

BUILDING HUMAN RESOURCE MANAGEMENT SKILLS
Achieving an Effective Food Service System

FINDING THE BEST



National Food Service Management Institute
The University of Mississippi
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INTRODUCTION

The National Food Service Management Institute developed this series of modules on human resource management to meet a need for relevant materials that would provide directors and supervisors the tools to teach managers effective management skills. Learning to work with and lead employees is a never-ending journey. These materials were designed to assist the learner in developing effective people skills in the Child Nutrition Programs. A task force of state agency personnel, food service directors, and university faculty identified the topics to include in this resource.

Building Human Resource Management Skills was designed by a team of experienced child nutrition and adult learning professionals. A group of volunteer reviewers from the task force also made significant contributions to the development of this project. We are most grateful to them for sharing their time and expertise.

All of the human resource modules have been approved for continuing education credits by the American School Food Service Association.

Steps to follow in using materials:

Step 1. Review the entire module and think about its relevance to the participants. There may be resources within the community that you may want to use to enhance the learning experience. A lesson plan template has been provided for your use to facilitate teaching the human resource module content.

Step 2. Check the Trainer's Toolbox section in the modules for a list of materials planned for the session. The modules may require the use of policies and procedures, job descriptions, form, or standards specific to Child Nutrition Program personnel.

Step 3. Review the Suggested Time Frames and Comments to determine time allotted for each topic in the modules.

Step 4. Ensure that the learning environment, media center, classroom, cafeteria, or auditorium is comfortable for adults and conducive to learning and discussions.

Step 5. The purpose of the videotapes provided in the kits is to model practices, inspire discussion, and stimulate thoughts about personal practices. Always review videotape at least once before using in class to be familiar with the content and to determine how to use it with the group. Consider the following options:

Use the tape to focus on a specific point during the session.

Encourage interaction by showing all or part of the tape, and divide the group into comfortable discussion groups of no more than 6-7 per group.

The tapes were created to provide real-life practice situations and to precipitate discussion. There are no right or wrong answers, but better and best ways to handle human relations in Child Nutrition Programs.

HUMAN RESOURCE MODULE LESSON PLAN

Date:	Module No.: 2.3	Estimated Time: 1 Hour, 15 Minutes	Certification Credits: 1	Category: <u>U</u> Achieving an Effective Food Service System
Module Title: Finding the Best			Course Title: Building Human Resource Management Skills	
Instructor:				
Module Content: What is to be taught? At the completion of the module, participants will be able to meet the following objectives: 1. _____ 2. _____ 3. _____				
Instructional Aids, Materials, or Tools Needed: Check Trainer's Tool Box				
Instructional Procedures: <ul style="list-style-type: none"> ○ Personal Check-In ○ Icebreaker ○ Video Segment (if applicable) ○ Group activities and role playing ○ Checking Out 				
Suggested Readings: Use <i>Suggested Readings</i> to increase knowledge base concerning a given module topic.				
Evaluation Procedures: How the instructor will determine if the material has been learned. Participants can complete evaluation form included in handout packet.				
Notes: Insert notes as to revisions, additions, and deletions. What went wrong/right with the module lesson plan?				

Finding the Best

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Finding the Best

Trainer's Notes

As a facilitator of this learning process, it is important to have the organizational guidelines that are available from the central program office. These should be integrated into this module. Be prepared to share your experiences to clarify the key learning points. Depending on the audience and time available, role-playing will help eliminate illegal interview questions.

Overview

The heart of every Child Nutrition Program is the hard-working and dedicated employees. These individuals produce quality and nutritious food and provide a service that will make the organization prosper. The manager, in order to achieve the goal of getting things done through other people, is responsible for providing the optimum human resources to meet the organizational goals. The process of staffing involves the selection of the best candidate followed by development and training. Finding the best person for the job is a multi-step process that will yield positive results. It is always important to find employees who enjoy working with children and appreciate the contribution that Child Nutrition makes toward the education of students. The ultimate objective is to hire those who are able to do the job, and are willing to continue learning once they are on the job.

Objectives

At the completion of this module, participants will be able to:

- List the steps that lead to sound hiring practices.
- Outline the skills required for a Child Nutrition Program position.
- Perform a job interview.

Note: This module can include facilitation from the program and central office individual responsible for employee recruitment.



