confrontational relationship with the FDCH provider.	24/2	0	100.0
Knows principles of assessment of learning needs of individuals.	24/1	1	96.1
Knows the principles of individualized and one-on-one instruction.	26/0	0	100.0
Skill Statements			
Demonstrates a helpful attitude to FDCH providers requiring instruction.	25/1	0	100.0
Maintains a programmatic focus during individualized training.	26/0	0	100.0
Establishes a positive learning environment where the FDCH provider is at ease.	24/2	0	100.0
Ensures that the training provided is appropriate and meets the needs of the FDCH provider.	26/0	0	100.0

Job Function/Duty: Train providers on creditable and non-creditable foods. (73)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows principles of guidance for crediting foods under the CACFP.	26/0	0	100.0
Knows the benefits to the FDCH and children of serving foods that are creditable foods vs. non-creditable foods and beverages.	24/1	1	96.1
Knows the relationship of creditable foods to nutrition integrity standards in the child care setting.	25/0	1	96.1
Skill Statements			
Demonstrates the ability to correctly identify creditable and non-creditable foods under the CACFP.	26/0	0	100.0
Ensures that FDCH providers correctly identify foods as creditable.	25/0	1	96.1
Provides resource materials that the FDCH provider can use to identify creditable foods.	25/0	1	96.1
Encourages FDCH providers to monitor all foods served in the FDCH to ensure that the same nutrition integrity standards are applied to all foods offered during the child care day.	25/0	1	96.1

Job Function/Duty: Communicate CACFP procedures to providers. (74)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows all CACFP regulations and procedures.	26/0	0	100.0
Knows the importance of FDCH providers following all CACFP regulations and procedures.	25/1	0	100.0
Skill Statements			
Ensures FDCH providers appropriately apply all CACFP procedures.	25/1	0	100.0
Demonstrates quick response in providing technical assistance.	25/1	0	100.0
Demonstrates tact and sensitivity when providing feedback on proper application of CACFP procedures.	25/0	1	96.1

Job Function/Duty: Provide technical assistance on record keeping and programmatic errors with providers. (76,79,85)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows the principles of individualized instruction.	24/1	1	96.1
Knows how to tailor technical assistance to the learning needs of the FDCH provider.	26/0	0	100.0
Knows proper record keeping procedures.	26/0	0	100.0
Knows the importance of proper record keeping from the FDCH provider's and sponsoring organization's perspectives.	26/0	0	100.0

Knows potential programmatic errors so that preventive actions vs. corrective actions are taken.	26/0	0	100.0
Skill Statements			
Assures that FDCH providers are familiar with all record keeping requirements.	26/0	0	100.0
Establishes a system to ensure records are kept according to CACFP's and sponsoring organization's requirements.	26/0	0	100.0
Assists the FDCH in establishing routine procedures for maintaining records required by the CACFP and sponsoring organization.	25/0	1	96.1
Provides oversight to FDCH providers who have difficulty with record keeping responsibilities.	20/6	0	100.0

Job Function/Duty: Review age-specific meal pattern requirements with providers. (31,32,33)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows the basic menu structure for all meals and snacks served as part of the CACFP.	25/1	0	100.0
Knows the meal pattern components and serving sizes for all age-specific meal patterns of the CACFP.	25/1	0	100.0
Knows the principles of good menu planning based on the <i>Dietary Guidelines, Food Guide Pyramid, and the Dietary Reference Intakes.</i>	24/2	0	100.0
Knows the basic principles of menu modification for children with special food and nutrition needs, including allergies, diabetes, texture modifications, etc.	20/5	1	96.1
Knows the importance of offering all meal components at one time.	26/0	0	100.0
Knows how to apply the principles of feeding young children when planning age-appropriate foods.	25/1	0	100.0
Knows the importance of variety in menu planning.	26/0	0	100.0
Knows the concept of planning menus overtime for complete nutrition.	23/3	0	100.0
Knows the importance of considering and respecting food preferences of young children.	24/1	1	96.1
Knows the importance of incorporating foods and serving suggestions that take into consideration the cultural and ethnic diversity of the children in the FDCH.	25/1	0	100.0
Knows the importance of color, temperature, freshness, and texture to food quality for children.	26/0	0	100.0
Knows the principles of food preparation and service related to food quality and food safety.	26/0	0	100.0
Skill Statements			
Communicates effectively with the FDCH provider the menu and meal pattern requirements.	26/0	0	100.0
Ensures that menus meet the meal pattern requirements and follow principles of good menu planning.	24/2	0	100.0
Ensures that menus are age-appropriate.	25/1	0	100.0
Ensures that foods are prepared and served to maintain quality and food safety.	25/1	0	100.0
Inspects the meal preparation and serving areas to ensure foods are handled properly and are safe to eat.	26/0	0	100.0
Ensures that foods are prepared and served appropriately for children with special needs.	23/2	1	96.1
Establishes a system for monitoring meal preparation, storage, and service.	24/1	1	96.1
Provides menu suggestions to encourage variety in foods and preparation methods that are consistent with the nutrition principles of the <i>Dietary Guidelines</i> and the <i>Food Guide Pyramid.</i>	25/1	0	100.0
Provides resource materials for menus, recipes, and meal planning.	26/0	0	100.0

Demonstrates skill in family style meal service with young children and encourages FDCH providers to use family style meal service.	22/1	3	88.4
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Job Function/Duty: Review the infant feeding program with providers. (35)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows the importance of following the infant meal pattern for proper infant health, growth, and development.	26/0	0	100.0
Knows proper implementation of the infant meal pattern for reimbursement.	26/0	0	100.0
Knows proper feeding techniques for infants.	26/0	0	100.0
Knows the proper schedule for introducing solid foods in the infant's diet.	25/0	1	96.1
Knows signs of food allergies and intolerance in infants.	22/1	3	88.4
Knows principles of infant feeding that respect the individual needs of infants and prevents under-feeding or over-feeding.	26/0	0	100.0
Knows toddlers often develop food jags or unusual feeding patterns, such as not wanting foods to touch each other on the plate.	24/1	1	96.1
Knows the importance of offering progressively more challenging foods and progressing to cups, etc. at the appropriate developmental stage for each child.	24/2	0	100.0
Knows the importance of offering formula or breast milk from birth through 11 months of age.	25/0	1	96.1
Knows that infant formula and dry cereals should be iron-fortified.	24/2	0	100.0
Knows the proper schedule for the introduction of fruit juices to infants.	23/2	1	96.1
Knows the undesirable effects of feeding flavored drinks, tea, juice drinks, etc. to infants and children.	26/0	0	100.0
Knows the proper feeding positions for infants.	25/0	1	96.1
Knows the emotional and psychological implications of the feeding relationship between the infant and the care giver.	25/0	1	96.1
Knows the proper use of juice with older infants.	23/0	3	88.4
Knows the proper use of formula and food replacements when infants are ill and temporarily unable to handle formula or regular foods.	21/2	3	88.4
Skill Statements			
Communicates to the FDCH provider the importance of working with parents on the introductions of solid foods in the infant's diet.	25/1	0	100.0
Ensures that the FDCH provider understands the importance of respecting the opinions and feeding practices of parents.	25/1	0	100.0
Works with the FDCH provider in establishing a breast feeding-friendly child care environment.	26/0	0	100.0
Ensures procedures are in place for safe and sanitary handling of all infant foods, formulas, breast milk, and feeding equipment.	26/0	0	100.0
Reinforces proper infant feeding techniques.	26/0	0	100.0
Establishes a collaborative relationship with the FDCH provider to facilitate proper infant feeding.	26/0	0	100.0
Provides resource materials and community contacts that are supportive of breast feeding in the child care environment.	24/1	1	96.1
Establishes procedures for observing and monitoring infant feeding.	26/0	0	100.0
Recognizes good infant feeding techniques and offers appropriate technical assistance to correct any potential problem.	24/1	1	96.1
Demonstrates the proper preparation and handling of infant formulas.	23/2	1	96.1
Ensures the proper methods of heating infant foods and bottles of formula and/or breast milk.	23/1	2	92.3
Stresses the danger of heating infant feedings (foods or bottles) in a microwave oven.	25/0	1	96.1
Monitors the FDCH to ensure that the microwave oven is not used to heat infant feedings.	22/2	2	92.3

Job Function/Duty: Monitor meal schedules by observing service of all FDCH meal types. (38,39,40)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows the importance of regular meal and snack schedules for infants and young children.	25/1	0	100.0
Knows the principles of and procedures for family-style meal service for children two years and older.	21/4	1	96.1
Knows the benefits of family style meal service to children.	24/0	2	92.3
Knows the sanitation and safety consideration of food service in the FDCH.	24/0	2	92.3
Knows the meal schedules of the FDCH.	25/0	1	96.1
Knows the appropriate time intervals of meals and snacks in the FDCH.	25/0	1	96.1
Knows meal and snack service ideas that add interest and enjoyment to eating in the child care setting (i.e., bag lunches for a picnic, tasting parties for snack, etc.).	26/0	0	100.0
Skill Statements			
Demonstrates set-up and procedures for family-style meal service where children serve themselves.	21/3	2	92.3
Assures that the FDCH implementing family-style meal service prepares and has available the required amounts of all meal or snack components.	24/2	0	100.0
Ensures that all meal or snack components are offered to children at the same time, providing an opportunity for children to select which foods they will eat.	25/0	1	96.1
Ensures that foods are not withheld as punishment or reward.	25/1	0	100.0
Encourages an eating environment that establishes positive associations to all foods offered as part of CACFP meals and snacks.	26/0	0	100.0
Supports the concept that most foods can fit into a healthy diet.	25/1	0	100.0
Encourages FDCH providers to have on hand only those foods that support nutrition integrity so that children receive consistent messages about foods (i.e., avoid having foods of minimum nutritional value in view of children).	23/2	1	96.1
Encourages the FDCH to work with parents and other care givers in providing for children's food and nutrition needs outside the child care day.	23/0	3	88.4

Job Function/Duty: Perform mandatory on-site visits to providers. (86)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows effective communication strategies.	26/0	0	100.0
Knows importance of on-site visits with FDCH providers.	25/1	0	100.0
Knows observation techniques that identify potential problems associated with the food and nutrition programs as well as other conditions that pose a potential threat to child safety and well-being.	26/0	0	100.0
Knows the importance of unannounced visits to the FDCH.	26/0	0	100.0
Knows how to record information related to the on-site visit.	24/1	1	96.1
Knows the importance of reporting the results of all on-site visits especially when problems are identified.	25/1	0	100.0
Knows appropriate reporting procedures when signs of neglect and/or abuse are suspected or observed.	26/0	0	100.0
Knows the value of the on-site visit as an opportunity to provide any technical assistance needed and to coach during food preparation and/or service.	25/1	0	100.0
Knows how to model desired interactions with children as a means of mentoring to the child care provider.	24/1	1	96.1
Skill Statements			
Responds in a timely manner to programmatic errors following established procedures.	25/1	0	100.0
Reports immediately all suspected cases of neglect or abuse to the appropriate authorities.	25/1	0	100.0
Responds to any suspected evidence of neglect or abuse in such a way to immediately ensure the safety of the child.	26/0	0	100.0

Works with the provider to report suspected cases of child neglect or abuse occurring outside the FDCH.	26/0	0	100.0
Works cooperatively with other agencies with oversight of the FDCH.	26/0	0	100.0
Follows the sponsoring organization's on-site visitation schedule.	26/0	0	100.0
Adjusts the established visitation schedule as needed to ensure compliance to CACFP regulations and procedures and/or ensure the health, safety, and well-being of the children in the FDCH	25/1	0	100.0
Demonstrates a caring and collegial approach to the on-site visit.	24/1	1	96.1
Encourages the FDCH provider to continue good practices.	24/1	1	96.1
Offers helpful suggestions to improve meals and meal service and quality of care in the FDCH.	25/0	1	96.1

Job Function/Duty: Maintain files of required records for each provider. (9)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows the record keeping requirements of the sponsoring organization.	25/0	1	96.1
Knows the value of recording CACFP data and maintaining historical and current files.	24/2	0	100.0
Knows electronic means of record keeping and archiving of records as required by the sponsoring organization.	22/3	1	96.1
Knows the value of maintaining records that link to other sponsoring organization records for ease in data analysis.	24/0	2	92.3
Knows the importance of maintaining confidentiality of CACFP data.	26/0	0	100.0
Knows the sponsoring organization's policies and procedures related to FDCH monitoring activities.	25/1	0	100.0
Knows the potential impact of a failure to make timely reports on the safety and well-being of children enrolled in the FDCH and on the CACFP status.	26/0	0	100.0
Knows who has access to all reports on FDCH providers.	24/0	2	92.3
Knows the ethical considerations related to FDCH provider information.	25/0	1	96.1
Knows the critical nature of accuracy and disclosure issues in FDCH provider reports.	25/0	1	96.1
Knows the legal issues related to maintaining reports and other data on FDCH providers.	25/0	1	96.1
Skill Statements			
Seeks to maintain ethical, fair practices when preparing FDCH provider reports.	26/0	0	100.0
Certifies that all information in FDCH provider reports is true and no deliberate attempt is made to misrepresent the facts or mislead.	26/0	0	100.0
Demonstrates a fair appraisal of the FDCH environment and implementation of the CACFP by the FDCH.	26/0	0	100.0
Establishes or implements an organized filing system for FDCH provider.	26/0	0	100.0
Maintains systematically all FDCH provider files.	23/2	1	96.1
Implements and maintains an electronic filing system and databases for FDCH provider reports and information.	21/3	2	92.3
Organizes all FDCH provider information into meaningful reports for use by the sponsoring organization, the monitor, and the FDCH provider (i.e., reports on enrolled in all FDCH.)	24/1	1	96.1
Adapts and/or modifies in a timely manner the filing systems and data entry methods to new data collection and management requirements.	24/0	2	92.3

Job Function/Duty: Communicate provider issues with sponsor. (10)

Knowledge Statements	Accept/Modify	Delete	Agree (%)
Knows the importance of the role of the monitor as the communication link between the FDCH provider and the sponsoring organization.	26/0	0	100.0
Knows communication methods required by the sponsoring organization.	26/0	0	100.0

Knows the advantage of electronic methods for timely communication with the sponsoring organization.	24/1	1	96.1
Knows the value of communicating with the sponsoring organization FDCH provider issues.	23/2	1	96.1
Knows the responsibility of the monitor to communicate FDCH provider issues to the sponsoring organization.	25/1	0	100.0
Knows key issues most likely to be of concern for FDCH providers and sponsoring organizations	25/1	0	100.0
Knows investigation and data collection methods that are needed to communicate effectively FDCH provider issues.	24/1	1	96.1
Knows the importance of observation in the FDCH in communicating FDCH provider issues to sponsoring organization.	26/0	0	100.0
Skill Statements			
Establishes open lines of communication with the sponsoring organization.	26/0	0	100.0
Demonstrates a commitment to FDCH providers by communicating concerns and issues to the sponsoring organization as they occur.	26/0	0	100.0
Represents the interest of the FDCH provider to the sponsoring organization when appropriate.	25/0	1	96.1
Represents the interest of the children enrolled in the FDCH.	25/0	1	96.1
Maintains professional and ethical behavior in communicating FDCH provider issues with the sponsoring organization.	26/0	0	100.0
Ensures that timely communication takes place, especially when the safety of children is questioned.	26/0	0	100.0
Establishes a systematic approach to communicating with the sponsoring organization following contacts with FDCH providers.	25/1	0	100.0
Demonstrates a thorough understanding of CACFP regulations and procedures when identifying FDCH provider issues requiring sponsoring organization input.	26/0	0	100.0
Demonstrates observational skills for collecting information within the FDCH.	26/0	0	100.0
Ensures fair and accurate FDCH provider information is presented to the sponsoring organization.	26/0	0	100.0
Provides information from the sponsoring organization back to the FDCH provider.	26/0	0	100.0

Job Function/Duty: Comply with sponsoring organization’s policies and procedures. (12)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the responsibilities for monitors.	26/0	0	100.0
Knows the policies and procedures of the sponsoring organization.	26/0	0	100.0
Knows the proper interpretation of all policies and procedures.	26/0	0	100.0
Knows the process for seeking clarification of any policies and procedures of the sponsoring organization.	26/0	0	100.0
Knows the dynamic nature of policies and procedures within sponsoring organizations and the CACFP.	25/0	1	96.1
Skill Statements			
Demonstrates a thorough understanding of all sponsoring organization’s policies and procedures.	26/0	0	100.0
Follows consistently all sponsoring organization’s policies and procedures.	25/1	0	100.0
Assesses the effectiveness of policies and procedures related to the monitoring process.	26/0	0	100.0
Informs the sponsoring organization of the effectiveness and efficiency of established monitoring policies and procedures.	26/0	0	100.0
Participates actively in policy/procedure development when appropriate.	26/0	0	100.0

Job Function/Duty: Verify license/certification capacity of FDCH. (13)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the importance of FDCH providers following the license/certification capacity of the FDCH.	26/0	0	100.0
Knows the policy and procedure of the sponsoring organization for reporting any capacity violations.	25/1	0	100.0
Skill Statements			
Ensures that the FDCH enrollment is in compliance with capacity limitations.	25/1	0	100.0
Communicates to FDCH providers the importance of operating at the licensed/certified capacity enrollment.	24/2	0	100.0
Communicates capacity violations to the sponsoring organization and other agencies as required.	25/1	0	100.0
Documents capacity compliance of FDCH providers.	26/0	0	100.0

Job Function/Duty: Maintains written reports and monitoring activities to sponsoring agency. (11,14)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the reporting requirements of the sponsoring organization.	26/0	0	100.0
Knows the proper method of submitting monitoring activity reports.	26/0	0	100.0
Knows how to complete the monitoring activity reports.	26/0	0	100.0
Knows the importance of documenting all monitoring activities in a timely manner.	26/0	0	100.0
Knows the relationship of the monitoring activity reports to other reports submitted to the sponsoring organization.	26/0	0	100.0
Skill Statements			
Prepares and submits all monitoring activity reports following established sponsoring organization's policies and procedures.	25/1	0	100.0
Prepares and submits all monitoring activity reports in a timely manner.	25/0	1	96.1
Ensures that all monitoring activity reports are complete and accurate.	25/1	0	100.0
Verifies that all monitoring reports truthfully reflect the monitoring activities for the reporting period.	25/1	0	100.0
Prepares monitoring activity reports that reflect ethical execution of all duties and responsibilities of monitors.	26/0	0	100.0
Prepares monitoring activity reports that are consistent with other reports related to the monitoring process.	25/0	1	96.1
Uses electronic methods of submission as required by the sponsoring organization.	24/1	1	96.1
Develops a system to ensure that accurate timely monitoring reports are prepared and submitted to the sponsoring organization.	26/0	0	100.0

Job Function/Duty: Recruit new providers. (24)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the value of recruiting new FDCH providers for the sponsoring organization.	26/0	0	100.0
Knows the value of CACFP participation for the FDCH and for the children enrolled.	26/0	0	100.0
Knows possible community contacts for identification of new FDCH providers.	24/1	1	96.1
Knows community leaders and other agencies that can identify potential FDCH providers.	24/1	1	96.1
Knows the importance of working collaboratively with the community to identify potential FDCH providers.	24/1	1	96.1
Knows what other programs are available in the community that may serve as leads to potential FDCH providers.	24/0	2	92.3

Knows the requirements for participation in the CACFP.	25/1	0	100.0
Knows procedures for signing new FDCH providers with the sponsoring organization.	25/1	0	100.0
Knows how to conduct a community assessment that will identify FDCH providers that may qualify for the CACFP.	21/0	5	80.7
Skill Statements			
Demonstrates a willingness to recruit new FDCH providers.	26/0	0	100.0
Ensures that all potential FDCH providers are informed about the benefits of participating and know how to enroll with the sponsoring organization.	24/1	1	96.1
Works collaboratively with other community-based groups that are interested in child care and/or food and nutrition security issues.	26/0	0	100.0
Follows established sponsoring organization policies and procedures when recruiting new FDCH providers.	25/1	0	100.0
Communicates in an ethical manner with potential FDCH providers.	25/0	1	96.1
Represents the sponsoring organization and the CACFP in a professional and ethical manner to potential FDCH providers.	26/0	0	100.0
Assures that potential FDCH providers are informed of the rights and responsibilities of participating in the CACFP under the sponsoring organization.	26/0	0	100.0

Job Function/Duty: Enroll new providers. (25)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the policies and procedures for enrolling new FDCH providers.	26/0	0	100.0
Knows what information is needed by the new FDCH provider to implement the CACFP.	26/0	0	100.0
Skill Statements			
Follows established sponsoring organization policies and procedures when enrolling new FDCH providers.	25/1	0	100.0
Represents the sponsoring organization and the CACFP in a professional and ethical manner to new FDCH providers.	26/0	0	100.0

Job Function/Duty: Provide preliminary enrollment and training of providers. (26)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the value of coaching and establishing a mentoring relationship with new FDCH providers.	26/0	0	100.0
Knows the importance of orientation and training for new FDCH providers.	26/0	0	100.0
Skill Statements			
Assures that new FDCH providers are informed of the rights and responsibilities of participating in the CACFP.	26/0	0	100.0
Establishes lines of communication with new FDCH providers.	26/0	0	100.0
Schedules orientation and training for new FDCH providers on the CACFP regulations and procedures and sponsoring organization requirements.	25/1	0	100.0
Provides all necessary information and materials needed by the new provider to implement the CACFP and report to the sponsoring organization.	26/0	0	100.0
Assures that new FDCH providers are added to existing training schedules.	24/1	1	96.1
Establishes procedures for monitoring new FDCH providers to assure technical assistance is provided on a just-in-time basis.	22/3	1	96.1

Job Function/Duty: Maintain appropriate documentation of corrective action with a problem provider. (29)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the importance of proper documentation of all corrective action.	26/0	0	100.0
Knows procedures of the sponsoring organization in handling and documenting corrective action.	26/0	0	100.0

Knows when corrective action is warranted.	26/0	0	100.0
Knows due process in handling all corrective action.	26/0	0	100.0
Knows the rights and responsibilities of the FDCH provider, the monitor, and the sponsoring organization.	26/0	0	100.0
Knows means of technical assistance and training that may prevent the need for corrective action.	26/0	0	100.0
Knows actions that constitute fraud and/or misrepresentation of the CACFP by the provider.	26/0	0	100.0
Skill Statements			
Establishes procedures to maintain documentation of corrective action following the sponsoring organization's procedures.	24/2	0	100.0
Communicates effectively with the sponsoring organization and the FDCH provider when corrective action is needed.	25/0	1	96.1
Submits documentation of corrective action with a problem FDCH provider in a timely manner.	26/0	0	100.0
Ensures that proper procedures are followed to maintain appropriate documentation of corrective action.	25/0	1	96.1

Job Function/Duty: Report all allegations and observations of non-compliance to the CACFP and state and local regulations related to the child care environment to the appropriate authorities. (91,91,94)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows all regulations and procedures of the CACFP, state, and local agencies providing oversight of the FDCH.	24/2	0	100.0
Knows issues common to non-compliance in the FDCH.	26/0	0	100.0
Knows reporting procedures of the sponsoring organization and/or other agencies for issues on non-compliance.	26/0	0	100.0
Knows legal and liability issues associated with the monitoring process.	26/0	0	100.0
Skill Statements			
Establishes cooperative relationships with other state and local agencies providing oversight to the FDCH.	26/0	0	100.0
Demonstrates a strong commitment to the health and well-being of children.	26/0	0	100.0
Demonstrates an understanding of all CACFP and state and local regulations related to the child care environment.	25/1	0	100.0
Ensures that all non-compliance issues are reported to the appropriate authorities.	24/2	0	100.0
Demonstrates the ability to make difficult decisions in a timely manner.	26/0	0	100.0
Demonstrates an ability to identify potential non-compliance issues.	24/1	1	96.1

Job Function/Duty: Distribute appropriate provider reporting forms. (8)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the importance of providing reporting forms to FDCH providers.	26/0	0	100.0
Knows how to instruct FDCH providers in the preparation of reports.	26/0	0	100.0
Knows methods of providing technical assistance to ensure accurate and complete reporting by the FDCH provider.	25/0	1	96.1
Knows who has access to all reports on FDCH providers.	24/0	2	92.3
Skill Statements			
Demonstrates a commitment to the reporting needs of the FDCH provider.	26/0	0	100.0
Ensures that FDCH providers have all the necessary forms and instructions for preparing reports.	26/0	0	100.0

Job Function/Duty: Perform central office duties. (23)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows how to perform basic clerical duties as required by the sponsoring organization.	23/1	2	92.3
Knows how to use technology in the accomplishment of central office duties.	25/0	1	96.1
Knows the importance of maintaining daily office functions.	24/1	1	96.1
Knows the relationship of the timely accomplishment of central office duties and the monitoring process.	25/1	0	100.0
Skill Statements			
Performs central office duties in an efficient and effective manner.	24/1	1	96.1
Demonstrates the ability to apply technology to accomplish central office duties.	24/1	1	96.1
Completes central office duties that facilitate the on-site visit and other monitoring activities.	24/1	1	96.1

Job Function/Duty: Perform field office duties. (22)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the importance of completing field office duties.	25/0	1	96.1
Knows the interrelationship of the monitoring process and field and central office duties.	25/1	0	100.0
Knows that field office duties need to be completed and how to complete them.	25/1	0	100.0
Skill Statements			
Demonstrates skill in managing multiple field activities that include monitoring site visits and office duties.	23/3	0	100.0
Establishes a schedule and/or system for completing all field office duties.	24/2	0	100.0
Organizes all field office duties to facilitate the monitoring process.	24/1	1	96.1

Job Function/Duty: Approve eligibility of the children to participate. (81)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows eligibility requirements for children to participate in the CACFP.	26/0	0	100.0
Knows the importance of meeting CACFP eligibility requirements.	26/0	0	100.0
Knows how to communicate CACFP eligibility requirements.	26/0	0	100.0
Knows how to identify children who are eligible to participate in the CACFP.	26/0	0	100.0
Skill Statements			
Ensures that all enrolled children meet the CACFP eligibility requirements.	25/1	0	100.0
Communicates the eligibility requirements to the FDCH provider.	26/0	0	100.0

Job Function/Duty: Plan and maintain all monitoring schedule, activity, and expense records. (17,18,19)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the importance of maintaining all monitoring activity and expense records.	25/0	1	96.1
Knows the sponsoring organization's policies and procedures for maintaining all monitoring activity and expense records.	26/0	0	100.0
Knows electronic methods of planning and maintaining all monitoring activity and expense records.	24/2	0	100.0
Skill Statements			
Demonstrates understanding of proper planning and maintenance of all monitoring activity and expense records.	26/0	0	100.0
Submits all monitoring activity and expense records in a timely manner.	26/0	0	100.0

Job Function/Duty: Maintain knowledge of current CACFP regulations through staff meetings. (27,60)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows current CACFP regulations.	25/0	1	96.1
Knows the value of attending staff meetings.	26/0	0	100.0
Knows importance of remaining current with CACFP regulations and sponsoring organization policies and procedures.	26/0	0	100.0
Skill Statements			
Attends all staff meetings and takes advantage of other information-sharing opportunities.	26/0	0	100.0
Makes use of various methods of remaining current on CACFP regulations.	26/0	0	100.0
Takes advantage of professional and training opportunities provided by the sponsor and other agencies.	26/0	0	100.0

Job Function/Duty: Communicate with providers in an ethical, respectful, and caring manner. (28)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the importance of open, ethical communication.	26/0	0	100.0
Knows effective communication methods and techniques.	26/0	0	100.0
Skill Statements			
Demonstrates effective communication skills.	26/0	0	100.0
Demonstrates ethical, respectful, and caring behaviors.	26/0	0	100.0
Fosters communication with FDCH providers.	25/0	1	96.1
Communicates openly and honestly with FDCH providers.	25/0	1	96.1
Demonstrates a caring attitude towards FDCH providers.	25/1	0	100.0
Demonstrates respect for diverse opinions and perspectives.	26/0	0	100.0
Communicates in a variety of methods.	25/0	1	96.1

Job Function/Duty: Follow federal, state, and local regulations. (80)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows federal, state, and local regulations.	24/0	2	92.3
Knows implementation of federal, state, and local regulations.	25/0	1	96.1
Knows impact of failure to appropriately implement federal, state, and local regulations.	25/0	1	96.1
Skill Statements			
Demonstrates an understanding of all federal, state, and local regulations.	25/0	1	96.1
Takes appropriate actions to remain current in federal, state, and local regulations.	25/0	1	96.1
Reinforces FDCH provider's compliance with federal, state, and local regulations.	25/0	1	96.1
Implements all regulations related to the monitor in an ethical and responsible manner.	24/1	1	96.1

Job Function: Support the mission of child care associations. (61)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows the mission of related child care associations.	24/0	2	92.3
Knows the value of participating in child care associations.	26/0	0	100.0
Skill Statements			
Exemplifies the mission of child care associations in the execution of monitoring duties.	21/0	5	80.7
Participates in child care association activities.	21/2	3	88.4

Job Function/Duty: Maintain standards of ethics and promote agency’s interest. (90)

Knowledge Statements	Accept/Modify	Delete	Agree %
Knows standards of ethics and applies them in all monitoring activities.	26/0	0	100.0
Knows actions that are in the best interest of the sponsoring organization.	24/0	2	92.3
Skill Statements			
Performs all duties in an ethical manner.	26/0	0	100.0
Demonstrates a strong commitment of consistent application of ethical standards.	25/1	0	100.0
Engages in activities that demonstrate commitment to the sponsoring organization.	26/0	0	100.0

¹ Represents all “accept” responses and all “accept with modification” responses.

Table 4. Competencies of Sponsor Monitors: Results of CACFP Expert Panel Delphi Pprocess.
(n=6¹)

Competency	Reflects Job Functions	Encompasses Knowledge/ Skills	Stated clearly/ accurately
1.1 Communicates with FDCH providers and determines training needs.	3.50 ²	3.50 ²	3.50 ²
1.2 Develops a systematic training program to ensure that FDCH providers are familiar with program requirements.	3.25	3.25	3.25
1.3 Conducts orientation and training on all aspects of CACFP participation and policies and procedures of the sponsoring organization.	3.75	3.75	3.75
1.4 Reviews performance of FDCH providers in CACFP implementation and providers.	3.75	3.75	3.75
1.5 Adapts training to provide technical assistance on an individualized and as-needed basis.	3.25	3.25	3.25
2.1 Reviews the meal pattern requirements to ensure proper implementation by the FDCH.	3.50	3.50	3.50
2.2 Reviews meal service to ensure proper implementation of the meal patterns and a positive mealtime environment.	3.75	3.75	3.75
2.3 Reviews the menu on an on-going basis to ensure good menu planning guidance is followed to allow for development of healthful eating behaviors of enrolled children.	3.25	3.25	3.25
2.4 Assures the proper interpretation and implementation of the infant meal pattern.	3.50	3.50	3.50
2.5 Maintains a regular on-site visitation schedule of CACFP participants to ensure proper implementation of the CACFP and a healthy eating environment.	3.50	3.50	3.50
3.1 Establishes a system for maintaining and reporting all monitoring activities to the sponsoring organization.	3.00	3.00	3.00
3.2 Determines procedures needed to verify CACFP participants meet all federal, state, and local requirements for participation in the CACFP and as FDCH providers.	3.00	3.00	3.00
3.3 Serves as the liaison between the sponsoring organization and the FDCH.	3.50	3.50	3.50
4.1 Participates in continuing education activities such as seminars, workshops, professional conferences, and enrolls in college courses.	3.25	3.25	3.25
4.2 Networks with other child care professionals.	3.75	3.75	3.75
4.3 Conducts professional growth programs for providers.	3.75	3.75	3.75
4.4 Assumes an active role in professional organizations.	3.25	3.25	3.25
4.5 Reads current trade, technical, and professional publications and applies appropriate new information in performance of monitoring duties.	3.25	3.25	3.25
4.6 Maintains a plan for continuing self-development and education.	3.50	3.50	3.50
4.7 Performs all duties and responsibilities in an ethical manner.	3.75	3.75	3.75

¹Six CACFP expert panel members participated in the first pass of the survey. Seven participated in the Delphi by completing the survey and/or the follow-up conference call.

²A Likert-type scale of “Strongly Disagree” = 1 to “Strongly Agree” = 4 was used to report reactions to competencies. Means are reported. All Delphi participants strongly agreed with all competency statements once suggested modifications were made.

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IMPLEMENTATION OF COMPETENCIES, KNOWLEDGE, AND SKILLS OF SPONSOR MONITORS

This manual is not intended to replace any training materials currently in use by sponsoring organizations. These competencies, knowledge, and skill statements are made available for sponsoring organizations' use in establishing standards appropriate for assessment and training of sponsor monitors and in making staffing decisions.

The competencies, knowledge, and skills presented in this manual are specific to sponsor monitors who work for organizations that sponsor FDCH providers participating in the CACFP. Sponsorship is the only mechanism available for out-of-home child care providers to participate in the program. FDCH providers enrolled in the CACFP receive reimbursement for meals and snacks served to children during the child care day. In return, the sponsor is reimbursed for the management and administration of the program from CACFP funds provided through the USDA and the designated state agency. Individuals or groups may apply to the state agency to be a sponsoring organization. In some communities the sponsoring organization may be a non-profit group interested in quality child care for the children in their community.

CACFP Management Structure

USDA, Food and Nutrition Service

β

State Agency Recognized by the USDA

β

Sponsoring Organizations Approved by the State Agency

β

Family Day Care Home Providers Enrolled with a Sponsor

β

Children Who Are the Beneficiaries of the CACFP

47

Role of Sponsor Monitors

Sponsor monitors are the communication link between the sponsoring organization and FDCH providers. They provide the oversight of the program as required by the USDA and outlined in the federal regulations. Sponsor monitors perform the wide variety of job functions/duties presented in this manual to assure that FDCH providers understand and correctly implement the CACFP and are eligible to receive reimbursement for meals and snacks served to enrolled children. The sponsoring organization relies upon the competent performance of the job functions/duties presented in this manual to ensure proper management of the program. The integrity of the CACFP within any sponsoring organization is dependent upon the personal ethics and professional commitment of the sponsoring organization and each sponsor monitor.

Who is the FDCH Provider?

FDCH providers are a diverse group of individuals or families providing out-of-home child care for millions of children each day. Among the FDCH providers are grandmothers, stay-at-home mothers, and other individuals not employed outside the home. FDCH providers are adults of all ages who may be highly educated or have little formal education. They are found in rural and urban settings and represent diverse ethnic and cultural backgrounds. English may not be their first language, or they may not speak English at all. It is important to understand who the FDCH providers are and the environment in which they operate to assure proper implementation of the CACFP.

Key Words

Coaching: Coaching is a natural extension of training and involves encouraging someone to practice what he or she has learned. In training and instructing the FDCH provider, the sponsor monitor will tell and demonstrate how to perform a task. A coach will continue to give feedback as the FDCH provider attempts to apply what has been learned.

Cultural diversity: Sponsor monitors need to be aware of the various cultures and ethnic groups represented among the FDCH providers they monitor. Understanding an individual's background will make communication more effective and eliminate misunderstandings between the FDCH provider and the sponsor monitor.

Nutrition integrity: CACFP meal patterns assure that the nutritional needs of children are provided during the child care day. When properly followed, these meal patterns provide a certain percentage of the daily nutrient needs of children; thus, the integrity of the program is assured. When meals or snacks do not follow the meal patterns, then the nutrition integrity of the meals or snacks is in jeopardy, because they may not meet the nutrient standards.

Mentoring: Mentoring is a process of encouraging others. Mentors may be role models by modeling a behavior needed by FDCH providers. Sponsor monitors can encourage providers to fulfill their obligations as participants in the CACFP and to provide quality child care.

Technical assistance: Technical assistance is providing assistance and/or instruction to the FDCH provider when it is needed and on an individual basis. Usually, technical assistance is additional instruction related to previous training provided by the sponsoring organization.

Training: Training for FDCH providers is formal instruction on the policies and procedures for participating in the CACFP. Training may take place in a group setting on a predetermined schedule. New providers must receive training on all aspects of the CACFP.

System: A system is a formal structure for accomplishing a task or series of tasks, such as a training system.

Systematic: A systematic approach to a task is carrying out the system that has been established for that purpose.

JOB FUNCTIONS/DUTIES, COMPETENCIES, KNOWLEDGE, AND SKILLS OF SPONSOR MONITORS

The following portion of the document provides a comprehensive overview of four job functional areas, competency statements, and the job functions and duties. The competencies are summative statements describing sponsor monitors who perform the identified job functions and duties. Each job function/duty have supporting knowledge and skill statements that sponsor monitors possess to assure competency. Functional Area 3: Administrative Duties is the only functional area that sub-categories were identified.

JOB FUNCTIONAL AREA 1: Training and Technical Assistance

Competencies of Sponsor Monitors

- 1.1 Communicates with FDCH providers and determines training needs.
- 1.2 Assists in developing a systematic training program to ensure that FDCH providers are familiar with program requirements.
- 1.3 Conducts orientation and training on all aspects of CACFP participation including policies and procedures of the sponsoring organization.
- 1.4 Reviews performance of FDCH providers in CACFP implementation and provides appropriate feedback.
- 1.5 Adapts training to provide technical assistance on an individualized and as-needed basis.

Job Functions/Duties

- Train providers on CACFP policies and procedures.

- Train providers on nutritional program practices.
- Provide individual training to providers.
- Train providers on creditable and non-creditable foods.
- Communicate CACFP procedures to providers.
- Provide individualized technical assistance on record keeping and programmatic errors with providers.

Job Function/Duty: Training and technical assistance (general)

Knowledge Statements

1. Knows basic training methods, which include meeting the training needs of a culturally diverse audience.
2. Knows the basics of mentoring and coaching techniques for effective delivery of technical assistance.
3. Knows multiple training delivery methods.
4. Knows the principles of adult learning and assessment of learning needs and learning styles.

Skill Statements

1. Assesses training needs and determines the outcomes of training.
2. Participates in the sponsoring organization's training system for FDCH providers.
3. Communicates effectively to FDCH providers.
4. Demonstrates interpersonal skills appropriate to effective mentoring and coaching.
5. Provides technical assistance on an as-needed basis.
6. Uses available technology to deliver training.
7. Identifies just-in-time training opportunities and requirements.

Job Function/Duty: Train providers on CACFP policies and procedures.

Knowledge Statements

1. Knows current CACFP policies and procedures at the federal, state, and local levels.
2. Knows policies and procedures of the sponsoring organization.
3. Knows state licensure regulations governing FDCH.

Skill Statements

1. Ensures that all FDCH providers receive orientation on the policies and procedures of the CACFP and sponsoring organization.
2. Participates in keeping FDCH providers informed of programmatic changes.

Job Function/Duty: Train providers on nutritional program practices.

Knowledge Statements

1. Knows the basic principles of healthy eating for child growth and development.
2. Knows the components of a healthy eating environment.
3. Knows the importance of nutrition integrity standards within the child care environment.
4. Knows the contribution of meals and snacks served at child care to the overall nutritional health and food security of children.

Skill Statements

1. Reinforces nutrition recommendations of the *Dietary Guidelines for Americans*, *Food Guide Pyramid*, and the *Dietary Reference Intakes* as they relate to CACFP requirements.
2. Encourages FDCH providers to serve meals and snacks in a positive eating environment.
3. Encourages appropriate adult-child division of responsibilities during meals and snacks.
4. Communicates with FDCH providers their role, in cooperation with parents and other care givers, in providing for the food and nutrition needs of child.

Job Function/Duty: Provide individual training to providers.

Knowledge Statements

1. Knows the principles of mentoring and coaching.
2. Knows the importance of establishing a positive working relationship with the FDCH provider.
3. Knows principles of assessment of learning needs of individuals.
4. Knows the principles of individualized and one-on-one instruction.

Skill Statements

1. Demonstrates a helpful attitude to FDCH providers requiring instruction.
2. Maintains a programmatic focus during individualized training.
3. Establishes a positive learning environment where the FDCH provider is at ease.
4. Ensures that the training provided is appropriate and meets the needs of the FDCH provider.

Job Function/Duty: Train providers on creditable and non-creditable foods.

Knowledge Statements

1. Knows principles of and guidance for crediting foods under the CACFP.
2. Knows the benefits to the FDCH provider of serving foods that are creditable foods vs. non-creditable foods and beverages.
3. Knows the relationship of creditable foods to nutrition integrity standards in the child care setting.

Skill Statements

1. Demonstrates the ability to correctly identify creditable and non-creditable foods under the CACFP.
2. Verifies that FDCH providers correctly identify creditable and non-creditable foods.
3. Provides resource materials that the FDCH provider can use to identify creditable foods.
4. Encourages that all foods served promote the same nutrition standards, including those foods not claimed for reimbursement.

Job Function/Duty: Communicate CACFP procedures to providers.

Knowledge Statements

1. Knows all CACFP regulations and procedures.
2. Knows the importance of FDCH providers following all CACFP procedures to ensure maximum benefits of program participation for children and the FDCH.

Skill Statements

1. Ensures FDCH providers appropriately apply all CACFP procedures.
2. Demonstrates timely response in providing technical assistance.
3. Demonstrates tact and sensitivity when providing feedback on proper application of CACFP procedures.

Job Function/Duty: Provide technical assistance on record keeping and programmatic errors with providers.

Knowledge Statements

1. Knows the principles of individualized instruction.
2. Knows methods that tailor technical assistance to the learning needs of the FDCH provider.
3. Knows proper record keeping procedures.
4. Knows the importance of proper record keeping from the FDCH provider's and sponsoring organization's perspectives.
5. Knows potential programmatic errors so that preventive actions vs. corrective actions are taken.

Skill Statements

1. Assures that FDCH providers are familiar with all record keeping requirements.
2. Establishes a system to ensure records are kept according to CACFP's and sponsoring organization's requirements.
3. Assists the FDCH providers in establishing routine procedures for maintaining records required by the CACFP and sponsoring organization.
4. Provides oversight and technical assistance to FDCH providers who have difficulty with record keeping responsibilities.

**JOB FUNCTIONS/DUTIES, COMPETENCIES, KNOWLEDGE,
AND SKILLS OF SPONSOR MONITORS**

JOB FUNCTIONAL AREA 2: Meal Service

Competencies of Sponsor Monitors

- 2.1 Reviews the meal pattern requirements to ensure proper implementation by the FDCH provider.
- 2.2 Reviews meal service to ensure proper implementation of the meal patterns and a positive mealtime environment.
- 2.3 Reviews the menu to ensure good menu planning is followed to allow for development of healthful eating behaviors.
- 2.4 Assures the proper interpretation and implementation of the infant meal pattern.
- 2.5 Maintains a regular on-site visitation schedule of CACFP participants to ensure proper implementation of the CACFP and a healthy eating environment.

Job Functions/Duties

- Perform mandatory on-site visits to providers.
- Review age-specific meal pattern requirements with providers.
- Review the infant feeding program with providers.
- Monitor meal schedules by observing service of all FDCH meal types.

Job Function/Duty: Perform mandatory on-site visits to providers.

Knowledge Statements

1. Knows effective communication strategies.
2. Knows importance of on-site visits with FDCH providers and the importance of documenting the visit.
3. Knows observation techniques that identify potential problems associated with the food and nutrition programs as well as other conditions that pose a potential threat to child safety and well-being.
4. Knows the importance of unannounced visits to the FDCH.
5. Knows procedures for conducting cross-checks for verification of attendance and meal count.
6. Knows the importance of reporting the results of all on-site visits especially when problems are identified.
7. Knows appropriate reporting procedures when signs of neglect and/or abuse are suspected or observed.
8. Knows the value of the on-site visit as an opportunity to provide any technical assistance needed.
9. Knows techniques of modeling desired interactions with children as a means of mentoring to the FDCH provider.

Skill Statements

1. Prepares for the on-site visit by checking records for claiming patterns and problems identified during previous monitoring visits.
2. Responds in a timely manner to programmatic errors following established procedures.

3. Reports immediately all suspected cases of neglect or abuse to the appropriate authorities.
4. Responds to any suspected evidence of neglect or abuse in such a way to immediately ensure the safety of the child.
5. Works with the provider to report suspected cases of child neglect or abuse occurring outside the FDCH.
6. Works cooperatively with other agencies with oversight of the FDCH.
7. Follows the sponsoring organization's on-site visitation schedule.
8. Adjusts the established visitation schedule as needed to ensure compliance to CACFP regulations and procedures and/or ensure the health, safety, and well-being of the children in the FDCH.
9. Demonstrates a caring and professional approach to the on-site visit.
10. Reinforces good practices observed in FDCH.
11. Offers helpful suggestions to improve meals and meal service and quality of care in the FDCH.

Job Function/Duty: Review age-specific meal pattern requirements with providers.

Knowledge Statements

1. Knows the basic menu structure for all meals and snacks served as part of the CACFP.
2. Knows the meal pattern components and serving sizes for all age-specific meal patterns of the CACFP.
3. Knows the principles of good menu planning based on the *Dietary Guidelines for Americans*, the *Food Guide Pyramid*, and the *Dietary Reference Intakes*.
4. Knows the basic principles of menu modification for children with special food and nutrition needs.
5. Knows the importance of offering all meal components at one time.
6. Knows principles of feeding young children when planning age-appropriate foods.
7. Knows the importance of variety in menu planning to assure children's nutrition needs are met.
8. Knows techniques for introducing new foods and serving suggestions that take into consideration food preferences and cultural and ethnic diversity of children in the FDCH.
9. Knows the importance of color, temperature, freshness, and texture to food quality for children.
10. Knows the principles of food preparation and service related to food quality and food safety.