Finding the Best

Ground Rules

- ❑ Share from own experiences.
- ❑ Listen to understand, not to judge.
- ❑ Respect others' opinions and feelings.
- ❑ Participate at your highest level.
- ❑ Keep an open mind.
- ❑ Be here now.
- ❑ Keep confidentiality.
- ❑ Accept the option to pass.

Trainer's Toolbox

Materials:

Flip Chart and Stand
Paper and Markers
Overhead Projector
Transparencies and
Markers
Sticky Notes
Handouts
Sample Program Job
Descriptions

Definitions

Job Description- The description covers the various task requirements, such as mental or physical activities; working conditions and job hazards. The approximate percentage of time the employee should spend on each activity is also specified. Job descriptions focus on the what, why, where and how of the job.

Screening- The screening process provides information about an individual's skills, knowledge and attitudes, enabling a potential employer to determine whether that person is suited to, and qualified for, the position.

Recruiting- Methods of obtaining qualified applicants from sources such as current employees, unsolicited applications, employee agencies, employee referrals and advertising.

Interviewing- Interviewing makes the selection process more personal and gives the interviewer an overall idea of whether the applicant is appropriate for the job.

Finding the Best

Suggested Time Frames and Comments

Total Time = 1 hour 15 minutes

Topic	Comments	Time Allotted
Review Purpose and Objectives	Set the stage by emphasizing key points in the overview.	2 minutes
Personal Check-In: Reflection	Reflect on past job vacancies and how they were filled.	5 minutes
Icebreaker: Note Exercise	What qualities are you looking for?	5 minutes
Definitions	Review with discussion.	8 minutes
The Recruiting Plan	Review the components of an effective recruiting plan.	10 minutes
The Process	Discuss the steps to take for a successful interview.	15 minutes
The Interview	Discuss those issues and questions that will yield a successful interview. As audience and time permit, this section can be expanded to meet the audience need.	10 minutes
Video Segment	Introduce the video segment entitled "Interviewing."	10 minutes
Reality Check	Analyze your job descriptions.	5 minutes
Checking Out	How would I modify my recruiting?	5 minutes

Finding the Best

Outline	Trainer's Tactics
<p data-bbox="201 415 617 445">Personal Check-In: Reflection</p> <p data-bbox="201 487 727 667">Finding employees who are qualified for the Child Nutrition Program position is challenging and often time-consuming. Investment up front will help ensure the right person is selected for the job.</p> <p data-bbox="201 709 727 814">Reflect on the last position that was vacant and complete the Personal Check-In: Reflection handout.</p> <ul data-bbox="201 856 727 1360" style="list-style-type: none"><li data-bbox="201 856 727 961">❑ Reflect on the most recent vacancy for which you were responsible for hiring a new employee.<li data-bbox="201 1003 727 1066">❑ What qualities, experience, or skills would the ideal applicant possess?<li data-bbox="201 1108 727 1213">❑ Select a partner and briefly share the skills and qualities for which you were looking.<li data-bbox="201 1255 727 1360">❑ What process and resources were used to search for the most qualified candidate?	<p data-bbox="799 415 1214 445">Personal Check-In: Reflection</p> <ul data-bbox="799 487 1414 814" style="list-style-type: none"><li data-bbox="799 487 1414 634">• Have participants consider the most recent vacancy. Use the handout at the back of the module to encourage reflection of the qualities and skills most appropriate for that position.<li data-bbox="799 676 1414 739">• The participants will use the Personal Check-In: Reflection again for Checking Out.<li data-bbox="799 781 1166 814">• Use the handout on page 20.

Finding the Best

Outline

The Process

- **Advertising** – Select the medium that can produce results.

Trainer's Tactics

The Process

- **Advertising** – This function will probably be executed by the human resources department. Discuss the possible locations where Child Nutrition positions may be advertised:
 - Web site
 - Newspaper
 - Newsletter
 - Radio
 - Flyers
 - Employee referrals
 - School television channel
 - Grapevine
 - School bulletin board

Use the handouts on pages 23 and 24.