Skill Statements

1. Communicates to FDCH providers the importance of modeling healthy eating behaviors and demonstrating positive attitudes about eating foods.
2. Communicates effectively with the FDCH provider the menu and meal pattern requirements.
3. Ensures that menus meet age-appropriate meal pattern requirements and follow principles of good menu planning.
4. Ensures that foods are prepared and served following food safety guidelines and quality standards.
5. Inspects the meal preparation and serving areas to ensure foods are handled properly and are safe to eat.
6. Ensures that foods for children with special needs are prepared and served as indicated by a diet prescription provided by an approved medical authority.
7. Establishes a system for monitoring meal preparation, storage, and service.
8. Provides menu suggestions to encourage variety in foods and preparation methods that are consistent with the nutrition principles of the *Dietary Guidelines for Americans* and the *Food Guide Pyramid*.
9. Provides resource materials for menus, recipes, and meal planning.
10. Encourages the use of family style meal service.

Job Function/Duty: Review the infant feeding program with providers.

Knowledge Statements

1. Knows importance of following the infant meal pattern for proper infant health, growth, and development.
2. Knows proper implementation of the infant meal pattern for reimbursement.
3. Knows proper feeding techniques for infants.
4. Knows the proper schedule for introducing solid foods in the infant's diet.
5. Knows signs of food allergies and intolerance in infants.
6. Knows principles of infant feeding that respect the individual needs of infants and prevents under-feeding or over-feeding.
7. Knows toddlers often develop unusual feeding patterns, such as not wanting foods to touch on the plate or food jags (preference for one food over all others).
8. Knows the importance of offering progressively more challenging foods and eating equipment at the appropriate developmental stage for each child.
9. Knows the importance of offering formula or breast milk from birth through 11 months of age.
10. Knows that infant formula and dry cereals must be iron-fortified to be eligible for reimbursement.
11. Knows the proper schedule for the introduction of fruit juices to infants.
12. Knows the undesirable effects of feeding beverages such as flavored drinks, tea, and juice drinks to infants and children.
13. Knows the proper feeding positions for infants.
14. Knows the emotional and psychological implications of the feeding relationship between the infant and the care giver.

Skill Statements

1. Communicates to the FDCH provider the importance of working with parents on the introductions of solid foods in the infant's diet.
2. Encourages the FDCH provider to communicate to parents that reimbursement of infant meals is dependent upon following the CACFP infant meal pattern.
3. Works with the FDCH provider in establishing a breast feeding-friendly child care environment by providing resource materials and community contacts that are supportive of breast feeding in the child care environment.
4. Ensures procedures are in place for safe and sanitary handling of all infant foods, formulas, breast milk, and feeding equipment.
5. Reinforces proper infant feeding techniques.
6. Establishes a collaborative relationship with the FDCH provider to facilitate proper infant feeding.
7. Establishes procedures for observing and monitoring infant feeding.
8. Provides appropriate technical assistance to correct any potential infant feeding problems.
9. Communicates to FDCH providers procedures for the proper preparation, storage, and handling of infant feedings.
10. Ensures that proper methods of heating infant foods and bottles of formula and/or breast milk are used.
11. Stresses the potential danger of overheating infant feedings (food or bottles); therefore, the microwave oven should not be used to heat infant feedings.

**Job Function/Duty: Monitor meal schedules by observing service of all
FDCH meal types.**

Knowledge Statements

1. Knows the importance of regular meal and snack schedules for infants and young children in the FDCH.
2. Knows the principles and benefits of and procedures for family style meal service for children two years and older.
3. Knows the sanitation and safety consideration of food service in the FDCH.
4. Knows the meal schedules of the FDCH.
5. Knows the appropriate time intervals of meals and snacks in the FDCH.
6. Knows meal and snack service ideas that add interest and enjoyment to eating in the child care setting (i.e., bag lunches for a picnic, tasting parties for snack).

Skill Statements

1. Assures that the FDCH providers choosing to implement family style meal service prepares and has available the required amounts of all meal or snack components.
2. Ensures that all meal or snack components are offered to children at the same time, providing an opportunity for children to make their own food selections.
3. Reinforces that foods are not used as punishment or reward.
4. Encourages an eating environment that establishes positive associations to all foods offered as part of CACFP meals and snacks.
5. Supports the concept that most foods can fit into a healthy diet.
6. Encourages FDCH providers to have on hand only those foods that are part of the meal pattern so that children receive consistent nutrition messages.
7. Encourages the FDCH to work with parents and other care givers in providing for children's food and nutrition needs outside the child care day.

**JOB FUNCTIONS/DUTIES, COMPETENCIES, KNOWLEDGE,
AND SKILLS OF SPONSOR MONITORS**

JOB FUNCTIONAL AREA 3: Administrative Duties

Competencies of Sponsor Monitors

- 3.1 Follows a system for maintaining and reporting all monitoring activities to the sponsoring organization.
- 3.2 Implements procedures needed to verify that FDCH providers meet all federal, state, and local requirements for participation in the CACFP.
- 3.3 Serves as the liaison between the sponsoring organization and the FDCH provider.

Sub-Categories of Administrative Duties

A. Record Keeping

- Maintain files of required records for each provider.
- Communicate provider issues with sponsor.
- Comply with sponsoring organization's policies and procedures.
- Verify license/certification capacity of FDCH.
- Maintain written reports and monitoring activities to sponsoring agency.

B. Marketing/Outreach

- Recruit new providers.

- Enroll new providers.
- Provide preliminary enrollment and training of providers.

C. Reporting Issues

- Maintain appropriate documentation of corrective action with problem providers.
- Report allegations of CACFP child abuse, child neglect, and non-compliance issues.

D. General Clerical

- Distribute appropriate provider reporting forms.
- Perform central office duties.
- Perform field office duties.
- Approve eligibility of the children to participate.
- Plan and maintain all monitoring schedule, activity, and expense records.

Record Keeping: Job Functions/Duties

- Maintain files of required records for each provider.
- Communicate provider issues with sponsor.
- Comply with sponsoring organization's policy and procedures.
- Verify license/certification capacity of FDCH.
- Maintain written reports and monitoring activities to sponsoring agency.

Job Function/Duty: Maintain files of required records for each provider.

Knowledge Statements

1. Knows the record keeping requirements of the sponsoring organization.
2. Knows the value of recording FDCH provider data and maintaining previous years' and current files as required by federal, state, and local requirements.
3. Knows electronic means of record keeping and archiving of records as required by the sponsoring organization.
4. Knows the value of maintaining records that link to other sponsoring organization records for ease in data analysis.
5. Knows the importance of maintaining confidentiality of FDCH provider information.
6. Knows the sponsoring organization's policies and procedures related to recording

FDCH monitoring activities.

7. Knows the potential impact of a failure to make timely reports on the safety and well-being of children enrolled in the FDCH and on CACFP status.
8. Knows who has access to all reports on FDCH providers.
9. Knows the critical nature of accuracy and disclosure issues in FDCH provider reports.
10. Knows the legal issues related to maintaining reports and other data on FDCH providers.

Skill Statements

1. Seeks to maintain ethical, fair practices when preparing FDCH provider reports.
2. Certifies that all information in FDCH provider reports is true and no deliberate attempt is made to misrepresent the facts or mislead.
3. Demonstrates a fair appraisal of the FDCH environment and implementation of the CACFP by the FDCH.
4. Establishes or implements and maintains an organized filing system for FDCH provider records and other information using paper and/or an electronic filing system and database.
5. Maintains systematically all FDCH provider files.
6. Organizes all FDCH provider information into meaningful reports for use by the sponsoring organization, the monitor, and the FDCH provider.
7. Adapts and/or modifies in a timely manner the filing systems and data entry methods to new data collection and management requirements.

Job Function/Duty: Communicate provider issues with sponsor.

Knowledge Statements

1. Knows the importance of the role of the monitor as the communication link between the FDCH provider and the sponsoring organization.
2. Knows communication methods required by the sponsoring organization.
3. Knows the advantage of electronic methods for timely communication with the sponsoring organization.
4. Knows the responsibility of the monitor to communicate FDCH provider issues to the sponsoring organization.
5. Knows key issues most likely to be of concern for FDCH providers and sponsoring organizations.
6. Knows investigation and data collection methods that are needed to monitor compliance.
7. Knows the importance of observation in the FDCH in communicating FDCH provider issues to sponsoring organization.

Skill Statements

1. Establishes open lines of communication with the sponsoring organization.
2. Demonstrates a commitment to FDCH providers by communicating concerns and issues to the sponsoring organization as they occur.
3. Represents the interest of the FDCH provider to the sponsoring organization when appropriate.

4. Represents the interest of the children enrolled in the FDCH.
5. Maintains professional and ethical behavior in communicating FDCH provider issues with the sponsoring organization.
6. Ensures that timely communication takes place, especially when the safety of children is questioned.
7. Establishes a systematic approach to communicating with the sponsoring organization following contacts with FDCH providers.
8. Demonstrates a thorough understanding of CACFP regulations and procedures when identifying FDCH provider issues requiring sponsoring organization input.
9. Demonstrates observational skills for collecting information within the FDCH.
10. Ensures fair and accurate FDCH provider information is presented to the sponsoring organization.
11. Avoids hearsay, personal opinion, and/or bias when communicating FDCH provider issues.
12. Provides information from the sponsoring organization to the FDCH provider.

Job Function/Duty: Comply with sponsoring organization's policies and procedures.

Knowledge Statements

1. Knows the responsibilities of monitors.
2. Knows the policies and procedures of the sponsoring organization.
3. Knows the proper interpretation of all policies and procedures.
4. Knows the dynamic nature of policies and procedures within sponsoring organizations and the CACFP.

Skill Statements

1. Demonstrates a thorough understanding of and follows all sponsoring organization's policies and procedures.
2. Seeks clarification of sponsoring organization's policies and procedures.
3. Provides input during policy and procedure development by assessing the effectiveness of policies and procedures related to the monitoring process.

Job Function/Duty: Verify license/certification capacity of FDCH.

Knowledge Statement

1. Knows the importance of FDCH providers' following the license/certification capacity of the FDCH.
2. Knows the policy and procedure of the sponsoring organization for reporting any capacity violations.

Skill Statement

1. Ensures that the FDCH enrollment and daily attendance are in compliance with licensed/certified capacity limitations.
2. Documents and reports capacity violations to the sponsoring organization and other appropriate agencies as required.

Job Function/Duty: Maintain written reports and monitoring activities to sponsoring agency.

Knowledge Statements

1. Knows the reporting requirements of the sponsoring organization.
2. Knows the proper methods for completing and submitting monitoring activity reports in a timely manner.
3. Knows procedures for completing monitoring activity reports.
4. Knows the importance of documenting all monitoring activities in a timely manner.
5. Knows the relationship of the monitoring activity reports to other reports submitted to the sponsoring organization.

Skill Statements

1. Prepares and submits all monitoring activity reports following established sponsoring organization's policies and procedures.
2. Prepares and submits complete and accurate monitoring activity reports in a timely manner.
3. Makes available to the FDCH providers a copy of the on-site review form.
4. Ensures that all monitoring activity reports are complete and accurate.
5. Verifies that all monitoring activity reports truthfully reflect the monitoring activities for the reporting period.
6. Prepares monitoring activity reports that reflect ethical execution of all duties and

responsibilities of monitors.

7. Prepares monitoring activity reports that are consistent with other reports related to the monitoring process.
8. Uses electronic methods of submission if required by the sponsoring organization.

Marketing/Outreach: Job Functions/Duties

- Recruit new providers.
- Enroll new providers.
- Provide preliminary enrollment and training of providers.

Job Function/Duty: Recruit new providers.

Knowledge Statements

1. Knows the value of recruiting new FDCH providers for the sponsoring organization.
2. Knows the value of CACFP participation for the FDCH and for the children enrolled.
3. Knows possible community contacts for identification of new FDCH providers.
4. Knows community leaders and other agencies that can identify potential FDCH providers.
5. Knows the importance of working collaboratively with the community to identify potential FDCH providers.
6. Knows what other programs are available in the community that may serve as leads to potential FDCH providers.
7. Knows the requirements for participation in the CACFP to be able to recruit new CACFP participants.

8. Knows the procedures for signing new FDCH providers with the sponsoring organization.

Skill Statements

1. Demonstrates a willingness to recruit new FDCH providers.
2. Ensures that all potential FDCH providers are informed about the benefits of participating and know how to enroll with the sponsoring organization.
3. Works collaboratively with other community-based groups that are interested in child care and/or food and nutrition security issues.
4. Follows established sponsoring organization policies and procedures when recruiting new FDCH providers.
5. Communicates in an ethical manner with potential FDCH providers.
6. Represents the sponsoring organization and the CACFP in a professional and ethical manner to potential FDCH providers.
7. Assures that potential FDCH providers are informed of the rights and responsibilities of participating in the CACFP under the sponsoring organization.

Job Function/Duty: Enroll new providers.

Knowledge Statements

1. Knows the policies and procedures for enrolling new FDCH providers.
2. Knows what information is needed by the new FDCH provider to implement the CACFP.

Skill Statements

1. Follows established sponsoring organization policies and procedures when enrolling new FDCH providers.
2. Represents the sponsoring organization and the CACFP in a professional and ethical manner to new FDCH providers.

Job Function/Duty: Provide preliminary enrollment and training of providers.

Knowledge Statements

1. Knows the value of coaching and establishing a mentoring relationship with new FDCH providers.
2. Knows the importance of orientation and training for new FDCH providers.

Skill Statements

1. Assures that new FDCH providers are informed of the rights and responsibilities of participating in the CACFP.
2. Establishes lines of communication with new FDCH providers.
3. Schedules orientation and training for new FDCH providers on the CACFP regulations and procedures and sponsoring organization requirements.
4. Provides all necessary information and materials needed by the new FDCH provider to implement the CACFP and report to the sponsoring organization.
5. Assures that new FDCH providers are added to existing training schedules.
6. Establishes procedures for monitoring new FDCH providers to assure technical assistance is provided when needed.

Reporting Issues: Job Functions/Duties

- Maintain appropriate documentation of corrective action with problem providers.
- Report allegations of CACFP child abuse, child neglect, and non-compliance issues.

Job Function/Duty: Maintain appropriate documentation of corrective action with a problem provider.

Knowledge Statements

1. Knows importance of proper documentation of all corrective action.
2. Knows procedures of the sponsoring organization in handling and documenting corrective action.
3. Knows when corrective action is warranted.
4. Knows due process in handling all corrective action.
5. Knows the rights and responsibilities of the FDCH provider, the monitor, and the sponsoring organization.
6. Knows means of technical assistance and training that may prevent the need for corrective action.
7. Knows actions that constitute fraud and/or misrepresentation of the CACFP by the provider.

Skill Statements

1. Establishes procedures to maintain documentation of corrective action following the sponsoring organization's procedures.
2. Communicates effectively with the sponsoring organization and FDCH provider when corrective action is needed.
3. Submits documentation of corrective action with a problem FDCH provider in a timely manner.
4. Ensures that proper procedures are followed to maintain appropriate documentation of corrective action.

Job Function/Duty: Report all allegations and observations of non-compliance to the CACFP and state and local regulations related to the child care environment to the appropriate authorities.

Knowledge Statements

1. Knows all regulations and procedures of the CACFP, state, and local agencies providing oversight of the FDCH.
2. Knows issues common to non-compliance in the FDCH.
3. Knows reporting procedures of the sponsoring organization and/or other agencies for issues of non-compliance.
4. Knows legal and liability issues associated with the monitoring process.

Skill Statements

1. Establishes cooperative relationships with other state and local agencies providing oversight to the FDCH.
2. Demonstrates a strong commitment to the health and well-being of children.
3. Demonstrates an understanding of all CACFP and state and local regulations related to the child care environment.
4. Ensures that all non-compliance issues are reported to the appropriate authorities.
5. Demonstrates the ability to make difficult decisions in a timely manner.
6. Demonstrates the ability to identify potential non-compliance issues.

General Clerical Duties: Job Functions/Duties

- Distribute appropriate provider reporting forms.
- Perform central office duties.
- Perform field office duties.
- Approve eligibility of the children to participate.
- Plan and maintain all monitoring schedule, activity, and expense records.

Job Function/Duty: Distribute appropriate provider reporting forms.

Knowledge Statements

1. Knows the importance of providing reporting forms to FDCH providers.
2. Knows instructions FDCH providers need to prepare reports.
3. Knows methods of providing technical assistance to ensure accurate and complete reporting by the FDCH provider.

Skill Statements

1. Demonstrates a commitment to the reporting needs of the FDCH provider.
2. Ensures that FDCH providers have all the necessary forms and instructions for preparing reports.

Job Function/Duty: Perform central office duties.

Knowledge Statements

1. Knows basic clerical duties as required by the sponsoring organization.
2. Knows technology needed to accomplish central office duties.
3. Knows the importance of maintaining daily office functions.
4. Knows the relationship of the timely accomplishment of central office duties and the monitoring process.

Skill Statements

1. Performs central office duties in an efficient and effective manner.
2. Demonstrates the ability to apply technology to accomplish central office duties.
3. Completes central office duties that facilitate the on-site visit and other monitoring activities.

Job Function/Duty: Perform field office duties.

Knowledge Statements

1. Knows the importance of completing field office duties.
2. Knows the interrelationship of the monitoring process and field and central office duties.
3. Knows what field office duties need to be completed and how to complete them.

Skill Statements

1. Demonstrates skill in managing multiple field activities that include monitoring site visits and office duties.
2. Establishes a schedule and/or system for completing all field office duties.
3. Organizes all field office duties to facilitate the monitoring process.

Job Function/Duty: Approve eligibility of the children to participate.

Knowledge Statements

1. Knows eligibility requirements for children to participate in the CACFP.
2. Knows the importance of meeting CACFP eligibility requirements.
3. Knows methods effective in communicating CACFP eligibility requirements.
4. Knows children who are eligible to participate in the CACFP.

Skill Statements

1. Ensures that all enrolled children meet the CACFP eligibility requirements.
2. Communicates the eligibility requirements to the FDCH provider.

Job Function/Duty: Plan and maintain all monitoring schedule, activity, and expense records.

Knowledge Statements

1. Knows the importance of maintaining all monitoring activity and expense records.
2. Knows the sponsoring organization's policies and procedures for maintaining all monitoring activity and expense records.
3. Knows electronic methods of planning and maintaining all monitoring activity and expense records.

Skill Statements

1. Demonstrates understanding of proper planning and maintenance of all monitoring activity and expense records.
2. Submits all monitoring activity and expense records in a timely manner.

**JOB FUNCTIONS/DUTIES, COMPETENCIES, KNOWLEDGE,
AND SKILLS OF SPONSOR MONITORS**

JOB FUNCTIONAL AREA 4: Professional Behavior and Development

Competencies of Sponsor Monitors

- 4.1 Participates in continuing education activities such as seminars, workshops, professional conferences, and college courses.
- 4.2 Networks with other child care professionals.
- 4.3 Participates in professional organizations.
- 4.4 Reads current trade, technical, and professional publications and applies appropriate new information in performance of monitoring duties.
- 4.5 Maintains a plan for continuing self-development and education.
- 4.6 Performs all duties and responsibilities in an ethical manner.

Job Functions/Duties

- Maintain knowledge of current CACFP regulations through staff meetings.
- Communicate with providers in an ethical, respectful, and caring manner.
- Follow federal, state, and local regulations.
- Support the mission of child care associations.
- Maintain standards of ethics and promote agency's interests.

Job Function/Duty: Maintain knowledge of current CACFP regulations through staff meetings.

Knowledge Statements

1. Knows current CACFP regulations.
2. Knows the value of attending staff meetings.
3. Knows the importance of remaining current with CACFP regulations and sponsoring organization policies and procedures.

Skill Statements

1. Attends all staff meetings and takes advantage of other information-sharing opportunities.
2. Makes use of various methods of remaining current on CACFP regulations.
3. Takes advantage of professional and training opportunities provided by the sponsor and other agencies.

Job Function/Duty: Communicate with providers in an ethical, respectful, and caring manner.

Knowledge Statements

1. Knows the importance of open, ethical communication.
2. Knows effective communication methods and techniques.

Skill Statements

1. Demonstrates effective communication skills.
2. Demonstrates ethical, respectful, and caring attitude towards FDCH providers, especially when communicating area of non-compliance.
3. Fosters open and honest communication with FDCH providers.
4. Demonstrates respect for diverse opinions and perspectives.

Job Function/Duty: Follow federal, state, and local regulations.

Knowledge Statements

1. Knows federal, state, and local regulations and appropriate implementation.
2. Knows impact of failure to appropriately implement federal, state, and local regulations.

Skill Statements

1. Demonstrates an understanding of all federal, state, and local regulations.
2. Takes appropriate actions to remain current in federal, state, and local regulations.
3. Reinforces FDCH provider's compliance with federal, state, and local regulations.
4. Implements all regulations related to the monitor in an ethical, consistent, and responsible manner.

Job Function/Duty: Support the mission of child care associations.

Knowledge Statements

1. Knows the mission of related child care associations.
2. Knows the value of participating in child care associations.

Skill Statements

1. Exemplifies the professionalism fostered by child care associations in the execution of monitoring duties.
2. Participates in child care association activities.

Job Function/Duty: Maintain standards of ethics and promote agency's interests.

Knowledge Statements

1. Knows standards of ethics and applies them in all monitoring activities.
2. Knows actions that are in the best interest of the sponsoring organization.

Skill Statements

1. Performs all duties in an ethical manner.
2. Demonstrates a strong commitment of consistent application of ethical standards.
3. Engages in activities that demonstrate commitment to the sponsoring organization.

JOB DESCRIPTION OF SPONSOR MONITOR

JOB DESCRIPTION

Sponsor Monitor

Sponsoring organizations provide oversight of Family Day Care Home (FDCH) providers participating in the Child and Adult Care Food Program (CACFP) in the areas of program accountability and nutrition integrity. The sponsor monitor serves as the link between the sponsoring organization and the FDCH provider to assure that the FDCH provider operates within the guidelines of the CACFP, a federally funded child nutrition assistance program designed to provide healthful meals and snacks to children and adults receiving day care. Effective sponsor monitors demonstrate competency when performing the following job functions/duties:

Training and Technical Assistance

- Train providers on CACFP policies and procedures.
- Train providers on nutritional program practices.
- Provide individual training to providers.
- Train providers on creditable and non-creditable foods.
- Communicate CACFP procedures to provider.
- Provide individualized technical assistance on record keeping and programmatic errors with provider.

Meal Services

- Perform mandatory on-site visits to providers.
- Review age-specific meal pattern requirements with provider.
- Review infant feeding program with provider.
- Monitor meal schedules by observing service of all FDCH meal types.

Administrative Duties

A. Record Keeping

- Maintain files of required records for each provider.
- Communicate provider issues with sponsor.
- Comply with sponsoring organization's policies and procedures.
- Verify license/certification/registration capacity of FDCH.
- Maintain written reports and monitoring activities to sponsoring agency.

B. Marketing/Outreach

- Recruit new providers.
- Enroll new providers.
- Provide preliminary enrollment and training of providers.

C. Reporting Issues

- Maintain appropriate documentation of corrective action with a problem provider.
- Report allegations of CACFP child care abuse, child neglect, and non-compliance issues.

D. General Clerical

- Distribute appropriate provider reporting forms.
- Perform central office duties.
- Perform field office duties.
- Approve eligibility of the children to participate.
- Plan and maintain all monitoring schedules, activities, and expense records.

Professional Behavior and Development

- Maintain knowledge of current CACFP regulations through staff meetings.
- Communicate with providers in an ethical, respectful, and caring manner.
- Follow federal, state, and local regulations.
- Support the mission of child care associations.
- Maintain standards of ethics and promote agency's interests.

Sponsor monitors effectively performing the above job functions/duties may be characterized with the following competencies:

Training and Technical Assistance

- 1.1 Communicates with FDCH providers and determines training needs.
- 1.2 Assists in developing a systematic training program to ensure that FDCH providers are familiar with program requirements.
- 1.3 Conducts orientation and training on all aspects of CACFP participation, including policies and procedures of the sponsoring organization.
- 1.4 Reviews performance of FDCH providers in CACFP implementation and provides appropriate feedback.
- 1.5 Adapts training to provide technical assistance on an individualized and as-needed basis.

Meal Service

- 2.1 Reviews the meal pattern requirements to ensure proper implementation by the FDCH provider.
- 2.2 Reviews meals service to ensure proper implementation of the meal patterns and a positive mealtime environment.
- 2.3 Reviews the menu to ensure good menu planning is followed to allow for development of healthful eating behaviors.
- 2.4 Assures the proper interpretation and implementation of the infant meal pattern.

- 2.5 Maintains a regular on-site visitation schedule of CACFP participants to ensure proper implementation of the CACFP and a healthy eating environment.

Administrative Duties

- 3.1 Follows a system for maintaining and reporting all monitoring activities to the sponsoring organization.
- 3.2 Implements procedures needed to verify that FDCH providers meet all federal, state, and local requirements for participation in the CACFP.
- 3.3 Serves as the liaison between the sponsoring organization and the FDCH provider.

Professional Behavior and Development

- 4.1 Participates in continuing education activities such as seminars, workshops, professional conferences, and college courses.
- 4.2 Networks with other child care professionals.
- 4.3 Participates in professional organizations.
- 4.4 Reads current trade, technical, and professional publications and applies appropriate new information in performance of monitoring duties.
- 4.5 Maintains a plan for continuing self-development and education.
- 4.6 Performs all duties and responsibilities in an ethical manner.

APPENDIX A

**National Food Service Management Institute
Applied Research Division**

CONCEPT PAPER

**Determining the Competencies Needed of Effective Sponsor Monitors Participating
in the Child and Adult Care Food Program (CACFP) and Their Training Needs**

Purpose

The purpose of the research study is to determine the competencies needed by sponsor monitors involved in the Child and Adult Care Food Program (CACFP) and their perceived training needs. This study will support education programming from the National Food Service Management Institute.

Research Objectives

- Determine demographic characteristics of sponsor monitors and sponsoring organization directors participating in CACFP.
- Identify the competencies needed to adequately perform the duties of sponsor monitors participating in CACFP.

Research Methodology

- Phase I – Conduct a content analysis of written job descriptions of CACFP sponsor monitor positions used nationally. State Agency Directors will be contacted to provide the name of the CACFP state agency contact to request names of CACFP sponsors from their state. Upon receipt of the names, the sponsors will be contacted to provide written job descriptions of CACFP sponsor monitor positions. Content analysis will generate a listing of competency statements. The competency statement and demographic characteristics will be used to develop a survey instrument. A panel of experts (role incumbents and supervisors) will convene to review and validate the instrument.
- Phase II – A questionnaire instrument will be used to survey a nationally randomized sample of CACFP sponsor monitors. Survey participants will respond to questions related to demographic characteristics and respond to the job functions/duties statements by identifying the importance and frequency of performance of each task. State Agency Directors will be contacted to provide an updated mailing list of sponsor monitors participating in the CACFP.

Timetable

- Winter 2000, Phase I Implementation – State Directors will be contacted to provide the name of the CACFP state agency contact to request names of CACFP sponsors from their state.

- Spring 2001 – Phase II Implementation – State Directors will be contacted to provide an updated mailing list of sponsor monitors participating in the CACFP.
- Summer 2001 – Conduct data analysis on survey results.
- Fall 2001 – Submit final report.

APPENDIX B

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APPENDIX C

May 8, 2001

Dear CACFP Sponsoring Organization Director:

The National Food Service Management Institute (NFSMI), Applied Research Division, is conducting a research study that will identify the job duties, perceived training needs, and characteristics of effective sponsor monitors involved with Family Day Care Homes (FDCH), operating under the Child and Adult Care Food Program (CACFP). To accomplish our purpose, we are soliciting your help. You and two monitors from your organization are among many CACFP/FDCH professionals selected to participate in the study. To assure the study's success, it is important that **you** and **two monitors** employed in your organization complete the enclosed survey questionnaires. You will be pleased to know that CACFP sponsoring organization directors and monitors from across the country participated in the development of the questionnaires. The study results will assist USDA Food and Nutrition Service, state agencies, and the NFSMI in the development of educational and training materials.

Enclosed you will find three survey questionnaires and three large self-addressed postage-paid return envelopes. The "Green" survey is for you, the CACFP sponsoring organization director, to complete. The "Blue" surveys are for the monitors. Please identify two monitors whom you consider effective to complete the survey questionnaire. If you only have one monitor employed for FDCHs, have him/her complete one survey questionnaire and disregard the unused monitor survey. If you are a small organization and you function in both roles, complete the director's survey. Each survey participant should mail his/her completed survey in the envelope provided by **May 21, 2001**. Due to the anonymous nature of the study, there are no identifying codes that link responses.

It is important for you and the monitor(s) to respond to the survey questionnaire based on the job duties and perceived training needs within your organization. The information listed on the survey was developed from a national sample of job descriptions provided by sponsoring organization directors.

The research study was presented to and approved by the Education Information Advisory Committee (EIAC). The state agency director from your state that oversees the CACFP is aware of the study and supports this research.

Thank you in advance for completing the survey questionnaires and returning them by **May 21, 2001**. Your input is critical to the success of the study. If you have questions, do not hesitate to E-mail me at Deborah.Carr@usm.edu or telephone me at 601-266-5773.

Sincerely,

Deborah H. Carr, MS, RD
Research Scientist

Enclosures

May 8, 2001

Dear FDCH Monitor:

The National Food Service Management Institute (NFSMI), Applied Research Division, is conducting a research study that will identify the job duties, perceived training needs, and characteristics of effective sponsor monitors involved with Family Day Care Homes (FDCH), operating under the Child and Adult Care Food Program (CACFP). To accomplish our purpose, we are soliciting your help. You are one of many CACFP/FDCH professionals selected to participate in the study. Your opinion will help develop a complete description of the diversity of tasks involved in the job of CACFP monitors.

Attached is a "Blue" survey and a large self-addressed postage-paid return envelope. Please complete the survey questionnaire and return it by mail in the self-addressed postage paid envelope by **May 21, 2001**. This study is strictly anonymous; therefore, there are no identifying codes that link responses.

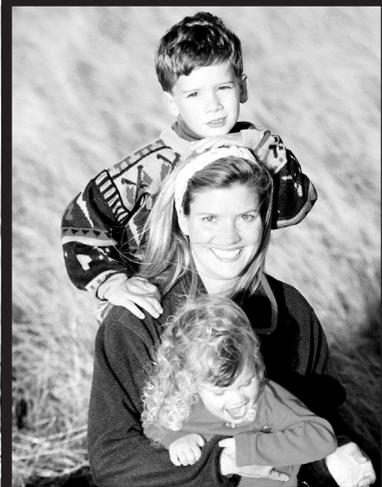
It is important for you to **respond to the survey questionnaire based on your job duties and perceived training needs**. The study results will assist USDA Food and Nutrition Service, state agencies, and the NFSMI in the development of educational and training materials. The information listed on the survey was developed from a national sample of job descriptions provided by sponsoring organization directors. Therefore, it represents a broad pool of information. There are no right or wrong answers and some job duties listed may not apply to your job at all. We solicit open and honest responses that reflect what is currently happening in your job.

Thank you in advance for completing the survey questionnaire and returning it by **May 21, 2001**. Your input is critical to the success of the study. If you have questions, do not hesitate to E-mail me at Deborah.Carr@usm.edu or telephone me at 601-266-5773.

Sincerely,

Deborah H. Carr, MS, RD
Research Scientist

Enclosures



NATIONAL FOOD SERVICE MANAGEMENT INSTITUTE

Job Duties and Training Needs of Sponsor Monitors Related to the Child and Adult Care Food Program (CACFP)

Sponsor Monitor Survey

NATIONAL FOOD SERVICE MANAGEMENT INSTITUTE

Job Duties and Training Needs of Sponsor Monitors Related to the Child and Adult Care Food Program (CACFP)

The purpose of the survey is to identify job duties, perceived training needs, and characteristics of sponsor monitors involved with Family Day Care Homes (FDCH) operating under the CACFP.

Part I: Job Duties of FDCH sponsor monitors

Please read each of the following statements and indicate the **frequency** and **importance** of each to **YOUR** current job duties. The list of activities is very broad, so do not be surprised if you encounter a number of activities in which you have no involvement.

- Choose “**How Often**” you currently perform the job duty by circling the number corresponding to frequency you perform the job duty.
0 = Never, 1 = Occasionally (less than monthly), 2 = Monthly, 3 = Weekly, and 4 = Daily
- Choose “**How Important to current job**” by circling the number corresponding to importance.
1 = Not Important (Imp.), 2 = Somewhat Imp., 3 = Important, and 4 = Very Imp.

	<u>How Often</u>					<u>How Important to Current Job</u>			
	Never	Occasionally	Monthly	Weekly	Daily	Not Imp.	Somewhat Imp.	Important	Very Imp.
	0	1	2	3	4	1	2	3	4
Apply the following statement to all Part I statements.									
<i>As a FDCH sponsor monitor, I:</i>									
1. Review, approve, and process monthly Claims Reports.	0	1	2	3	4	1	2	3	4
2. Assist in preparation of monthly claim for reimbursement.	0	1	2	3	4	1	2	3	4
3. Assist in correspondence (newsletter/form letters/E-mail).	0	1	2	3	4	1	2	3	4
4. Assist with yearly provider application preparation.	0	1	2	3	4	1	2	3	4
5. Assist with yearly sponsor recontracting application.	0	1	2	3	4	1	2	3	4
6. Assist with yearly sponsor application with state agency.	0	1	2	3	4	1	2	3	4
7. Assist with the development of training tools for providers.	0	1	2	3	4	1	2	3	4
8. Distribute appropriate provider reporting forms.	0	1	2	3	4	1	2	3	4
9. Maintain files of required records for each provider	0	1	2	3	4	1	2	3	4
10. Communicate provider issues with sponsor.	0	1	2	3	4	1	2	3	4
11. Complete required reports for sponsoring organization.	0	1	2	3	4	1	2	3	4
12. Comply with sponsoring organization's policy and procedures.	0	1	2	3	4	1	2	3	4
13. Verify license/certification/registration capacity of FDCH.	0	1	2	3	4	1	2	3	4
14. Report monitoring activities to sponsoring agency.	0	1	2	3	4	1	2	3	4
15. Update CACFP eligibility of providers.	0	1	2	3	4	1	2	3	4
16. Distribute providers' monthly payment.	0	1	2	3	4	1	2	3	4
17. Plan monthly monitoring activity schedule.	0	1	2	3	4	1	2	3	4
18. Maintain monthly monitor expense records.	0	1	2	3	4	1	2	3	4
19. Maintain monthly monitor activity records.	0	1	2	3	4	1	2	3	4
20. Provide information that might lead to termination of providers.	0	1	2	3	4	1	2	3	4
21. Terminate providers.	0	1	2	3	4	1	2	3	4
22. Perform field office duties.	0	1	2	3	4	1	2	3	4
23. Perform central office duties.	0	1	2	3	4	1	2	3	4

Continued 

Apply the following statement to all Part I statements.

As a FDCH sponsor monitor, I:

	<u>How Often</u>					<u>How Important to current job</u>			
	Never	Occasionally	Monthly	Weekly	Daily	Not Imp.	Somewhat Imp.	Important	Very Imp.
	0	1	2	3	4	1	2	3	4
24. Recruit new providers.	0	1	2	3	4	1	2	3	4
25. Enroll new providers.	0	1	2	3	4	1	2	3	4
26. Provide preliminary enrollment and training of providers.	0	1	2	3	4	1	2	3	4
27. Maintain current knowledge of CACFP regulations.	0	1	2	3	4	1	2	3	4
28. Communicate with providers in an ethical, respectful, and caring manner.	0	1	2	3	4	1	2	3	4
29. Maintain appropriate documentation of corrective action with a problem provider.	0	1	2	3	4	1	2	3	4
30. Provide directions to providers' home.	0	1	2	3	4	1	2	3	4
31. Review meal pattern requirements with provider.	0	1	2	3	4	1	2	3	4
32. Review food serving requirements with provider.	0	1	2	3	4	1	2	3	4
33. Review the menu with provider.	0	1	2	3	4	1	2	3	4
34. Review special needs for menu items with provider.	0	1	2	3	4	1	2	3	4
35. Review infant feeding program with provider.	0	1	2	3	4	1	2	3	4
36. Develop pre-planned menus and recipes.	0	1	2	3	4	1	2	3	4
37. Assure menu corrections have been made as required.	0	1	2	3	4	1	2	3	4
38. Observe meal service at each FDCH.	0	1	2	3	4	1	2	3	4
39. Observe all FDCH meal types (breakfast, lunch, & snacks).	0	1	2	3	4	1	2	3	4
40. Monitor meal schedules.	0	1	2	3	4	1	2	3	4
41. Evaluate and monitor progress of provider in improving menus.	0	1	2	3	4	1	2	3	4
42. Provide technical assistant for feeding infants.	0	1	2	3	4	1	2	3	4
43. Perform menu analysis.	0	1	2	3	4	1	2	3	4
44. Train providers in CPR.	0	1	2	3	4	1	2	3	4
45. Monitor fire safety in FDCH.	0	1	2	3	4	1	2	3	4
46. Conduct home safety inspection in FDCH.	0	1	2	3	4	1	2	3	4
47. Conduct food service sanitation inspection in FDCH.	0	1	2	3	4	1	2	3	4
48. Perform public relations in caseload area.	0	1	2	3	4	1	2	3	4
49. Distribute Child Health Insurance Information and WIC literature.	0	1	2	3	4	1	2	3	4
50. Distribute CACFP and other USDA literature.	0	1	2	3	4	1	2	3	4
51. Conduct minority outreach efforts in community.	0	1	2	3	4	1	2	3	4
52. Promote CACFP week.	0	1	2	3	4	1	2	3	4
53. Perform informational presentations at conferences.	0	1	2	3	4	1	2	3	4
54. Represent sponsoring organization in appropriate community activities.	0	1	2	3	4	1	2	3	4
55. Network with other child care agencies.	0	1	2	3	4	1	2	3	4
56. Maintain relations with regulatory agencies.	0	1	2	3	4	1	2	3	4
57. Attend professional conferences.	0	1	2	3	4	1	2	3	4
58. Participate in professional development training.	0	1	2	3	4	1	2	3	4
59. Maintain membership in professional organizations.	0	1	2	3	4	1	2	3	4

Continued 

Apply the following statement to all Part I statements.

As a FDCH sponsor monitor, I:

	How Often					How Important to current job			
	Never	Occasionally	Monthly	Weekly	Daily	Not Imp.	Somewhat Imp.	Important	Very Imp.
	0	1	2	3	4	1	2	3	4
60. Participate in staff meetings.	0	1	2	3	4	1	2	3	4
61. Support the mission of child care associations.	0	1	2	3	4	1	2	3	4
62. Train providers on CACFP program policies and procedures.	0	1	2	3	4	1	2	3	4
63. Train on nutritional program practices.	0	1	2	3	4	1	2	3	4
64. Conduct formal training of providers.	0	1	2	3	4	1	2	3	4
65. Plan program training.	0	1	2	3	4	1	2	3	4
66. Provide individual training to providers.	0	1	2	3	4	1	2	3	4
67. Facilitate group training to providers.	0	1	2	3	4	1	2	3	4
68. Assist in identifying training needs, materials, and resources for providers.	0	1	2	3	4	1	2	3	4
69. Maintain resource library for provider.	0	1	2	3	4	1	2	3	4
70. Develop a provider newsletter.	0	1	2	3	4	1	2	3	4
71. Contribute to a provider newsletter.	0	1	2	3	4	1	2	3	4
72. Process provider claim reimbursements.	0	1	2	3	4	1	2	3	4
73. Train providers on creditable and non-creditable foods.	0	1	2	3	4	1	2	3	4
74. Communicate CACFP procedures to provider.	0	1	2	3	4	1	2	3	4
75. Communicate CACFP regulations to provider.	0	1	2	3	4	1	2	3	4
76. Discuss programmatic errors with provider.	0	1	2	3	4	1	2	3	4
77. Coordinate corrective action and follow-up with providers.	0	1	2	3	4	1	2	3	4
78. Assist in tracking child enrollments and withdrawals.	0	1	2	3	4	1	2	3	4
79. Provide technical assistance to providers.	0	1	2	3	4	1	2	3	4
80. Follow federal, state, and local regulations.	0	1	2	3	4	1	2	3	4
81. Approve eligibility of the children to participate.	0	1	2	3	4	1	2	3	4
82. Monitor income eligibility applications.	0	1	2	3	4	1	2	3	4
83. Follow edit checks according to CACFP regulations.	0	1	2	3	4	1	2	3	4
84. Determine tiers.	0	1	2	3	4	1	2	3	4
85. Oversee recordkeeping of the providers.	0	1	2	3	4	1	2	3	4
86. Perform mandatory onsite visits to providers	0	1	2	3	4	1	2	3	4
87. Conduct initial four week new home reviews	0	1	2	3	4	1	2	3	4
88. Conduct parent verifications or reviews of child enrollment information.	0	1	2	3	4	1	2	3	4
89. Verify or review child enrollment information with parents.	0	1	2	3	4	1	2	3	4
90. Maintain standards of ethics and promote agency's interests.	0	1	2	3	4	1	2	3	4
91. Report allegations of CACFP non-compliance.	0	1	2	3	4	1	2	3	4
92. Report noncompliances of state child care regulations.	0	1	2	3	4	1	2	3	4
93. Performs other job functions as assigned/negotiated.	0	1	2	3	4	1	2	3	4
94. Report all suspected child abuse and neglect.	0	1	2	3	4	1	2	3	4

Continued 

Part II: Training Needs

The purpose of this section is for you to identify the training needs for the FDCH sponsor monitor related to the CACFP that YOU view as important.

Please read the entire list before making your selection. **CIRCLE** the five (5) areas for CACFP training you think are most important for the FDCH sponsor monitor. **ONLY SELECT FIVE!**

1. Meal pattern requirements
2. Program regulations/requirements
3. Audit/review procedures
4. Creditable and non-creditable foods
5. Standardizing recipes
6. Evaluating recipes for meal pattern
7. Planning affordable meals
8. Completing free and reduced price meals application
9. Record keeping/documentation
10. Developing computer skills
11. Purchasing from the grocery store
12. Evaluating retail food products for creditability
13. Time management techniques
14. USDA commodity utilization
15. Stretching the food dollar
16. Cost effective program management
17. Food storage procedures
18. Food safety procedures
19. Food preparation techniques
20. Menu planning for meals and snacks
21. Infant and toddler menu planning
22. Ethnic and cultural menu planning
23. Preventing food waste
24. Family style meal service
25. Meals for children with special needs
26. Introducing new foods to children
27. Nutrition education materials for children
28. First aid and CPR
29. Credible portion sizes
30. How to deal with job stress
31. Infant Meal Patterns
32. Training Adults
33. Reading and understanding food labels
34. Dealing with problem providers
35. Best Practices in early childhood education
36. Telephone skills
37. Travel safety tips
38. Customer service training
39. Cooking with children
40. Multi cultural awareness
41. Identifying suspected child abuse
42. Personal safety training
43. Ideas for snacks
44. Marketing the CACFP
45. Creating a provider newsletter
46. Best practices in early childhood education
47. Child development
48. Techniques for recruiting new providers
49. Adult learning methods/techniques
50. Other (please list) _____

*Please read
the entire
list before
selecting five
(5) training
areas YOU
think are
important.*

Part III: Program and Personal Characteristics

This section of the survey seeks to learn more about you. Please fill in your answer for questions 2 and 13, circle the letter associated with the best answer for all remaining questions.

- 1. What is your present job title?
A. director
B. assistant director
C. sponsor monitor
D. other (please list title) _____

- 2. In what state do you work? _____

- 3. What is your present hourly wage?
A. \$7 or less
B. \$7.01 - \$8.00
C. \$8.01 - \$9.00
D. \$9.01 - \$10.00
E. \$10.01 - \$11.00
F. greater than \$11
G. other (please list) _____

- 4. What is the number of hours you are employed per week?
A. 20 hours or less
B. 21 - 30 hours
C. 31 - 39 hours
D. 40 hours
E. greater than 40 hours

- 5. Do you receive benefits with your job?
A. Yes
B. No If no, skip to question 6.