Finding the Best

Outline	Trainer's Tactics
<p>The Interview</p> <ul style="list-style-type: none"> □ Interviewing – The quality of the employee is only as good as the interviewer. Develop a set procedure and a group of questions to consistently ask each candidate. Some programs suggest two individuals interview the candidate. Create an environment in which the candidate is comfortable. Note taking is essential for future reference. 	<p>The Interview</p> <ul style="list-style-type: none"> □ Interviewing – The best interview guideline is the 20% - 80% rule. Talk 20% of the time and listen 80% of the time. <ul style="list-style-type: none"> □ Welcome the candidate and call her by name. □ Have a list of questions prepared so all applicants will have the same opportunity to answer them. □ Ask questions about attendance, punctuality, and specific skills. □ Ask questions regarding strengths and weaknesses of job skills including cooking and baking (if applicable) or service. □ Ask questions to determine the intent to be a team worker versus a loner. □ Be candid regarding the job description. Tell exactly what the job entails such as washing dishes or pots and pans. □ Do not misrepresent the program, organization, benefits, hours of work, background checks, screenings, etc. <p>Use the handout on page 25.</p> <p>At the end of this section, show the video segment, "Interviewing."</p>

Finding the Best

Outline

The Interview

Trainer's Tactics

The Interview

- Ask close-ended questions to confirm facts.
- Ask open-ended questions to allow the interviewee to expand on topics such as job experience.
- Ensure questions asked are “job-specific.” Avoid potentially illegal questions (see handout on page 26).
- Maintain control of the interview.
- When applicable, a skill test may be required. An applicant for a cook position may be asked to convert a recipe to determine his reading abilities and math skills.
- Thank the candidate for her time and confirm the interviewer may call back with additional questions.
- Limit the number of interviews in one day to keep a balance with other managerial duties.

Use the handout on page 25.

Finding the Best

Outline

The Interview

- **Selection** – Evaluate the information attained about each candidate and select the best-qualified individual for the job.

Trainer's Tactics

The Interview

- **Selection** – After careful evaluation, select the best candidate for the job and possibly two alternates. Your first choice may not be available at the time of the offer. This process may also be relegated to the human resources department after your recommendation.

Use the handout on page 25.

Finding the Best

Outline

Reality Check

In small groups, analyze a job description for a pre-assigned job typical of school food service. List the duties, responsibilities, and skills required for each job. Discuss the desired attributes a potential candidate must possess to fill that job.

Trainer's Tactics

Reality Check

- Divide the participants into small groups. Ask each group to analyze a job description for a pre-assigned job typical of school food service. Have them list the duties, responsibilities, and skills required for each job. Then discuss the desired attributes a potential candidate must possess to fill that job.

- Use the handout on page 27.

Finding the Best

Outline	Trainer's Tactics
<p>Checking Out</p> <p>Consider the vacancy described during the Personal Check-In. As a result of this training module, identify the steps in the process that you would modify.</p> <p>I would change or modify the following steps in the recruitment and hiring process:</p> <ol style="list-style-type: none">1.2.3.4.5. <p>Identify the reason for the change or the expected outcome.</p>	<p>Checking Out</p> <p>Use the handout on page 28.</p>

Finding the Best
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Handouts: Table of Contents

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Finding the Best

Handout: Objectives and Definitions

Objectives

At the completion of this module, participants will be able to:

- ❑ List the steps that lead to sound hiring practices.
- ❑ Outline the skills required for a Child Nutrition Program position.
- ❑ Conduct a job interview.

Definitions

Job description- The description covers the various task requirements, such as mental or physical activities; working conditions and job hazards. The approximate percentage of time the employee should spend on each activity is also specified. Job descriptions focus on the what, why, where and how of the job.

Screening- The screening process provides information about an individual's skills, knowledge and attitudes, enabling a potential employer to determine whether that person is suited to, and qualified for, the position.

Recruiting- Methods of obtaining qualified applicants from sources such as current employees, unsolicited applications, employee agencies, employee referrals and advertising.

Interviewing- Interviewing makes the selection process more personal and gives the interviewer an overall idea of whether the applicant is appropriate for the job.

Finding the Best
Handout: Personal Check-In: Reflection

Personal Check-In: Reflection

Finding employees who are qualified for the Child Nutrition Program position is challenging and often time-consuming. Investment up front will help ensure the right person is selected for the job.

- Reflect on the most recent vacancy for which you were responsible for hiring a new employee.

The position was:

The primary responsibilities for this position would read in a job description:

- What qualities, experience, or skills would the ideal candidate possess?