- 6. Select all benefits that you receive.
A. Health Insurance
B. Dental Insurance
C. Life Insurance
D. Disability Insurance
E. Cafeteria Insurance Plan
F. Sick Leave
G. Personal Leave
H. Paid Vacation
I. Retirement
J. Child Care
K. Other: _____

- 7. What is the number of FDCH providers you monitor/supervise?
A. 50 or less
B. 51 - 100
C. 101 - 150
D. 151 - 200
E. 201 or greater

- 8. How long have you worked with CACFP?
A. less than one year
B. 1 to 5 years
C. 6 to 10 years
D. greater than ten years

- 9. How long have you worked in the child care profession?
A. less than one year
B. 1 to 5 years
C. 6 to 10 years
D. greater than ten years

- 10. What best describes your present age range?
A. 25 years or under
B. 26 - 40 years
C. 41 - 55 years
D. over 55 years

- 11. What best describes your highest education level?
A. less than high school diploma or GED
B. high school diploma or GED
C. undergraduate level courses
D. associate degree
E. baccalaureate degree
F. graduate level courses
G. master's degree
H. doctoral degree

- 12. If you have a college degree, what was the area of study?
A. I do not have a college degree
B. early childhood education
C. family child studies
D. child development
F. food and nutrition/dietetics
G. other (please list) _____

- 13. Do you regularly attend CACFP state offered training?
Yes _____ No _____
If no, why not? _____

Additional comments:

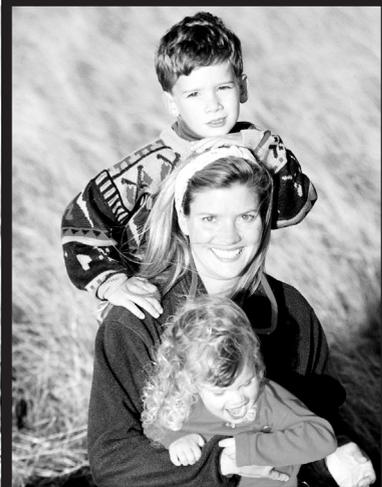
This project has been reviewed by the Human Protection Review committee which ensures that research projects involving human subjects follow federal regulations. Any questions or concerns about rights as a research subject should be directed to the Director of Research and Sponsored Programs, The University of Southern Mississippi, Box 5157, Hattiesburg, MS 39406, (601) 266-4419.

Thank you for assisting in the research study!

Please return the completed survey by May 21, 2001, in the envelope provided!

Deborah H. Carr
Research Scientist
National Food Service Management Institute
Applied Research Division
Box 10077
Hattiesburg, MS 39406-0077

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FAX 601-266-4682
Deborah.Carr@usm.edu



**NATIONAL FOOD SERVICE
MANAGEMENT INSTITUTE**

**Job Duties
and Training Needs
of Sponsor Monitors
Related to
the Child and Adult Care
Food Program (CACFP)**

**Sponsoring Organization
CACFP Director Survey**

NATIONAL FOOD SERVICE MANAGEMENT INSTITUTE

Job Duties and Training Needs of Sponsor Monitors Related to the Child and Adult Care Food Program (CACFP)

The purpose of the survey is for you, the CACFP director, to identify job duties, perceived training needs, and characteristics of sponsor monitors involved with Family Day Care Homes (FDCH) operating under the CACFP.

Part I: Job Duties of FDCH sponsor monitors

Please read each of the following statements and indicate the **frequency** and **importance** of each statement as it relates to the sponsor monitor's current job duties. The list of activities is very broad, so do not be surprised if you encounter a number of activities in which sponsor monitors have no involvement.

- Choose "**How Often**" sponsor monitors currently perform the job duty by circling the number corresponding to frequency the job duty is performed.
0 = Never, 1 = Occasionally (less than monthly), 2 = Monthly, 3 = Weekly, and 4 = Daily
- Choose "**How Important to Current Job**" of your monitors by circling the number corresponding to importance.
1 = Not Important (Imp.), 2 = Somewhat Important, 3 = Important, and 4 = Very Important (Imp.)

Apply the following statement to all Part I statements.

FDCH sponsor monitor(s) in my organization:

	How Often					How Important to Current Job			
	Never 0	Occasionally 1	Monthly 2	Weekly 3	Daily 4	Not Imp. 1	Somewhat Imp. 2	Important 3	Very Imp. 4
1. Review, approve, and process monthly Claims Reports.	0	1	2	3	4	1	2	3	4
2. Assist in preparation of monthly claim for reimbursement.	0	1	2	3	4	1	2	3	4
3. Assist in correspondence (newsletter/form letters/E-mail).	0	1	2	3	4	1	2	3	4
4. Assist with yearly provider application preparation.	0	1	2	3	4	1	2	3	4
5. Assist with yearly sponsor recontracting application.	0	1	2	3	4	1	2	3	4
6. Assist with yearly sponsor application with state agency.	0	1	2	3	4	1	2	3	4
7. Assist with the development of training tools for providers.	0	1	2	3	4	1	2	3	4
8. Distribute appropriate provider reporting forms.	0	1	2	3	4	1	2	3	4
9. Maintain files of required records for each provider	0	1	2	3	4	1	2	3	4
10. Communicate provider issues with sponsor.	0	1	2	3	4	1	2	3	4
11. Complete required reports for sponsoring organization.	0	1	2	3	4	1	2	3	4
12. Comply with sponsoring organization's policy and procedures.	0	1	2	3	4	1	2	3	4
13. Verify license/certification/registration capacity of FDCH.	0	1	2	3	4	1	2	3	4
14. Report monitoring activities to sponsoring agency.	0	1	2	3	4	1	2	3	4
15. Update CACFP eligibility of providers.	0	1	2	3	4	1	2	3	4
16. Distribute providers' monthly payment.	0	1	2	3	4	1	2	3	4
17. Plan monthly monitoring activity schedule.	0	1	2	3	4	1	2	3	4
18. Maintain monthly monitor expense records.	0	1	2	3	4	1	2	3	4
19. Maintain monthly monitor activity records.	0	1	2	3	4	1	2	3	4
20. Provide information that might lead to termination of providers.	0	1	2	3	4	1	2	3	4
21. Terminate providers.	0	1	2	3	4	1	2	3	4
22. Perform field office duties.	0	1	2	3	4	1	2	3	4
23. Perform central office duties.	0	1	2	3	4	1	2	3	4

Continued 

Apply the following statement to all Part I statements.

FDCH sponsor monitor(s) in my organization:

	<u>How Often</u>					<u>How Important to current job</u>			
	Never	Occasionally	Monthly	Weekly	Daily	Not Imp.	Somewhat Imp.	Important	Very Imp.
	0	1	2	3	4	1	2	3	4
24. Recruit new providers.	0	1	2	3	4	1	2	3	4
25. Enroll new providers.	0	1	2	3	4	1	2	3	4
26. Provide preliminary enrollment and training of providers.	0	1	2	3	4	1	2	3	4
27. Maintain current knowledge of CACFP regulations.	0	1	2	3	4	1	2	3	4
28. Communicate with providers in an ethical, respectful, and caring manner.	0	1	2	3	4	1	2	3	4
29. Maintain appropriate documentation of corrective action with a problem provider.	0	1	2	3	4	1	2	3	4
30. Provide directions to providers' home.	0	1	2	3	4	1	2	3	4
31. Review meal pattern requirements with provider.	0	1	2	3	4	1	2	3	4
32. Review food serving requirements with provider.	0	1	2	3	4	1	2	3	4
33. Review the menu with provider.	0	1	2	3	4	1	2	3	4
34. Review special needs for menu items with provider.	0	1	2	3	4	1	2	3	4
35. Review infant feeding program with provider.	0	1	2	3	4	1	2	3	4
36. Develop pre-planned menus and recipes.	0	1	2	3	4	1	2	3	4
37. Assure menu corrections have been made as required.	0	1	2	3	4	1	2	3	4
38. Observe meal service at each FDCH.	0	1	2	3	4	1	2	3	4
39. Observe all FDCH meal types (breakfast, lunch, & snacks).	0	1	2	3	4	1	2	3	4
40. Monitor meal schedules.	0	1	2	3	4	1	2	3	4
41. Evaluate and monitor progress of provider in improving menus.	0	1	2	3	4	1	2	3	4
42. Provide technical assistant for feeding infants.	0	1	2	3	4	1	2	3	4
43. Perform menu analysis.	0	1	2	3	4	1	2	3	4
44. Train providers in CPR.	0	1	2	3	4	1	2	3	4
45. Monitor fire safety in FDCH.	0	1	2	3	4	1	2	3	4
46. Conduct home safety inspection in FDCH.	0	1	2	3	4	1	2	3	4
47. Conduct food service sanitation inspection in FDCH.	0	1	2	3	4	1	2	3	4
48. Perform public relations in caseload area.	0	1	2	3	4	1	2	3	4
49. Distribute Child Health Insurance Information and WIC literature.	0	1	2	3	4	1	2	3	4
50. Distribute CACFP and other USDA literature.	0	1	2	3	4	1	2	3	4
51. Conduct minority outreach efforts in community.	0	1	2	3	4	1	2	3	4
52. Promote CACFP week.	0	1	2	3	4	1	2	3	4
53. Perform informational presentations at conferences.	0	1	2	3	4	1	2	3	4
54. Represent sponsoring organization in appropriate community activities.	0	1	2	3	4	1	2	3	4
55. Network with other child care agencies.	0	1	2	3	4	1	2	3	4
56. Maintain relations with regulatory agencies.	0	1	2	3	4	1	2	3	4
57. Attend professional conferences.	0	1	2	3	4	1	2	3	4
58. Participate in professional development training.	0	1	2	3	4	1	2	3	4
59. Maintain membership in professional organizations.	0	1	2	3	4	1	2	3	4

Continued 

Apply the following statement to all Part I statements.

FDCH sponsor monitor(s) in my organization:

	How Often					How Important to current job			
	Never	Occasionally	Monthly	Weekly	Daily	Not Imp.	Somewhat Imp.	Important	Very Imp.
	0	1	2	3	4	1	2	3	4
60. Participate in staff meetings.	0	1	2	3	4	1	2	3	4
61. Support the mission of child care associations.	0	1	2	3	4	1	2	3	4
62. Train providers on CACFP program policies and procedures.	0	1	2	3	4	1	2	3	4
63. Train on nutritional program practices.	0	1	2	3	4	1	2	3	4
64. Conduct formal training of providers.	0	1	2	3	4	1	2	3	4
65. Plan program training.	0	1	2	3	4	1	2	3	4
66. Provide individual training to providers.	0	1	2	3	4	1	2	3	4
67. Facilitate group training to providers.	0	1	2	3	4	1	2	3	4
68. Assist in identifying training needs, materials, and resources for providers.	0	1	2	3	4	1	2	3	4
69. Maintain resource library for provider.	0	1	2	3	4	1	2	3	4
70. Develop a provider newsletter.	0	1	2	3	4	1	2	3	4
71. Contribute to a provider newsletter.	0	1	2	3	4	1	2	3	4
72. Process provider claim reimbursements.	0	1	2	3	4	1	2	3	4
73. Train providers on creditable and non-creditable foods.	0	1	2	3	4	1	2	3	4
74. Communicate CACFP procedures to provider.	0	1	2	3	4	1	2	3	4
75. Communicate CACFP regulations to provider.	0	1	2	3	4	1	2	3	4
76. Discuss programmatic errors with provider.	0	1	2	3	4	1	2	3	4
77. Coordinate corrective action and follow-up with providers.	0	1	2	3	4	1	2	3	4
78. Assist in tracking child enrollments and withdrawals.	0	1	2	3	4	1	2	3	4
79. Provide technical assistance to providers.	0	1	2	3	4	1	2	3	4
80. Follow federal, state, and local regulations.	0	1	2	3	4	1	2	3	4
81. Approve eligibility of the children to participate.	0	1	2	3	4	1	2	3	4
82. Monitor income eligibility applications.	0	1	2	3	4	1	2	3	4
83. Follow edit checks according to CACFP regulations.	0	1	2	3	4	1	2	3	4
84. Determine tiers.	0	1	2	3	4	1	2	3	4
85. Oversee recordkeeping of the providers.	0	1	2	3	4	1	2	3	4
86. Perform mandatory onsite visits to providers	0	1	2	3	4	1	2	3	4
87. Conduct initial four week new home reviews	0	1	2	3	4	1	2	3	4
88. Conduct parent verifications or reviews of child enrollment information.	0	1	2	3	4	1	2	3	4
89. Verify or review child enrollment information with parents.	0	1	2	3	4	1	2	3	4
90. Maintain standards of ethics and promote agency's interests.	0	1	2	3	4	1	2	3	4
91. Report allegations of CACFP non-compliance.	0	1	2	3	4	1	2	3	4
92. Report noncompliances of state child care regulations.	0	1	2	3	4	1	2	3	4
93. Performs other job functions as assigned/negotiated.	0	1	2	3	4	1	2	3	4
94. Report all suspected child abuse and neglect.	0	1	2	3	4	1	2	3	4

Continued 

Part II: Training Needs

The purpose of this section is for you to identify the training needs for the FDCH sponsor monitor related to the CACFP that YOU view as important.

Please read the entire list before making your selection. **CIRCLE** the five (5) areas for CACFP training you think are most important for the FDCH sponsor monitor. **ONLY SELECT FIVE!**

1. Meal pattern requirements
2. Program regulations/requirements
3. Audit/review procedures
4. Creditable and non-creditable foods
5. Standardizing recipes
6. Evaluating recipes for meal pattern
7. Planning affordable meals
8. Completing free and reduced price meals application
9. Record keeping/documentation
10. Developing computer skills
11. Purchasing from the grocery store
12. Evaluating retail food products for creditability
13. Time management techniques
14. USDA commodity utilization
15. Stretching the food dollar
16. Cost effective program management
17. Food storage procedures
18. Food safety procedures
19. Food preparation techniques
20. Menu planning for meals and snacks
21. Infant and toddler menu planning
22. Ethnic and cultural menu planning
23. Preventing food waste
24. Family style meal service
25. Meals for children with special needs
26. Introducing new foods to children
27. Nutrition education materials for children
28. First aid and CPR
29. Credible portion sizes
30. How to deal with job stress
31. Infant Meal Patterns
32. Training Adults
33. Reading and understanding food labels
34. Dealing with problem providers
35. Best Practices in early childhood education
36. Telephone skills
37. Travel safety tips
38. Customer service training
39. Cooking with children
40. Multi cultural awareness
41. Identifying suspected child abuse
42. Personal safety training
43. Ideas for snacks
44. Marketing the CACFP
45. Creating a provider newsletter
46. Best practices in early childhood education
47. Child development
48. Techniques for recruiting new providers
49. Adult learning methods/techniques
50. Other (please list) _____

*Please read
the entire
list before
selecting five
(5) training
areas YOU
think are
important.*

Part III: Program and Personal Characteristics

This section of the survey seeks to learn more about you. Please fill in your answer to questions 2, 3, 4 and 5, circle the letter associated with the best answer for all remaining questions.

- 1. What is your present job title?
A. director
B. assistant director
C. sponsor monitor
D. other (please list title)

- 2. In what state do you work? _____
- 3. What is the number of FDCH providers associated with your organization? _____
- 4. How many monitors are employed by your organization?

- 5. Are materials in multiple languages provided for multilingual staff?
Yes _____ No _____ Does Not Apply _____
- 6. What best describes your sponsor organization?
A. Private, profit
B. Private, nonprofit
C. Military
D. Governmental agency
E. Other (please list)

- 7. How long have you worked with CACFP?
A. less than one year
B. 1 to 5 years
C. 6 to 10 years
D. greater than ten years
- 8. How long have you worked in the child care profession?
A. less than one year
B. 1 to 5 years
C. 6 to 10 years
D. greater than ten years

- 9. What best describes your present age range?
A. 25 years or under
B. 26 – 40 years
C. 41 – 55 years
D. over 55 years
- 10. What best describes your highest education level?
A. less than high school diploma or GED
B. high school diploma or GED
C. undergraduate level courses
D. associate degree
E. baccalaureate degree
F. graduate level courses
G. master's degree
H. doctoral degree
- 11. If you have a college degree, what was the area of study?
A. I do not have a college degree
B. early childhood education
C. family child studies
D. child development
F. food and nutrition/dietetics
G. other (please list) _____

Additional comments:

This project has been reviewed by the Human Protection Review committee which ensures that research projects involving human subjects follow federal regulations. Any questions or concerns about rights as a research subject should be directed to the Director of Research and Sponsored Programs, The University of Southern Mississippi, Box 5157, Hattiesburg, MS 39406, (601) 266-4419.

Thank you for assisting in the research study!

Please return the completed survey by May 21, 2001, in the envelope provided!

**Deborah H. Carr
Research Scientist
National Food Service Management Institute
Applied Research Division
Box 10077
Hattiesburg, MS 39406-0077

601-266-5773
FAX 601-266-4682
Deborah.Carr@usm.edu**

September 4, 2001

Dear CACFP Colleague:

The National Food Service Management Institute (NFSMI), Applied Research Division, is involved in a research study that has identified the job functions/duties of effective sponsor monitors involved with Family Day Care Homes (FDCH) that operate within the guidelines of the Child and Adult Care Food Program (CACFP). The enclosed material is a “**draft**” document identifying the four areas sponsor monitors operate within to perform their job. You have been selected to review the knowledge and skill statements because of your CACFP/FDCH expertise. The four functional areas and job functions/duties have previously been confirmed through a national survey process therefore can be altered. The ultimate outcome of this study will be the development of a document that identifies the knowledge and skills of effective sponsor monitors. Our goal is to have this document available by early 2002.

In an effort to assist you, it is important that you familiarize yourself with the “**draft**” document that focuses around the FOUR functional areas:

- I. Training and Technical Assistance
- II. Meal Service
- III. Administrative Duties
 - a. Record Keeping
 - b. Marketing/Outreach
 - c. Reporting
 - d. General Clerical
- IV. Professional Behavior and Development

Please read the knowledge and skill statements related to the job functions/duties within each functional area, then take an action, choosing one of the four options: Accept/Leave, Delete, Modify, or Add. Focus only on the knowledge and skill statements. An extra comment sheet is provided for your use. We would like for you to perform the following steps:

- **Accept/Leave** as is the knowledge and skill statements that you agree are necessary for achieving job functions/duties.
- **Delete by drawing a line through** the knowledge and skill statements that you think should NOT be included.

- **Modify** directly on the “**draft**” document any knowledge and skill statements that you believe should be modified. Use the comment area or add additional sheets as needed.
- **Add** any knowledge and skill statements that you think have not been included. Do this directly on the “**draft**” document or on a separate sheet of paper with the functional area and function to which it is related.

Following completion of your review, return the “**draft**” document with your comments in the enclosed self-addressed postage-paid envelope on or before September 24, 2001. All questions concerning the review should be E-mailed to Charlotte Oakley at coakley@humansci.msstate.edu or call 662-325-8351.

Thank you in advance for taking time out of your busy schedule to respond to our request. As a token of our appreciation, we have enclosed an NFSMI mouse pad. Should you want to know more about NFSMI, we encourage you to visit our web page at www.NFSMI.org.

Sincerely,

Deborah H. Carr, MS, RD
Research Scientist

Charlotte B. Oakley, PhD, RD, FADA
CACFP Consultant

Enclosures

KNOWLEDGE, SKILLS, AND COMPETENCIES OF SPONSOR MONITORS

JOB FUNCTIONAL AREA: Training and Technical Assistance

Job Functions/Duties

- Train providers on CACFP policies and procedures. (62)*
- Train on nutritional program practices. (63)
- Provide individual training to providers. (66)
- Train providers on creditable and non-creditable foods. (73)
- Communicate CACFP procedures to providers. (74)
- Provide individualized technical assistance on record keeping and programmatic errors with provider. (76,79,85)

*Note to reviewers: Numbers refer to job functions/duties as they appeared on the national survey and are included for reference purposes.

Job Function/Duty: Training and technical assistance (general)

Knowledge Statements

1. Knows basic training methods.

2. Knows the basics of mentoring and coaching.

3. Knows multiple training delivery methods, using available technology.

4. Knows the principles of adult learning and assessment of learning styles.

Other:

Skill Statements

1. Assesses training needs and evaluates the outcomes of training.

2. Develops a formal training system for CACFP providers.

3. Communicates effectively to CACFP providers.

4. Demonstrates interpersonal skills appropriate to effective mentoring and coaching.

5. Provides technical assistance on an as-needed basis.

6. Uses available technology and other non-traditional methods to deliver training.

7. Identifies just-in-time training opportunities and requirements.

Other:

Job Function/Duty: Train providers on CACFP policies and procedures. (62)*

Knowledge Statements

1. Knows current CACFP policies and procedures.

2. Knows policies and procedures of the sponsoring organization.

Other:

Skill Statements

1. Ensures that all CACFP participants receive orientation on the policies and procedures of the CACFP and sponsoring organization.

2. Develops a system to keep CACFP participants informed of programmatic changes.

Other:

Job Function/Duty: Train providers on nutritional program practices. (63)

Knowledge Statements

1. Knows the basic principles of healthy eating for children.

2. Knows the components of a healthy eating environment.

3. Knows the importance of proper nutrition to healthy child growth and development.

4. Knows the importance of nutrition integrity standards within the child care environment.

5. Knows the contribution of meals and snacks served at child care to the overall nutritional health and food security of children.

Other:

Skill Statements

1. Reinforces nutrition recommendations of the *Dietary Guidelines, Food Guide Pyramid*, and the *Recommended Dietary Allowances*.

2. Ensures children are served meals and snacks in a positive eating environment.

3. Ensures that appropriate adult-child division of responsibilities during meals and snacks are maintained.

4. Communicates with CACFP providers their role, in cooperation with parents and other care givers, in providing for the food and nutrition needs of child.

Other:

Job Function/Duty: Provide individual training to providers. (66)

Knowledge Statements

1. Knows the principles of mentoring and coaching.

2. Knows the importance of establishing a friendly, non-confrontational relationship with the CACFP provider.

3. Knows principles of assessment of learning needs of individuals.

4. Knows the principles of individualized and one-on-one instruction.

Other:

Skill Statements

1. Demonstrates a helpful attitude to CACFP providers requiring instruction.

2. Maintains a programmatic focus during individualized training.

3. Establishes a positive learning environment where the CACFP provider is at ease.

4. Ensures that the training provided is appropriate and meets the needs of the CACFP provider.

Other:

Job Function/Duty: Train providers on creditable and non-creditable foods. (73)

Knowledge Statements

1. Knows principles of and guidance for crediting foods under the CACFP.

2. Knows the benefits to the FDCH and children of serving foods that are creditable foods vs. non-creditable foods and beverages.

3. Knows the relationship of creditable foods to nutrition integrity standards in the child care setting.

Other:

Skill Statements

1. Demonstrates the ability to correctly identify creditable and non-creditable foods under the CACFP.

2. Ensures that CACFP participants correctly identify foods as creditable.

3. Provides resource materials that the CACFP provider can use to identify creditable foods.

4. Encourages CACFP providers to monitor all foods served in the FDCH to ensure that the same nutrition integrity standards are applied to all foods offered during the child care day.

Other:

Job Function/Duty: Communicate CACFP procedures to providers. (74)

Knowledge Statements

1. Knows all CACFP regulations and procedures.

2. Knows the importance of CACFP providers following all CACFP procedures to ensure maximum benefits of program participation for children and the FDCH.

Other:

Skill Statements

1. Ensures CACFP participants appropriately apply all CACFP procedures.

2. Demonstrates quick response in providing technical assistance.

3. Demonstrates tact and sensitivity when providing feedback on proper application of CACFP procedures.

Other:

Job Function/Duty: Provide technical assistance on record keeping and programmatic errors with provider. (76,79,85)

Knowledge Statements

1. Knows the principles of individualized instruction.

2. Knows how to tailor technical assistance to the learning needs of the CACFP provider.

3. Knows proper record keeping procedures.

4. Knows the importance of proper record keeping from the CACFP provider's and sponsoring organization's perspectives.

5. Knows potential programmatic errors so that preventive actions vs. corrective actions are taken.

Other:

Skill Statements

1. Assures that CACFP participants are familiar with all record keeping requirements.

2. Establishes a system to ensure records are kept according to CACFP's and sponsoring organization's requirements.

3. Assists the FDCH in establishing routine procedures for maintaining records required by the CACFP and sponsoring organization.

4. Provides oversight to CACFP participants who have difficulty with record keeping responsibilities.

Other:

JOB FUNCTIONAL AREA: Meal Service

Job Functions/Duties

- Review age-specific meal pattern requirements with provider. (31,32,33)
- Review the infant feeding program with provider. (35)
- Monitor meal schedules by observing service of all FDCH meal types. (38,39,40)
- Perform mandatory onsite visits to providers. (86)

Job Function/Duty: Review age-specific meal pattern requirements with provider. (31,32,33)

Knowledge Statements

1. Knows the basic menu structure for all meals and snacks served as part of the CACFP.

2. Knows the meal pattern components and serving sizes for all age-specific meal patterns of the CACFP

3. Knows the principles of good menu planning based on the *Dietary Guidelines*, the *Food Guide Pyramid*, and the *Recommended Dietary Allowances*.

4. Knows the basic principles of menu modification for children with special food and nutrition needs, including allergies, diabetes, texture modifications, etc.

5. Knows the importance of offering all meal components at one time.

6. Knows how to apply the principles of feeding young children when planning age-appropriate foods.

7. Knows the importance of variety in menu planning.

8. Knows the concept of planning menus over-time for complete nutrition.

9. Knows the importance of considering and respecting food preferences of young children.

10. Knows the importance of incorporating foods and serving suggestions that take into consideration the cultural and ethnic diversity of the children in the FDCH.

11. Knows the importance of color, temperature, freshness, and texture to food quality and acceptance by children.

12. Knows the principles of food preparation and service related to food quality and food safety.

Other:

Skill Statements

1. Communicates effectively with the CACFP provider the menu and meal pattern requirements.

2. Ensures that menus meet the meal pattern requirements and follow principles of good menu planning.

3. Ensures that menus are age-appropriate.

4. Ensures that foods are prepared and served to maintain quality and food safety.

5. Inspects the meal preparation and serving areas to ensure foods are handled properly and are safe to eat.

6. Ensures that foods are prepared and served appropriately for children with special needs.

7. Establishes a system for monitoring meal preparation, storage, and service.

8. Provides menu suggestions to encourage variety in foods and preparation methods that are consistent with the nutrition principles of the *Dietary Guidelines* and the *Food Guide Pyramid*.

9. Provides resource materials for menus, recipes, and meal planning.

10. Demonstrates skill in family style meal service with young children and encourages CACFP providers to use family style meal service.

Other:

Job Function/Duty: Review the infant feeding program with provider. (35)

Knowledge Statements

1. Knows importance of following the infant meal pattern for proper infant health, growth, and development.

2. Knows proper implementation of the infant meal pattern for reimbursement.

3. Knows proper feeding techniques for infants.

4. Knows the proper schedule for introducing solid foods in the infant's diet.

5. Knows signs of food allergies and intolerance in infants.

6. Knows principles of infant feeding that respect the individual needs of infants and prevents under- or overfeeding.

7. Knows toddler often develop food jags or unusual feeding patterns, such as not wanting foods to touch each other on the plate.

8. Knows the importance of offering progressively more challenging foods and progressing to cups, etc. at the appropriate developmental stage for each child.

9. Knows the importance of offering formula or breast milk from birth through 11 months of age.

10. Knows that infant formula and dry cereals should be iron-fortified.

11. Knows the proper schedule for the introduction of fruit juices to infants.

12. Knows the undesirable effects of feeding flavored drinks, tea, juice drinks, etc. to infants and children.

13. Knows the proper feeding positions for infants.

14. Knows the emotional and psychological implications of the feeding relationship between the infant and the care giver.

15. Knows the proper use of juice with older infants.

16. Knows the proper use of formula and food replacements when infants are ill and temporality unable to handle formula or regular foods.

Other:

Skill Statements

1. Communicates to the CACFP provider the importance of working with parents on the introductions of solid foods in the infant’s diet.

2. Ensures that the CACFP provider understands the importance of respecting the opinions and feeding practices of parents.

3. Works with the CACFP provider in establishing a breast feeding-friendly child care environment.

4. Ensures procedures are in place for safe and sanitary handling of all infant foods, formulas, breast milk, and feeding equipment.

5. Reinforces proper infant feeding techniques.

6. Establishes a collaborative relationship with the CACFP provider to facilitate proper infant feeding.

7. Provides resource materials and community contacts that are supportive of breast feeding in the child care environment.

8. Establishes procedures for observing and monitoring infant feeding.

9. Recognizes good infant feeding techniques and offers appropriate technical assistance to correct any potential problem.

10. Demonstrates the proper preparation and handling of infant formulas.

11. Demonstrates the proper methods of heating infant foods and bottles of formula and/or breast milk.

12. Stresses the dangers of heating infant feedings (food or bottles) in a microwave oven.

13. Monitors the FDCH to ensure that the microwave oven is not used to heat infant feedings.

Other:

Job Function/Duty: Monitor meal schedules by observing service of all FDCH meal types. (38,39,40)

Knowledge Statements

1. Knows the importance of regular meal and snack schedules for infants and young children.

2. Knows the principles of and procedures for family style meal service for children two years and older.

3. Knows the benefits of family style meal service to children.

4. Knows the sanitation and safety consideration of food service in the FDCH.

5. Knows the meal schedules of the FDCH.

6. Knows the appropriate time intervals of meals and snacks in the FDCH.

7. Knows meal and snack service ideas that add interest and enjoyment to eating in the child care setting (i.e., bag lunches for a picnic, tasting parties for snack, etc.).

Other:

Skill Statements

1. Demonstrates set-up and procedures for family style meal service where children serve themselves.

2. Assures that the FDCH implementing family style meal service prepares and has available the required amounts of all meal or snack components.

3. Ensures that all meal or snack components are offered to children at the same time, providing an opportunity for children to select which foods they will eat.

4. Ensures that foods are not withheld as punishment or reward.

5. Encourages an eating environment that establishes positive associations to all foods offered as part of CACFP meals and snacks.

6. Supports the concept that most foods can fit into a healthy diet.

7. Encourages CACFP providers to have on hand only those foods that support nutrition integrity so that children receive consistent messages about foods (i.e., avoid having foods of minimum nutritional value in view of children).

8. Encourages the FDCH to work with parents and other care givers in providing for children's food and nutrition needs outside the child care day.

Other:

Job Function/Duty: Perform mandatory onsite visits to providers. (86)

Knowledge Statements

1. Knows effective communication strategies.

2. Knows importance of onsite visits with CACFP providers.

3. Knows observation techniques that identify potential problems associated with the food and nutrition programs as well as other conditions that pose a potential threat to child safety and well-being.

4. Knows the importance of unannounced visits to the FDCH.

5. Knows how to record information related to the onsite visit.

6. Knows the importance of reporting the results of all onsite visits especially when problems are identified.

7. Knows appropriate reporting procedures when signs of neglect and/or abuse are suspected or observed.

8. Knows the value of the onsite visit as an opportunity to provide any technical assistance needed and to coach during food preparation and/or service.

9. Knows how to model desired interactions with children as a means of mentoring to the child care provider.

Other:

Skill Statements

1. Responds in a timely manner to programmatic errors following established procedures.

2. Reports immediately all suspected cases of neglect or abuse to the appropriate authorities.

3. Responds to any suspected evidence of neglect or abuse in such a way to immediately ensure the safety of the child.

4. Works with the provider to report suspected cases of child neglect or abuse occurring outside the FDCH.

5. Works cooperatively with other agencies with oversight of the FDCH.

6. Follows the sponsoring organization's onsite visitation schedule.

7. Adjusts the established visitation schedule as needed to ensure compliance to CACFP regulations and procedures and/or ensure the health, safety, and well-being of the children in the FDCH.

8. Demonstrates a caring and collegiate approach to the onsite visit.

9. Encourages the CACFP provider to continue good practices.

10. Offers helpful suggestions to improve meals and meal service and quality of care in the FDCH.

Other:

JOB FUNCTIONAL AREA: Administrative Duties

Job Functional Areas:

- A. Record Keeping
- B. Marketing/Outreach
- C. Reporting
- D. General Clerical

A. Recording Keeping

Job Functions/Duties

- Maintain files of required records for each provider. (9)
- Communicate provider issues with sponsor. (10)
- Comply with sponsoring organization’s policy and procedures. (12)
- Verify license/certification capacity of FDCH. (13)
- Maintain written reports and monitoring activities to sponsoring agency. (11,14)

Job Function/Duty: Maintain files of required records for each provider. (9)

Knowledge Statements

1. Knows the record keeping requirements of the sponsoring organization.

2. Knows the value of recording CACFP data and maintaining historical and current files.

3. Knows electronic means of record keeping and archiving of records as required by the sponsoring organization.

4. Knows the value of maintaining records that link to other sponsoring organization records for ease in data analysis.

5. Knows the importance of maintaining confidentiality of CACFP data.

6. Knows the sponsoring organization’s policies and procedures related to FDCH monitoring activities records.

7. Knows the potential impact of a failure to make timely reports on the safety and well-being of children enrolled in the FDCH and on CACFP status.

8. Knows who has access to all reports on CACFP providers.

9. Knows the ethical considerations related to CACFP provider information.

10. Knows the critical nature of accuracy and disclosure issues in CACFP provider reports.

11. Knows the legal issues related to maintaining reports and other data on CACFP providers.

Other:

Skill Statements

1. Seeks to maintain ethical, fair practices when preparing CACFP provider reports.

2. Certifies that all information in CACFP provider reports is true and no deliberate attempt is made to misrepresent the facts or mislead.

3. Demonstrates a fair appraisal of the FDCH environment and implementation of the CACFP by the FDCH.

4. Establishes or implements an organized filing system for CACFP provider records and other information.

5. Systematically maintains all CACFP provider files.

6. Implements and maintains an electronic filing system and databases for CACFP provider reports and information.

7. Organizes all CACFP provider information into meaningful reports for use by the sponsoring organization, the monitor, and the CACFP provider (i.e., reports on enrolled in all FDCH).

8. Adapts and/or modifies in a timely manner the filing systems and data entry methods to new data collection and management requirements.

Other:

Job Function/Duty: Communicate provider issues with sponsor. (10)

Knowledge Statements

1. Knows the importance of the role of the monitor as the communication link between the CACFP provider and the sponsoring organization.

2. Knows communication methods required by the sponsoring organization.

3. Knows the advantage of electronic methods for timely communication with the sponsoring organization.

4. Knows the value of communicating with the sponsoring organization on CACFP provider issues.

5. Knows the responsibility of the monitor to communicate CACFP provider issues to the sponsoring organization.

6. Knows key issues most likely to be of concern for CACFP providers and sponsoring organizations.

7. Knows investigation and data collection methods that are needed to communicate effectively CACFP provider issues.

8. Knows the importance of observation in the FDCH in communicating CACFP provider issues to sponsoring organization.

Other:

Skill Statements

1. Establishes open lines of communication with the sponsoring organization.

2. Demonstrates a commitment to CACFP providers by communicating concerns and issues to the sponsoring organization as they occur.

3. Represents the interest of the CACFP provider to the sponsoring organization when appropriate.

4. Represents the interest of the children enrolled in the FDCH.

5. Maintains professional and ethical behavior in communicating CACFP provider issues with the sponsoring organization.

6. Ensures that timely communication takes place, especially when the safety of children is questioned.

7. Establishes a systematic approach to communicating with the sponsoring organization following contacts with CACFP providers.

8. Demonstrates a thorough understanding of CACFP regulations and procedures when identifying CACFP provider issues requiring sponsoring organization input.

9. Demonstrates observational skills for collecting information within the FDCH.

10. Ensures fair and accurate CACFP provider information is presented to the sponsoring organization.

11. Avoids hearsay, personal opinion, and/or bias when communicating CACFP provider issues.

12. Provides information from the sponsoring organization back to the CACFP provider.

Job Function/Duty: Comply with sponsoring organization's policy and procedures. (12)

Knowledge Statements

1. Knows the responsibilities for monitors.

2. Knows the policies and procedures of the sponsoring organization.

3. Knows the proper interpretation of all policies and procedures.

4. Knows the process for seeking clarification of any policies and procedures of the sponsoring organization.

5. Knows the dynamic nature of policies and procedures within sponsoring organizations and the CACFP.

Other:

Skill Statements

1. Demonstrates a thorough understanding of all sponsoring organization’s policies and procedures.

2. Follows consistently all sponsoring organization’s policies and procedures.

3. Assesses the effectiveness of policies and procedures related to the monitoring process.

4. Provides input during policy and procedure development.

5. Informs the sponsoring organization of the effectiveness and efficiency of established monitoring policies and procedures.

6. Participates actively in policy/procedure development when appropriate.

Other:

Job Function/Duty: Verify license/certification capacity of FDCH. (13)

Knowledge Statement

1. Knows the importance of CACFP providers following the license/certification capacity of the FDCH.

2. Knows the policy and procedure of the sponsoring organization for reporting any capacity violations.

Other:

Skill Statement

- 1. Ensures that the FDCH enrollment is in compliance with capacity limitations.

- 2. Communicates to CACFP providers the importance of operating at the licensed/certified capacity enrollment.

- 3. Communicates capacity violations to the sponsoring organization and other agencies as required.

- 4. Documents capacity compliance or non-compliance of CACFP providers.

Other:

Job Function/Duty: Maintain written reports and monitoring activities to sponsoring agency. (11,14)

Knowledge Statements

- 1. Knows the reporting requirements of the sponsoring organization.

- 2. Knows the proper method of submitting monitoring activity reports.

- 3. Knows how to complete the monitoring activity reports.

- 4. Knows the importance of documenting all monitoring activities in a timely manner.

- 5. Knows the relationship of the monitoring activity reports to other reports submitted to the sponsoring organization.

Other:

Skill Statements

1. Prepares and submits all monitoring activity reports following established sponsoring organization’s policies and procedures.

2. Prepares and submits all monitoring activity reports in a timely manner.

3. Ensures that all monitoring activity reports are complete and accurate.

4. Verifies that all monitoring activity reports truthfully reflect the monitoring activities for the reporting period.

5. Prepares monitoring activity reports that reflect ethical execution of all duties and responsibilities of monitors.

6. Prepares monitoring activity reports that are consistent with other reports related to the monitoring process.

7. Uses electronic methods of submission as required by the sponsoring organization.

8. Develops a system to ensure that accurate timely monitoring reports are prepared and submitted to the sponsoring organization.

Other:

B. Marketing/Outreach

Job Functions/Duties

- Recruit new providers. (24)
- Enroll new providers. (25)
- Provide preliminary enrollment and training of providers. (26)

Job Function/Duty: Recruit new providers. (24)

Knowledge Statements

1. Knows the value of recruiting new CACFP providers for the sponsoring organization.

2. Knows the value of CACFP participation for the FDCH and for the children enrolled.

3. Knows possible community contacts for identification of new CACFP providers.

4. Knows community leaders and other agencies that can identify potential CACFP providers.

5. Knows the importance of working collaboratively with the community to identify potential CACFP providers.

6. Knows what other programs are available in the community that may serve as leads to potential CACFP providers.

7. Knows the requirements for participation in the CACFP.

8. Knows the procedures for signing new CACFP providers with the sponsoring organization.

9. Knows how to conduct a community assessment that will identify CACFP providers that may qualify for the CACFP.

Other:

Skill Statements

1. Demonstrates a willingness to recruit new CACFP providers.

2. Ensures that all potential CACFP providers are informed about the benefits of participating and know how to enroll with the sponsoring organization.

3. Works collaboratively with other community-based groups that are interested in child care and/or food and nutrition security issues.

4. Follows established sponsoring organization policies and procedures when recruiting new CACFP providers.

5. Communicates in an ethical manner with potential CACFP providers.

6. Represents the sponsoring organization and the CACFP in a professional and ethical manner to potential CACFP providers.

7. Assures that potential CACFP providers are informed of the rights and responsibilities of participating in the CACFP under the sponsoring organization.

Other:

Job Function/Duty: Enroll new providers. (25)

Knowledge Statements

1. Knows the policies and procedures for enrolling new CACFP providers.

2. Knows what information is needed by the new CACFP provider to implement the CACFP.

Other:

Skill Statements

1. Follows established sponsoring organization policies and procedures when enrolling new CACFP providers.
-
-

2. Represents the sponsoring organization and the CACFP in a professional and ethical manner to new CACFP providers.
-
-

Other:

Job Function/Duty: Provide preliminary enrollment and training of providers. (26)

Knowledge Statements

1. Knows the value of coaching and establishing a mentoring relationship with new CACFP providers.
-
-

2. Knows the importance of orientation and training for new CACFP providers.
-
-

Other:

Skill Statements

1. Assures that new CACFP providers are informed of the rights and responsibilities of participating in the CACFP.
-
-

2. Establishes lines of communication with new CACFP providers.
-
-

3. Schedules orientation and training for new CACFP providers on the CACFP regulations and procedures and sponsoring organization requirements.
-
-

4. Provides all necessary information and materials needed by the new CACFP provider to implement the CACFP and report to the sponsoring organization.
-
-

5. Assures that new CACFP providers are added to existing training schedules.
-
-

6. Establishes procedures for monitoring new CACFP providers to assure technical assistance is provided on a just-in-time basis.
-
-

Other:

C. Reporting Issues

Job Functions/Duties

- Maintain appropriate documentation of corrective action with a problem provider. (29)
- Report allegations of CACFP child abuse, child neglect, and non-compliance issues. (91,92,94)

Job Function/Duty: Maintain appropriate documentation of corrective action with a problem provider.
(29)

Knowledge Statements

1. Knows importance of proper documentation of all corrective action.
-
-
2. Knows procedures of the sponsoring organization in handling and documenting corrective action.
-
-
3. Knows when corrective action is warranted.
-
-
4. Knows due process in handling all corrective action.
-
-
5. Knows the rights and responsibilities of the CACFP provider, the monitor, and the sponsoring organization.
-
-

6. Knows means of technical assistance and training that may prevent the need for corrective action.

7. Knows actions that constitute fraud and/or misrepresentation of the CACFP by the provider.

Other:

Skill Statements

1. Establishes procedures to maintain documentation of corrective action following the sponsoring organization's procedures.

2. Communicates effectively with the sponsoring organization and CACFP provider when corrective action is needed.

3. Submits documentation of corrective action with a problem CACFP provider in a timely manner.

4. Ensures that proper procedures are followed to maintain appropriate documentation of corrective action.

Other:

Job Function/Duty: Report all allegations and observations of non-compliance to the CACFP and state and local regulations related to the child care environment to the appropriate authorities. (91,92,94)

Knowledge Statements

1. Knows all regulations and procedures of the CACFP, state, and local agencies providing oversight of the FDCH.

2. Knows issues common to non-compliance in the FDCH.

3. Knows reporting procedures of the sponsoring organization and/or other agencies for issues of non-compliance.

4. Knows legal and liability issues associated with the monitoring process.

Other:

Skill Statements

1. Establishes cooperative relationships with other state and local agencies providing oversight to the FDCH.

2. Demonstrate a strong commitment to the health and well-being of children.

3. Demonstrates an understanding of all CACFP and state and local regulations related to the child care environment.

4. Ensures that all non-compliance issues are reported to the appropriate authorities.

5. Demonstrates the ability to make difficult decisions in a timely manner.

6. Demonstrates an ability to identify potential non-compliance issues.

Other:

D. General Clerical Duties

Job Functions/Duties

- Distribute appropriate provider reporting forms. (8)
- Perform central office duties. (23)
- Perform field office duties. (22)

- Approve eligibility of the children to participate. (81)
- Plan and maintain all monitoring schedule, activity, and expense records. (17,18,19)

Job Function/Duty: Distribute appropriate provider reporting forms. (8)

Knowledge Statements

1. Knows the importance of providing reporting forms to CACFP providers.

2. Knows how to instruct CACFP providers in the preparation of reports.

3. Knows methods of providing technical assistance to ensure accurate and complete reporting by the CACFP provider.

Other:

Skill Statements

1. Demonstrates a commitment to the reporting needs of the CACFP provider.

2. Ensures that CACFP providers have all the necessary forms and instructions for preparing reports.

Other:

Job Function/Duty: Perform central office duties. (23)

Knowledge Statements

1. Knows how to perform basic clerical duties as required by the sponsoring organization.

2. Knows how to use technology in the accomplishment of central office duties.

3. Knows the importance of maintaining daily office functions.

4. Knows the relationship of the timely accomplishment of central office duties and the monitoring process.

Other:

Skill Statements

1. Performs central office duties in an efficient and effective manner.

2. Demonstrates the ability to apply technology to accomplish central office duties.

3. Complete central office duties that facilitate the onsite visit and other monitoring activities.

Other:

Job Function/Duty: Perform field office duties. (22)

Knowledge Statements

1. Knows the importance of completing field office duties.

2. Knows the inter-relationship of the monitoring process and field and central office duties.

3. Knows what field office duties need to be completed and how to complete them.

Other:

Skill Statements

- 1. Demonstrates skill in managing multiple field activities that include monitoring site visits and office duties.

- 2. Establishes a schedule and/or system for completing all field office duties.

- 3. Organizes all field office duties to facilitate the monitoring process.

Other:

Job Function/Duty: Approve eligibility of the children to participate. (81)

Knowledge Statements

- 1. Knows eligibility requirements for children to participate in the CACFP.

- 2. Knows the importance of meeting CACFP eligibility requirements.

- 3. Knows how to communicate CACFP eligibility requirements.

- 4. Knows how to identify children who are eligible to participate in the CACFP.

Other:

Skill Statements

- 1. Ensures that all enrolled children meet the CACFP eligibility requirements.

- 2. Communicates the eligibility requirements to the FDCH provider.

Other:

Job Function/Duty: Plan and maintain all monitoring schedule, activity, and expense records.
(17,18,19)

Knowledge Statements

1. Knows the importance of maintaining all monitoring activity and expense records.

2. Knows the sponsoring organization's policies and procedures for maintaining all monitoring activity and expense records.