- Select a partner and briefly share the skills and qualities for which you were looking.

- What process and resources were used to search for the most qualified candidate?

Finding the Best
Handout: Icebreaker: Note Exercise

Icebreaker: Note Exercise

Using the sticky notes provided, write at least three adjectives or phrases that describe your most outstanding quality relating to your ability to seek out and select new staff. Place the sticky notes on the flip chart or wall at the front of the room.

Finding the Best

Handout: The Recruiting Plan

The Recruiting Plan

Step 1: Assess Your Needs

Determine if the need is immediate, on-going, or future (for example, based on school calendar):

1. Does the job need to be filled immediately?
2. Can another employee do this job?
3. Can this job be eliminated?
4. Are you attempting to build up a pool of employees?
5. How many applicants do you want to interview for this position?
6. How many positions are available?
7. Can this job be “shared”?

Step 2: Define the Job

Clarify what the duties of the position will be. This will define the skills required. This is the time to make any changes to the particular position. Enlist the help of other employees or the person who is vacating the position to obtain an accurate account of what the daily job requirements include. Update the job description as needed.

Step 3: Identify the Labor Pool

Who are you targeting to fill the positions available? Changes in our economy have had an impact on the labor market. The increase in skilled labor requirements for other service industries has created a pool of older, mostly female, more disadvantaged workers. The greater diversity of the groups presents new challenges in language, work ethics, and social behaviors. Do you have knowledge of the availability within that labor pool?

Step 4: Establish the Application Process

In most cases, this process will be determined by the individual human resources department or administration office. Speak with appropriate staff to be sure they understand program requirements and needs. In addition, the manager will need to understand the program process.

Finding the Best Handout: The Process

The Process

- ❑ **Advertising** – Select the medium that can produce results.

- ❑ **Screening** – Determine if the applicant meets the program's needs and standards.

Application screening:

- ❑ Incomplete information.
- ❑ Application illegible or sloppy.
- ❑ Gaps in employment.
- ❑ Short tenure.
- ❑ Lack of reason or vague reason for leaving a job.
- ❑ No supervisor's name at previous employment.
- ❑ Vague about previous job duties.
- ❑ Food preparation related job experience.

Telephone screening:

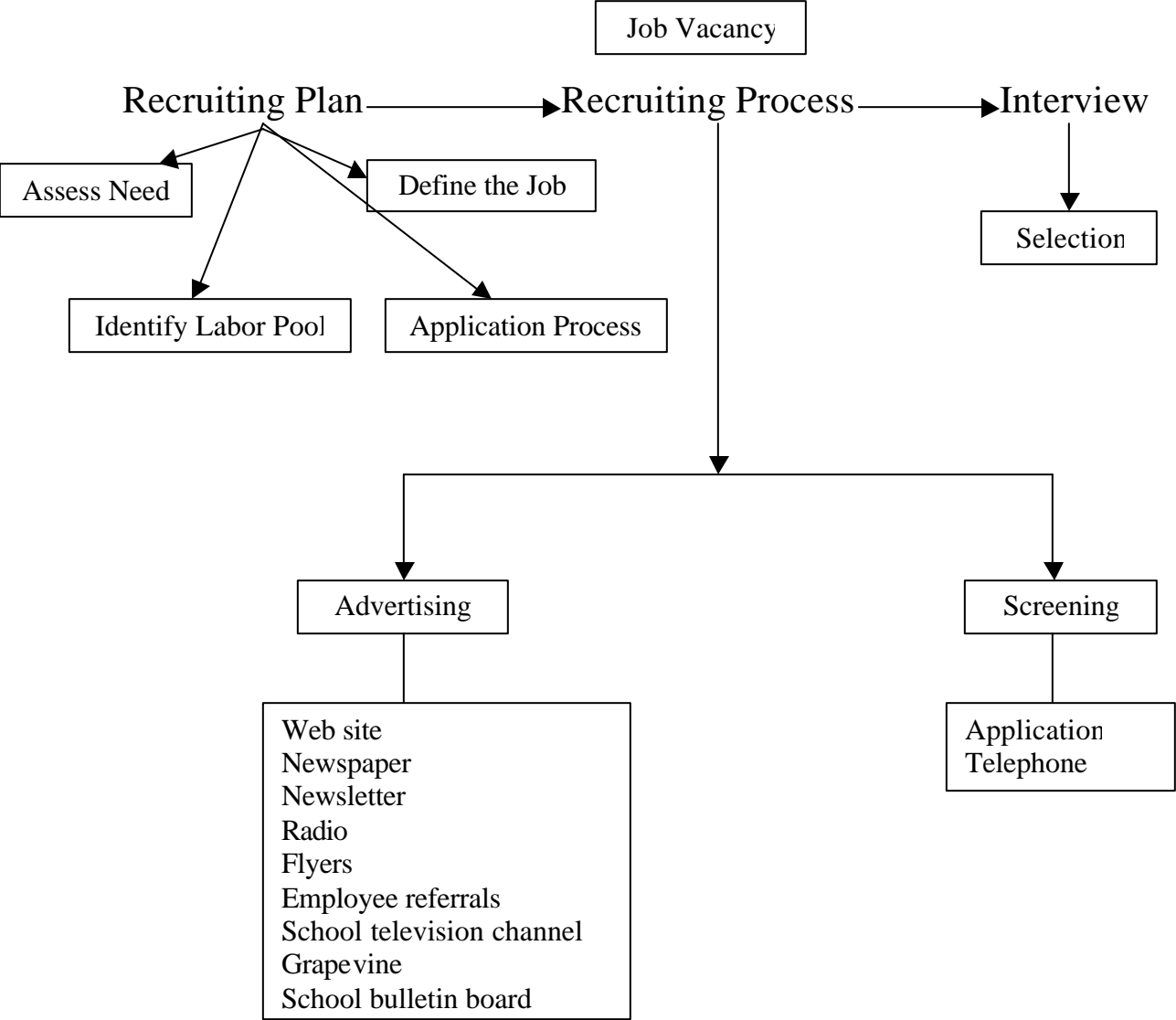
Telephone screening may provide an opportunity to obtain information that is not readily available in the application. Ask generalized questions that are job related.