3. Knows electronic methods of planning and maintaining all monitoring activity and expense records.

Other:

Skill Statements

1. Demonstrates understanding of proper planning and maintenance of all monitoring activity and expense records.

2. Submits all monitoring activity and expense records in a timely manner.

Other:

JOB FUNCTIONAL AREA: Professional Behavior and Development

Job Functions/Duties

- Maintain knowledge of current CACFP regulations through staff meetings. (27,60)
- Communicate with providers in an ethical, respectful, and caring manner. (28)
- Follow federal, state, and local regulations. (80)
- Support the mission of child care associations. (61)
- Maintain standards of ethics and promote agency’s interests. (90)

Job Function/Duty: Maintain knowledge of current CACFP regulations through staff meetings.
(27,60)

Knowledge Statements

1. Knows current CACFP regulations.

2. Knows the value of attending staff meetings.

3. Knows the importance of remaining current with CACFP regulations and sponsoring organization policies and procedures.

Other:

Skill Statements

1. Attends all staff meetings and takes advantage of other information sharing opportunities.

2. Makes use of various methods of remaining current on CACFP regulations.

3. Takes advantage of professional and training opportunities provided by the sponsor and other agencies.

Other:

Job Function/Duty: Communicate with providers in an ethical, respectful, and caring manner. (28)

Knowledge Statements

1. Knows the importance of open, ethical communication.

2. Knows effective communication methods and techniques.

Other:

Skill Statements

1. Demonstrates effective communication skills.

2. Demonstrates ethical, respectful, and caring behaviors.

3. Establishes open channel of communication with CACFP providers.

4. Communicates openly and honestly with CACFP providers.

5. Demonstrates a caring attitude towards CACFP providers.

6. Demonstrates respect for diverse opinions and perspectives.

7. Communicates in a variety of methods.

Other:

Job Function/Duty: Follow federal, state, and local regulations. (80)

Knowledge Statements

1. Knows federal, state, and local regulations.

2. Knows implementation of federal, state, and local regulations.

3. Knows impact of failure to appropriately implement federal, state, and local regulations.

Other:

Skill Statements

1. Demonstrates an understanding of all federal, state, and local regulations.

2. Takes appropriate actions to remain current in federal, state, and local regulations.

3. Reinforces CACFP provider's compliance with federal, state, and local regulations.

4. Implements all regulations related to the monitor in an ethical and responsible manner.

Other:

Job Function/Duty: Support the mission of child care associations. (61)

Knowledge Statements

1. Knows the mission of related child care associations.

2. Knows the value of participating in child care associations.

Other:

Skill Statements

1. Exemplifies the mission of child care associations in the execution of monitoring duties.

2. Participates in child care association activities.

Other:

Job Function/Duty: Maintain standards of ethics and promote agency's interests. (90)

Knowledge Statements

1. Knows standards of ethics and applies them in all monitoring activities.

2. Knows actions that are in the best interest of the sponsoring organization.

Other:

Skill Statements

1. Performs all duties in an ethical manner.

2. Demonstrates a strong commitment of consistent application of ethical standards.

3. Engages in activities that demonstrate commitment to the sponsoring organization.

Other:

(E-mail message to CACFP Expert Panel, November 8, 2001)

Good Morning,

Deborah and I have been very busy with the knowledge and skills for sponsor monitors and are looking forward to your help in identifying the competencies. Your role in this phase of the research process is to review the proposed competencies as they relate to the final Knowledge and Skills of Sponsor Monitors under each of the job functional areas. Attached to this message are the proposed competencies in a file named "competen." Also attached are the Knowledge and Skills of Sponsor Monitors by job functional areas (training and technical assistance, meal service, administrative duties, and professional behavior and development). The Knowledge and Skills of Sponsor Monitors have been validated by a Delphi panel, and they are final.

As you review the competencies, please keep in mind that a competent individual is one who is able to perform well on the job, but is not necessarily considered an "expert." Competency is one step towards becoming an "expert" in a field or profession. Competency statements are intended to help describe an individual's abilities and behaviors, in a more global way, as they relate to specific jobs. Knowledge and skills are intended to describe what an individual must know and be able to do to be competent in fulfilling certain job duties. The suggested competencies were written with these points in mind.

As you review the competencies, please provide the following feedback for each competency:

1. The competency accurately reflects the content of the duties for the related job functional area.
2. The competency adequately encompasses the knowledge and skills under the related job functional area.
3. The competency is stated clearly and accurately.

Please provide additional feedback relative to the following:

1. Indicate any additional competencies that you think are needed to encompass the knowledge and skills under the related job functional area. State your suggested additions in the comment section for the appropriate job functional area.
2. Indicate any deletions of competencies that you think are not needed.
3. Indicate any rewording that you think is needed to improve the clarity and accuracy of a competency. Use the comment section provided after each competency statement.

Thank you for returning your comments to me by November 16. We know you are busy and appreciate your continued commitment to this important project. This deadline will make it possible for us to make adequate preparation for the conference call discussion on November 26. You will be contacted with the details on the conference call early next week.

Please return your comments to me either by E-mail (coakley@humansci.msstate.edu) or by fax (662-325-8188) by November 16. Since the Knowledge and Skills of Sponsor Monitors have been validated and are considered final, you do not need to return them unless you find errors, such as typographical or grammar errors, in the preparation of the documents. Again, thank you for your help.

Charlotte

JOB FUNCTIONAL AREA

I. Training and Technical Assistance

Job Functions/Duties

- Train providers on CACFP policies and procedures. (62)*
- Train on nutritional program practices. (63)
- Provide individual training to providers. (66)
- Train providers on creditable and non-creditable foods. (73)
- Communicate CACFP procedures to providers. (74)
- Provide individualized technical assistance on record keeping and programmatic errors with provider. (76,79,85)

*Note to reviewers: Numbers refer to job functions/duties as they appeared on the national survey are included for reference purposes.

Suggested Competencies Related to Training and Technical Assistance

1.1 Communicates with FDCH providers and determines training needs.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

1.2 Develops a systematic training program to ensure that FDCH providers are familiar with program requirements.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

1.3 Conducts orientation and training on all aspects of CACFP participation and policies and procedures of the sponsoring organization.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

1.4 Reviews performance of FDCH providers in CACFP implementation and provides appropriate feedback.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

1.5 Adapts training to provide technical assistance on an individualized and as-needed basis.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

JOB FUNCTIONAL AREA

II. Meal Service

Job Functions/Duties

- Review age-specific meal pattern requirements with provider. (31,32,33)
- Review the infant feeding program with provider. (35)
- Monitor meal schedules by observing service of all FDCH meal types. (38,39,40)
- Perform mandatory onsite visits to providers. (86)

Suggested Competencies Related to Meal Service

2.1 Reviews the meal pattern requirements to ensure proper implementation by the FDCH.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

2.2 Reviews meal service to ensure proper implementation of the meal patterns and a positive mealtime environment.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

2.3 Reviews the menu on an on-going basis to ensure good menu planning guidance is followed to allow for development of healthful eating behaviors of enrolled children.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

2.4 Assures the proper interpretation and implementation of the infant meal pattern.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

2.5 Maintains a regular onsite visitation schedule of CACFP participants to ensure proper implementation of the CACFP and a healthy eating environment.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

JOB FUNCTIONAL AREA

III. Administrative Duties

Job functional areas:

1. Record Keeping
2. Marketing/Outreach
3. Reporting
4. General Clerical

1. Recording Keeping

Job Functions/Duties

- Maintain files of required records for each provider. (9)
- Communicate provider issues with sponsor. (10)
- Comply with sponsoring organization's policy and procedures. (12)
- Verify license/certification capacity of FDCH. (13)
- Maintain written reports and monitoring activities to sponsoring agency. (11,14)

Suggested Competencies for Administrative Duties/Recording Keeping

- 3.1 Establishes a system for maintaining and reporting all monitoring activities to the sponsoring organization.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

- 3.2 Determines procedures needed to verify CACFP participants meet all local, state, and federal requirements for participation in the CACFP and as FDCH providers.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

3.3 Serves as the liaison between the sponsoring organization and the FDCH.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

JOB FUNCTIONAL AREA

IV. Professional Behavior and Development

Job Functions/Duties

- Maintain knowledge of current CACFP regulations through staff meetings. (27,60)
- Communicate with providers in an ethical, respectful, and caring manner. (28)
- Follow federal, state, and local regulations. (80)
- Support the mission of child care associations. (61)
- Maintain standards of ethics and promote agency's interests. (90)

Suggested Competencies for Professional Behavior and Development

4.1 Participates in continuing education activities such as seminars, workshops, professional conferences, and enrolls in college courses.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

4.2 Networks with other child care professionals.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

4.3 Conducts professional growth programs for providers.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

4.4 Assumes an active role in professional organizations.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

4.5 Reads current trade, technical, and professional publications and applies appropriate new information in performance of monitoring duties.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

4.6 Maintains a plan for continuing self-development and education.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

4.7 Performs all duties and responsibilities in an ethical manner.

1. The competency adequately reflects the contents of the duties for the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

2. The competency adequately encompasses the Knowledge and Skills under the related job functional area.

Strongly Disagree Disagree Agree Strongly Agree

3. The competency is stated clearly and accurately.

Strongly Disagree Disagree Agree Strongly Agree

Comments:

APPENDIX D

**Survey Results of
Job Duties and Training Needs of Sponsor Monitor
Related to the Child and Adult Care Food Program
By Directors**

(n=349)

Survey Item ¹		How Often (1-5)	How Important (1-4)	How Often Rank	How Important Rank
28 ^a	Communicate with providers in an ethical, respectful, and caring manner.	4.70	3.91	2.00	1.00
12	Comply with sponsoring organization's policy and procedures.	4.75	3.86	1.00	4.00
80	Follow federal, state, and local regulations.	4.63	3.86	3.00	3.00
90	Maintain standards of ethics and promote agency's interests.	4.54	3.81	4.00	6.00
27	Maintain current knowledge of CACFP regulations.	4.37	3.86	5.00	2.00
79	Provide technical assistance to providers.	3.90	3.65	6.00	15.00
10	Communicate provider issues with sponsor.	3.38	3.58	8.00	24.00
75	Communicate CACFP regulations to providers.	3.72	3.72	10.00	9.00
9	Maintain files of required records for each provider.	3.81	3.48	9.00	34.00
93	Perform other job functions as assigned/negotiated.	3.89	3.48	7.00	32.00
74	Communicate CACFP procedures to providers.	3.68	3.71	11.00	10.00
86	Perform mandatory onsite visits to providers.	3.61	3.74	14.00	8.00
13	Verify license/certification/registration capacity of FDCH.	3.66	3.60	12.00	20.00
14	Report monitoring activities to sponsoring agency.	3.62	3.59	13.00	22.00
31	Review meal pattern requirements with provider.	3.58	3.61	15.00	19.00
32	Review food-serving requirements with provider.	3.55	3.58	16.00	26.00
62	Train providers on CACFP program policies and procedures.	3.45	3.70	24.00	11.00
76	Discuss programmatic errors with providers.	3.53	3.63	20.00	17.00
91	Report allegations of CACFP non-compliance.	3.43	3.75	26.00	7.00
94	Report all suspected abuse and neglect.	3.36	3.83	30.00	5.00
29	Maintain appropriate documentation of corrective action with a problem provider.	3.45	3.64	23.00	16.00
38	Observe meal services at each FDCH.	3.41	3.68	28.00	13.00
85	Oversee record keeping of the providers.	3.55	3.46	18.00	35.00
73	Train providers on creditable and non-creditable foods.	3.40	3.70	29.00	12.00
33	Review the menu with providers.	3.47	3.57	21.00	27.00
19	Maintain monthly monitor activity records.	3.55	3.48	17.00	33.00
39	Observe all FDCH meal types (breakfast, lunch & snacks).	3.41	3.60	27.00	21.00
87	Conduct initial four-week new home reviews.	3.27	3.67	37.00	14.00
23	Perform central office duties.	3.53	3.13	19.00	70.00
18	Maintain monthly monitor expense records.	3.43	3.38	25.00	45.00
8	Distribute appropriate provider reporting forms.	3.45	3.41	22.00	42.00
63	Train on nutritional program.	3.29	3.59	36.00	23.00
26	Provide preliminary enrollment and training of providers.	3.18	3.55	43.00	28.00

¹Presented in descending order by Product Rank.

^aItem number from the survey questionnaire.

By Directors, continued.

Survey Item ¹		How Often (1-5)	How Important (1-4)	How Often Rank	How Important Rank
66 ^a	Provide individual training to providers.	3.22	3.58	39.00	25.00
22	Perform field office duties.	3.35	3.20	31.00	62.00
11	Complete required reports for sponsoring organization.	3.31	3.41	34.00	43.00
40	Monitor meal schedules.	3.35	3.44	32.00	37.00
77	Coordinate corrective action and follow-up withdrawals.	3.24	3.55	38.00	30.00
37	Assure menu corrections have been made as required.	3.29	3.42	35.00	41.00
92	Report noncompliance with state child care regulations.	3.15	3.62	46.00	18.00
83	Follow edit checks according to CACFP regulations.	3.15	3.37	45.00	47.00
35	Review infant feeding program with provider.	3.19	3.43	40.00	39.00
61	Support the mission of child care associations.	3.35	3.22	33.00	60.00
17	Plan monthly monitoring activity schedule.	3.19	3.42	42.00	40.00
25	Enroll new providers.	3.07	3.43	50.00	38.00
20	Provide information that might lead to termination of providers.	3.08	3.55	49.00	29.00
78	Assist in tracking child enrollment and withdrawals.	3.19	3.29	41.00	52.00
60	Participate in staff meetings.	3.16	3.53	44.00	31.00
24	Recruit new providers.	3.10	3.35	47.00	49.00
81	Approve eligibility of the children to participate.	3.07	3.18	51.00	63.00
41	Evaluate and monitor progress of provider in improving menus.	3.08	3.27	48.00	54.00
42	Provide technical assistance for feeding infants.	3.01	3.30	53.00	50.00
47	Conduct food service sanitation inspection in FDCH.	2.93	3.24	55.00	58.00
15	Update CACFP eligibility of providers.	2.88	3.28	58.00	53.00
1	Review, approve, and process monthly Claims Reports.	2.83	3.38	60.00	44.00
82	Monitor income eligibility application.	2.83	3.15	62.00	68.00
84	Determine tiers.	2.79	3.18	63.00	64.00
50	Distribute CACFP and other USDA literature.	3.04	3.18	52.00	66.00
72	Process provider claim reimbursements.	2.73	3.37	65.00	46.00
34	Review special needs for menu items with provider.	2.91	3.30	56.00	51.00
2	Assist in preparation of monthly claims for reimbursement.	2.74	3.25	64.00	57.00
56	Maintain relations with regulatory agencies.	2.87	3.26	59.00	56.00
68	Assist in identifying training needs, materials, and resources for providers.	2.83	3.35	61.00	48.00
30	Provide directions to provider's home.	2.97	2.89	54.00	76.00
64	Conduct formal training of providers.	2.61	3.44	68.00	36.00
7	Assist with the development of training tools for providers.	2.71	3.22	66.00	59.00

¹Presented in descending order by Product Rank.

^aItem number from the survey questionnaire.

By Directors, continued.

Survey Item ¹		How Often (1-5)	How Important (1-4)	How Often Rank	How Important Rank
3 ^a	Assist in correspondence (newsletter/form letter/E-mail).	2.89	2.87	57.00	77.00
43	Perform menu analysis.	2.68	3.01	67.00	72.00
88	Conduct parent verifications or review of child enrollment information.	2.52	3.08	69.00	71.00
4	Assist with yearly provider application preparation.	2.43	3.14	72.00	69.00
65	Plan program training.	2.38	3.18	73.00	65.00
69	Maintain resource library for providers.	2.46	2.70	71.00	86.00
55	Network with other child care agencies.	2.51	2.94	70.00	73.00
67	Facilitate group training to providers.	2.30	3.17	76.00	67.00
48	Perform public relation in caseload area.	2.37	2.71	74.00	84.00
58	Participate in professional development training.	2.28	3.27	78.00	55.00
71	Contribute to a provider newsletter.	2.35	2.90	75.00	74.00
16	Distribute providers' monthly payment.	2.20	2.76	81.00	81.00
57	Attend professional conferences.	2.18	3.21	82.00	61.00
54	Represent sponsoring organization in appropriate community activities.	2.30	2.89	77.00	75.00
89	Verify or review child enrollment information with parents.	2.14	2.85	84.00	80.00
59	Maintain membership in professional organization.	2.21	2.85	80.00	79.00
5	Assist with yearly sponsor re-contracting application.	2.08	2.85	87.00	78.00
51	Conduct minority outreach efforts in community.	2.15	2.65	83.00	87.00
49	Distribute Child Health Insurance information and WIC literature.	2.26	2.56	79.00	89.00
70	Develop a provider newsletter.	2.07	2.70	88.00	85.00
36	Develop pre-planning menus and recipes.	2.13	2.53	85.00	90.00
46	Conduct home safety inspection in FDCH.	1.95	2.50	89.00	92.00
6	Assist with yearly sponsor application with state agency.	1.91	2.75	90.00	82.00
52	Promote CACFP week.	2.12	2.63	86.00	88.00
45	Monitor fire safety in FDCH.	1.84	2.36	92.00	93.00
21	Terminate providers.	1.72	2.72	93.00	83.00
53	Perform informational presentations at conferences.	1.87	2.51	91.00	91.00
44	Train provider in CPR.	1.21	1.97	94.00	94.00

¹Presented in descending order by Product Rank.

^aItem number from the survey questionnaire.

APPENDIX E

**Survey Results of
Job Duties and Training Needs of Sponsor Monitor
Related to the Child and Adult Care Food Program
By Sponsor Monitors**

(n= 499)

Survey Item ¹		How Often (1-5)	How Important (1-4)	How Often Rank	How Important Rank
28 ^a	Communicate with providers in an ethical, respectful, and caring manner.	4.70	3.92	1.00	1.00
80	Follow federal, state, and local regulations.	4.59	3.88	2.00	2.00
12	Comply with sponsoring organization's policy and procedures.	4.53	3.78	3.00	4.00
90	Maintain standards of ethics and promote agency's interests.	4.28	3.71	4.00	9.00
27	Maintain current knowledge of CACFP regulations.	4.20	3.83	5.00	3.00
9	Maintain files of required records for each provider.	3.94	3.60	6.00	20.00
79	Provide technical assistance to providers.	3.85	3.65	8.00	17.00
93	Perform other job functions as assigned/negotiated.	3.89	3.49	7.00	36.00
74	Communicate CACFP procedures to providers.	3.69	3.72	12.00	8.00
75	Communicate CACFP regulations to providers.	3.70	3.71	10.00	10.00
10	Communicate provider issues with sponsor.	3.72	3.55	9.00	28.00
86	Perform mandatory onsite visits to providers.	3.63	3.76	15.00	5.00
31	Review meal pattern requirements with provider.	3.70	3.69	11.00	12.00
32	Review food-serving requirements with provider.	3.64	3.65	14.00	16.00
33	Review the menu with providers.	3.59	3.67	17.00	14.00
38	Observe meal services at each FDCH.	3.53	3.75	20.00	7.00
14	Report monitoring activities to sponsoring agency.	3.64	3.52	13.00	34.00
13	Verify license/certification/registration capacity of FDCH.	3.61	3.52	16.00	32.00
73	Train providers on creditable and non-creditable foods.	3.52	3.68	22.00	13.00
39	Observe all FDCH meal types (breakfast, lunch & snacks).	3.54	3.66	19.00	15.00
85	Oversee record keeping of the providers.	3.53	3.57	21.00	24.00
22	Perform field office duties.	3.51	3.36	23.00	49.00
8	Distribute appropriate provider reporting forms.	3.58	3.46	18.00	38.00
76	Discuss programmatic errors with providers.	3.45	3.59	25.00	22.00
62	Train providers on CACFP program policies and procedures.	3.35	3.69	29.00	11.00
40	Monitor meal schedules.	3.49	3.53	24.00	33.00
19	Maintain monthly monitor activity records.	3.45	3.40	26.00	46.00
37	Assure menu corrections have been made as required.	3.37	3.56	28.00	25.00
23	Perform central office duties.	3.44	3.17	27.00	66.00
17	Plan monthly monitoring activity schedule.	3.33	3.43	30.00	41.00
63	Train on nutritional program.	3.19	3.62	35.00	19.00
78	Assist in tracking child enrollment and withdrawals.	3.30	3.37	31.00	47.00

¹Presented in descending order by Product Rank.

^aItem number from the survey questionnaire.

By Sponsor Monitors, continued.

Survey Item ¹		How Often (1-5)	How Important (1-4)	How Often Rank	How Important Rank
29 ^a	Maintain appropriate documentation of corrective action with a problem provider.	3.18	3.59	36.00	21.00
35	Review infant feeding program with provider.	3.21	3.54	33.00	29.00
87	Conduct initial four-week new home reviews.	3.12	3.59	38.00	23.00
77	Coordinate corrective action and follow-up withdrawals.	3.13	3.53	37.00	31.00
61	Support the mission of child care associations.	3.26	3.27	32.00	57.00
41	Evaluate and monitor progress of provider in improving menus.	3.20	3.41	34.00	44.00
91	Report allegations of CACFP non-compliance.	3.02	3.63	47.00	18.00
26	Provide preliminary enrollment and training of providers.	3.06	3.55	41.00	26.00
66	Provide individual training to providers.	3.07	3.53	39.00	30.00
25	Enroll new providers.	3.02	3.55	45.00	27.00
24	Recruit new providers.	3.04	3.41	43.00	43.00
11	Complete required reports for sponsoring organization.	2.99	3.34	48.00	50.00
18	Maintain monthly monitor expense records.	3.05	3.13	42.00	70.00
81	Approve eligibility of the children to participate.	2.90	3.18	52.00	64.00
94	Report all suspected abuse and neglect.	2.76	3.75	58.00	6.00
42	Provide technical assistance for feeding infants.	2.98	3.37	49.00	48.00
60	Participate in staff meetings.	3.03	3.44	44.00	40.00
92	Report noncompliance with state child care regulations.	2.83	3.51	56.00	35.00
47	Conduct food service sanitation inspection in FDCH.	2.84	3.33	55.00	52.00
34	Review special needs for menu items with provider.	2.93	3.41	50.00	45.00
43	Perform menu analysis.	2.92	3.26	51.00	58.00
50	Distribute CACFP and other USDA literature.	3.02	3.25	46.00	59.00
30	Provide directions to provider's home.	3.06	3.05	40.00	73.00
15	Update CACFP eligibility of providers.	2.84	3.30	54.00	56.00
20	Provide information that might lead to termination of providers.	2.81	3.45	57.00	39.00
1	Review, approve, and process monthly Claims Reports.	2.70	3.42	60.00	42.00
68	Assist in identifying training needs, materials, and resources for providers.	2.88	3.34	53.00	51.00
82	Monitor income eligibility application.	2.65	3.17	62.00	68.00
84	Determine tiers.	2.64	3.17	63.00	67.00
2	Assist in preparation of monthly claims for reimbursement.	2.62	3.31	65.00	54.00
7	Assist with the development of training tools for providers.	2.74	3.30	59.00	55.00
72	Process provider claim reimbursements.	2.54	3.31	67.00	53.00
64	Conduct formal training of providers.	2.52	3.48	68.00	37.00

¹Presented in descending order by Product Rank.

^aItem number from the survey questionnaire.

By Sponsor Monitor, continued.

	Survey Item ¹	How Often (1-5)	How Important (1-4)	How Often Rank	How Important Rank
83 ^a	Follow edit checks according to CACFP regulations.	2.51	3.05	69.00	72.00
56	Maintain relations with regulatory agencies.	2.62	3.10	64.00	71.00
88	Conduct parent verifications or review of child enrollment information.	2.58	3.13	66.00	69.00
3	Assist in correspondence (newsletter/form letter/E-mail).	2.69	2.91	61.00	75.00
4	Assist with yearly provider application preparation.	2.41	3.18	71.00	65.00
69	Maintain resource library for providers.	2.42	2.84	70.00	81.00
65	Plan program training.	2.23	3.24	74.00	60.00
67	Facilitate group training to providers.	2.22	3.22	76.00	61.00
16	Distribute providers' monthly payment.	2.13	2.95	79.00	74.00
48	Perform public relation in caseload area.	2.20	2.74	77.00	85.00
89	Verify or review child enrollment information with parents.	2.17	2.85	78.00	77.00
55	Network with other child care agencies.	2.26	2.84	72.00	78.00
71	Contribute to a provider newsletter.	2.22	2.89	75.00	76.00
58	Participate in professional development training.	2.10	3.20	80.00	62.00
36	Develop pre-planning menus and recipes.	2.24	2.79	73.00	83.00
57	Attend professional conferences.	2.05	3.19	82.00	63.00
46	Conduct home safety inspection in FDCH.	1.96	2.73	84.00	87.00
54	Represent sponsoring organization in appropriate community activities.	2.06	2.82	81.00	82.00
5	Assist with yearly sponsor re-contracting application.	1.86	2.84	88.00	79.00
45	Monitor fire safety in FDCH.	1.81	2.64	90.00	91.00
70	Develop a provider newsletter.	1.93	2.76	86.00	84.00
49	Distribute Child Health Insurance information and WIC literature.	2.03	2.55	83.00	93.00
52	Promote CACFP week.	1.93	2.70	85.00	88.00
59	Maintain membership in professional organization.	1.88	2.74	87.00	86.00
51	Conduct minority outreach efforts in community.	1.82	2.56	89.00	92.00
53	Perform informational presentations at conferences.	1.71	2.64	91.00	90.00
21	Terminate providers.	1.57	2.84	92.00	80.00
6	Assist with yearly sponsor application with state agency.	1.57	2.66	93.00	89.00
44	Train provider in CPR.	1.22	2.22	94.00	94.00

¹Presented in descending order by Product Rank.9

^aItem number from the survey questionnaire.

APPENDIX F

**Survey Results of
Training Needs of Sponsor Monitor As Perceived
By Sponsoring Organization Directors**

(n=349)

Type of Training	Frequency	%
2 ^a Program regulation/requirements	150	43.5
34 Dealing with problem providers	122	35.7
9 Record keeping/documentation	109	31.9
48 Techniques for recruiting new providers	98	28.7
1 Meal pattern requirements	87	25.4
4 Creditable and non-creditable foods	85	24.9
27 Nutrition education materials for children	81	23.7
3 Audit/review procedures	62	18.1
16 Cost effective program management	53	15.5
44 Marketing the CACFP	51	14.9
20 Menu planning for meals and snacks	50	14.6
26 Introducing new foods to children	50	14.6
32 Training adults	42	12.3
18 Food safety procedures	40	11.7
30 How to deal with job stress	38	11.1
7 Planning affordable meals	36	10.5
13 Time management techniques	36	10.5
21 Infant and toddler menu planning	32	9.4
49 Adult learning methods/techniques	31	9.1
8 Completing free and reduced price meals application	28	8.2
10 Developing computer skills	28	8.2
22 Ethnic and cultural menu planning	23	6.7
29 Credible portion sizes	23	6.7
31 Infant Meal Patterns	23	6.7
25 Meals for children with special needs	22	6.4
38 Customer service training	21	6.1
12 Evaluating retail food products for creditability	20	5.8
15 Stretching the food dollar	20	5.8
24 Family style meal service	20	5.8
23 Preventing food waste	19	5.6
39 Cooking with children	19	5.6
6 Evaluating recipes for meal pattern	18	5.3
33 Reading and understanding food labels	18	5.3
42 Personal safety training	17	5.0
35 Best practices in early childhood education	16	4.7
41 Identifying suspected child abuse	14	4.1
45 Creating a provider newsletter	14	4.1
40 Multi cultural awareness	12	3.5
43 Ideas for snacks	10	2.9
46 Best practices in early childhood education	10	2.9
47 Child development	9	2.6
5 Standardizing recipes	8	2.3
50 Others (please list)	7	2.0
14 USDA commodity utilization	6	1.8
28 First aid and CPR	6	1.8
11 Purchasing from the grocery store	5	1.5
19 Food preparation techniques	4	1.2
37 Travel safety tips	4	1.2
17 Food storage procedures	3	.9
36 Telephone skills	2	.6

^aItem number from the survey questionnaire.

APPENDIX G

**Survey Results of
Training Needs of Sponsor Monitor As Perceived By Sponsor Monitors**

(n= 499)

Type of Training	Frequency	%
2 ^a Program regulation/requirements	191	38.7
34 Dealing with problem providers	179	36.2
9 Record keeping/documentation	132	26.7
4 Creditable and non-creditable foods	115	23.3
1 Meal pattern requirements	107	21.7
48 Techniques for recruiting new providers	105	21.3
27 Nutrition education materials for children	98	19.8
20 Menu planning for meals and snacks	97	19.6
26 Introducing new foods to children	85	17.2
7 Planning affordable meals	76	15.4
3 Audit/review procedures	70	14.2
18 Food safety procedures	66	13.4
44 Marketing the CACFP	62	12.6
21 Infant and toddler menu planning	53	10.7
30 How to deal with job stress	53	10.7
39 Cooking with children	53	10.7
10 Developing computer skills	50	10.1
16 Cost effective program management	47	9.5
13 Time management techniques	45	9.1
28 First aid and CPR	43	8.7
23 Preventing food waste	42	8.5
32 Training adults	42	8.5
15 Stretching the food dollar	40	8.1
43 Ideas for snacks	40	8.1
22 Ethnic and cultural menu planning	39	7.9
25 Meals for children with special needs	39	7.9
29 Credible portion sizes	39	7.9
41 Identifying suspected child abuse	37	7.5
12 Evaluating retail food products for creditability	35	7.1
8 Completing free and reduced price meals application	30	6.1
33 Reading and understanding food labels	30	6.1
40 Multi cultural awareness	29	5.9
6 Evaluating recipes for meal pattern	28	5.7
35 Best practices in early childhood education	28	5.7
49 Adult learning methods/techniques	25	5.1
31 Infant Meal Patterns	22	4.5
45 Creating a provider newsletter	22	4.5
24 Family style meal service	21	4.3
47 Child development	19	3.8
42 Personal safety training	17	3.4
46 Best practices in early childhood education	16	3.2
38 Customer service training	15	3.0
50 Others (please list)	14	2.8
5 Standardizing recipes	13	2.6
11 Purchasing from the grocery store	13	2.6
19 Food preparation techniques	13	2.6
14 USDA commodity utilization	8	1.6
17 Food storage procedures	6	1.2
37 Travel safety tips	5	1.0
36 Telephone skills	2	.4

^aItem number from the survey questionnaire.

NFSMI Insight 18



Insight

A Publication for Child Nutrition Professionals from the National Food Service Management Institute — Winter 2002

Job Duties, Competencies, Knowledge, and Skills of Sponsor Monitors of Family Day Care Homes Participating in the Child and Adult Care Food Program

O Family Day Care Homes (FDCH) operate within the guideline of the Child and Adult Care Food Program (CACFP), a federally funded nutrition assistance program designed to provide healthful meals and snacks to children and adults receiving day care. The CACFP provides a food and nutrition safety net for children receiving care in thousands of FDCH in the United States. Children living in low-income households are the primary intended beneficiaries of the CACFP. The CACFP plays a vital role in improving the quality of day care by providing reimbursement for meals to the FDCH provider, thus making child care more affordable for many low-income families. Sponsoring organizations provide administrative guidance and oversight to FDCH providers through a monitoring system. It is the responsibility of sponsoring organizations, which are answerable to the state agency, to ensure that FDCH providers fulfill their obligation to serve nutritious meals that meet the meal patterns of the CACFP, while fulfilling regulations and policies of the program and the sponsoring organization. Sponsoring organizations rely upon the sponsor monitor to provide a first-hand accounting of the FDCH providers under their sponsorship.

The National Food Service Management Institute (NFSMI) Applied Research Division embarked upon a three-phase research study to identify job duties, competencies, knowledge, and skills of sponsor monitors. During Phase I, perceived job duties and training needs of sponsor monitors were identified with input from state child nutrition program directors and sponsoring organization directors. During Phase II, sponsoring organization directors and sponsor monitors were surveyed to validate job duties and training needs of sponsor monitors. Competencies, knowledge, and skills of sponsor monitors were identified and validated in Phase III. Informed consent procedures established by the Human Subjects Protection Review Committee of the University of Southern Mississippi were followed throughout each phase of the research.

METHODS:

Identification of Job Duties of Sponsor Monitors

Phase I: Survey Instrument Development

- State agency child nutrition directors were asked to provide a listing of sponsoring organizations. Thirty-two states responded with 521 sponsoring organizations.
- Ninety-four sponsoring organizations were randomly selected to provide job descriptions for sponsor monitors.
- NFSMI researchers reviewed the job descriptions and identified 82 job duties performed by sponsor monitors.
- A CACFP expert panel was convened to validate the job duties, training needs, and demographic questions identified in the two preliminary survey instruments.

— *Continued*



Phase II: Survey Implementation

- State agency child nutrition directors were asked to provide an updated listing of sponsoring organizations. Fifty states, Washington D.C., and three U.S. territories responded with 1045 sponsoring organizations.
- Survey instruments were mailed to all 1045 sponsoring organization directors. Sponsoring organization directors were asked to complete the director survey and to distribute sponsor monitor survey instruments to two sponsor monitors in their organization.
- Survey participants were asked to react to “frequency performed,” and “importance” of each job duty, and the “perceived importance” of each training need.
- A second CACFP expert panel reviewed the results of the factor analysis of the survey responses and determined any redundancies and/or commonalities in the job duties.

Phase III: Development of Knowledge and Skill Statements

- Researchers wrote knowledge and skill statements for job duties.
- A modified Delphi technique was used to obtain reactions from 85 CACFP child care professionals to the proposed knowledge and skill statements.
- Participants provided suggestions that were modified by researchers and were reflected in the final version of the knowledge and skill statements.
- Researchers developed competency statements to reflect the revised knowledge and skill statements.
- Phase II CACFP expert panel members were reconvened to react to the competency statements in a two-step modified Delphi process.

PHASE I: ***Survey Development Results***

Job duties of sponsor monitors were identified using job descriptions provided by sponsoring organization directors. Two survey instruments were developed to determine the agreement between sponsoring organization directors and



sponsor monitors and to identify program/personal characteristics for each group surveyed. The final survey instruments contained 94 job duties and 50 training needs. Part I of each survey addressed the frequency and importance of each job duty as perceived by survey participants. Part II directed the survey participants to identify the top five training needs of sponsor monitors. Part III was designed to capture the demographic characteristics and comments of sponsoring organization directors and sponsor monitors completing the survey.

PHASE II: ***Survey Implementation Results***

All states participated and submitted current listings of 1045 sponsoring organizations. Survey instruments were mailed to all sponsoring organization directors. Sponsoring organization directors were asked to distribute sponsor monitor survey instruments to two sponsor monitors. When sponsoring organization directors performed the role of the monitor, they were asked to complete the director survey instrument only. Three hundred and forty-nine sponsoring organization directors and 499 sponsor monitors returned a completed survey. Researchers expected that sponsoring organization directors and sponsor monitors would differ in their level of agreement on the importance of sponsor monitor training needs and job duties and how often job tasks were performed. However, both groups recorded similar responses to job duties and training needs of effective sponsor monitors.

Factor analysis of survey results revealed four job functional areas and 50 job functions. There was 96% agreement between directors and monitors on the top 50 job duties. There was agreement of the top five job duties for sponsor monitors between the two groups surveyed; however, the order varied slightly.

Top five job duties as perceived by sponsoring organization directors:

- Communicate with providers in an ethical, respectful, and caring manner.
- Comply with sponsoring organization’s policies and procedures.
- Follow federal, state, and local regulations.
- Maintain standards of ethics and promote agency’s interests.
- Maintain current knowledge of CACFP regulations.

Top five job duties as perceived by sponsor monitors:

- Communicate with providers in an ethical, respectful, and caring manner.
- Follow federal, state, and local regulations.
- Comply with sponsoring organization’s policies and procedures.
- Maintain standards of ethics and promote agency’s interests.
- Maintain current knowledge of CACFP regulations.

Expert Panel

A CACFP expert panel was convened to review the results of the national survey. These same child nutrition professionals participated in the modified Delphi process during Phase III.

— Continued

SAMPLE JOB DESCRIPTION - Sponsor Monitor

Sponsoring organizations provide oversight of FDCH providers participating in the Child and Adult Care Food Program (CACFP) in the areas of program accountability and nutrition integrity. The sponsor monitor serves as the link between the sponsoring organization and the FDCH provider to assure that the FDCH provider operates within the guidelines of the CACFP, a federally funded child nutrition assistance program designed to provide healthful meals and snacks to children and adults receiving day care. Effective sponsor monitors demonstrate competency when performing the following job duties:

Training and Technical Assistance

- Train providers on CACFP policies and procedures.
- Train providers on nutritional program practices.
- Provide individual training to providers.
- Train providers on creditable and non-creditable foods.
- Communicate CACFP procedures to provider.
- Provide individualized technical assistance on record keeping and programmatic errors with provider.

Meal Services

- Perform mandatory onsite visits to providers.
- Review age-specific meal pattern requirements with provider.
- Review infant feeding program with provider.
- Monitor meal schedules by observing service of all FDCH meal types.

Administrative Duties

- A. Record Keeping
- Maintain files of required records for each provider.
 - Communicate provider issues with sponsor.
 - Comply with sponsoring organization's policies and procedures.

- Verify license/certification/registration capacity of FDCH.
 - Maintain written reports and monitoring activities to sponsoring agency.
- B. Marketing/Outreach
- Recruit new providers.
 - Enroll new providers.
 - Provide preliminary enrollment and training of providers.
- C. Reporting
- Maintain appropriate documentation of corrective action with a problem provider.
 - Report allegations of CACFP child care abuse, child neglect, and non-compliance issues.
- D. General Clerical
- Distribute appropriate provider reporting forms.
 - Perform central office duties.
 - Perform field office duties.
 - Approve eligibility of children to participate.
 - Plan and maintain all monitoring schedule, activity, and expense records.

Professional Behavior and Development

- Maintain knowledge of current CACFP regulations through staff meetings.
- Communicate with providers in an ethical, respectful, and caring manner.
- Follow federal, state, and local regulations.
- Support the mission of child care associations.
- Maintain standards of ethics and promote agency's interests.

Sponsor monitors effectively performing the above job duties demonstrate these competencies:

Training and Technical Assistance

- 1.1 Communicates with FDCH providers and determines training needs.
- 1.2 Assists in developing a systematic training program to ensure that FDCH providers are familiar with program requirements.
- 1.3 Conducts orientation and training on all aspects of CACFP participation, including policies and procedures of the sponsoring organization.
- 1.4 Reviews performance of FDCH providers in CACFP implementation and provides appropriate feedback.
- 1.5 Adapts training to provide technical assistance on an individualized and as-needed basis.

Meal Service

- 2.1 Reviews the meal pattern requirements to ensure proper implementation by the FDCH provider.
- 2.2 Reviews meal service to ensure proper implementation of the meal patterns and a positive mealtime environment.
- 2.3 Reviews the menu to ensure good menu planning is followed for development of healthful eating behaviors.
- 2.4 Assures the proper interpretation and implementation of the infant meal pattern.

- 2.5 Maintains a regular onsite visitation schedule of CACFP participants to ensure proper implementation of the CACFP and a healthy eating environment.

Administrative Duties

- 3.1 Follows a system for maintaining and reporting all monitoring activities to the sponsoring organization.
- 3.2 Implements procedures needed to verify that FDCH providers meet all federal, state, and local requirements for participation in the CACFP.
- 3.3 Serves as the liaison between the sponsoring organization and the FDCH provider.

Professional Behavior and Development

- 4.1 Participates in continuing education activities such as seminars, workshops, professional conferences, and college courses.
- 4.2 Networks with other child care professionals.
- 4.3 Participates actively in professional organizations.
- 4.4 Reads current trade, technical, and professional publications and applies appropriate new information in performance of monitoring duties.
- 4.5 Maintains a plan for continuing self-development and education.
- 4.6 Performs all duties and responsibilities in an ethical manner.

In the final version, four functional areas were associated with 30 remaining job duties and are presented in the sample Job Description included in this issue of *Insight*.

PHASE III:

Identification of Competencies, Knowledge, and Skills of Sponsor Monitors Results

Identification of Knowledge and Skill Statements

Knowledge and skill statements were written to fit the duties of sponsor monitors, and a survey instrument was developed. A Delphi panel of CACFP experts received the survey. Twenty-six of the 85 CACFP child care professionals who were randomly contacted to participate in the modified Delphi technique returned the completed survey. The survey participants were provided three options for each knowledge and skill statement, they were: "accept," "accept with modification" or "delete" each of the proposed statements. All statements met the predetermined agreement level of 80% for retention in the first round of the Delphi agreement process. Due to the high level of agreement, no further Delphi steps were necessary. Some statements were combined or restated for greater clarity. Comments by the Delphi participants resulted in the addition of several knowledge and skill statements.

— Continued

"I enjoy my work as a monitor and the interaction with FDCH providers."

"I am impressed by how many children and FDCH providers benefit from the CACFP."

"I hope this survey will help with our staff development. I feel we need more on-going training opportunities that are conveniently located."

"The CACFP is a very valuable program. Not only is it a resource that helps to hold down the cost for families, it teaches good nutrition habits."



Top Five Training Needs of Sponsor Monitors

The top five training needs for sponsor monitors as perceived by sponsoring organization directors in descending order were:

- Program regulations/requirements,
- Dealing with problem providers,
- Record keeping/documentation,
- Techniques for recruiting new providers, and
- Meal pattern requirements.

The top five training needs for sponsor monitors as perceived by sponsor monitors in descending order were:

- Program regulations/requirements,
- Dealing with problem providers,
- Record keeping/documentation,
- Creditable and non-creditable foods, and
- Meal pattern requirements.

FACT FINDER

- 80** ...Percent of sponsoring organization directors reported that they are employed in private, nonprofit organizations.
- 51** ...Percent of directors reported having one to two monitors employed by the sponsoring organization.
- 65** ...Percent of monitors reported oversight of 100 or fewer FCDH providers.
- 50** ...Percent of sponsoring organizations were associated with 142 providers or less.
- 34** ...Percent of directors reported having a baccalaureate degree or higher.
- 32** ...Percent of monitors reported having a baccalaureate degree or higher.
- 19** ...Percent of monitors reported their area of study was in early childhood education, family child studies, or child development.
- 71** ...Percent of directors reported having more than 10 years of experience in the child care business.
- 51** ...Percent of directors reported having worked with the CACFP 10 years or more.
- 40** ...Percent of monitors reported having worked with the CACFP one to five years.
- 58** ...Percent of monitors reported earning an hourly wage of \$10.00 or greater.
- 51** ...Percent of monitors reported they were employed 40 hours or more per week.
- 73** ...Percent of monitors reported working in the child care business for six years or more.
- 80** ...Percent of monitors reported they received benefits with their job and health insurance was the number one benefit.
- 47** ...Percent of monitors reported an age range of 41-55 years.
- 84** ...Percent of monitors reported attending CACFP state offered training.

Development of Competency Statements

Competence was defined as the ability to perform beyond the beginner level without supervision, but not at the expert level. Competency statements are intended to encompass the knowledge and skills determined for each job duty identified in Phase II and I. The expert panel that served in Phase II was asked to validate the competencies in Phase III because of their expertise and understanding of the research objectives. A modified Delphi technique was also used to finalize the acceptance, rejection, or modification of the competencies for sponsor monitors. A Likert-type scale was used to record the level of agreement. An 80% agreement was considered an appropriate level to support a decision to retain competencies.

A follow-up conference call involving the expert panel was conducted to clarify any comments made by the panel, and to allow participants a second opportunity to react to competency statements for which agreement was dependent upon recommended modifications and/or additional competencies. The final competency statements identified for sponsor monitors are presented in this issue of *Insight* as part of the sample Job Description.

Practical Use of This Information

Participation in the CACFP is one excellent way to impact the overall quality of care offered by FDCH providers. Sponsor monitors play a key role in the success of the FDCH provider. Well-defined job duties, competencies, knowledge, and skills of sponsor monitors are tools necessary for an effective monitoring process. Sponsoring organizations may develop job descriptions and responsibilities based on the result of this study. Sponsoring organizations may use the competency, knowledge, and skill statements in the selection and training of sponsor monitors. Sponsor monitors should find the competencies, knowledge, and skills useful tools for self-assessment of their training and professional development needs. These tools will also provide the foundation for NFSMI training materials that meet the needs of sponsor monitors. Other interested parties such as the USDA, state agency child nutrition programs, and CACFP training consultants may find the information beneficial and worthy of consideration. A sample job description incorporating the job duties, competencies, knowledge, and skills of sponsor monitors identified in this study may be helpful in establishing a consistent standard for the monitoring process nationally.

For More Information

RESOURCES:

The American Dietetic Association. (1999). Dietary guidance for healthy children aged 2 to 11 years—Position of ADA. *Journal of the American Dietetic Association*, 99, 93-101.

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Maternal and Child Health Bureau. (1992). *Caring for our children: National health and safety performance standards—guidelines for out-of-home child care programs*. Arlington, VA: Maternal and Child Health Bureau, Health Resources and Services Administration, U.S. Public Health Service, Department of Health and Human Services.

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National Food Service Management Institute. (1996). *Competencies, knowledge, and skills of effective district school nutrition directors/supervisors* (NFSMI-R23-96). Hattiesburg, MS: Author.



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