Examples:

- ❑ What is your current job?
- ❑ How much experience do you have with computers?
- ❑ How much weight can you lift without help?

Finding the Best
Handout: Process for Employee Selection

Process for Employee Selection



Finding the Best

Handout: The Interview

The Interview

- ❑ **Interviewing** – The quality of the employee is only as good as the interviewer. The best interview guideline is the 20% - 80% rule. Talk 20% of the time and listen 80% of the time.
 - ❑ Welcome the candidate and call her by name.
 - ❑ Have a list of questions prepared so all applicants will have the same opportunity to answer them.
 - ❑ Ask questions about attendance, punctuality, and specific skills.
 - ❑ Ask questions regarding strengths and weaknesses of job skills including cooking and baking (if applicable) or service.
 - ❑ Ask questions to determine the intent to be a team worker versus a loner.
 - ❑ Be candid regarding the job description. Tell exactly what the job entails such as washing dishes or pots and pans.
 - ❑ Do not misrepresent the program, organization, benefits, hours of work, background checks, screenings, etc.
 - ❑ Ask close-ended questions to confirm facts.
 - ❑ Ask open-ended questions to allow the interviewee to expand on topics such as job experience.
 - ❑ Ensure questions asked are “job-specific.” Avoid potentially illegal questions (see handout on page 26).
 - ❑ Maintain control of the interview.
 - ❑ When applicable, a skill test may be required. An applicant for a cook position may be asked to convert a recipe to determine his reading abilities and math skills.
 - ❑ Thank the candidate for her time and confirm the interviewer may call back with additional questions.
 - ❑ Limit the number of interviews in one day to keep a balance with other managerial duties.

- ❑ **Selection** – After careful evaluation, select the best candidate for the job and possibly two alternates. Your first choice may not be available at the time of the offer. This process may also be relegated to the human resources department after your recommendation.

Finding the Best
Handout: Illegal Interview Questions

Illegal Interview Questions

1. What is your maiden name?
2. Do you go by Mrs. or Ms.?
3. How old are you? (Unless an age-related certification is required for the job.)
4. How much do you weigh? (Unless the physical work environment places a natural restriction on the size of the employee.)
5. Do you belong to any religious organizations?
6. When did you graduate from high school? (You may ask about education, but not the dates that may reveal the age of the applicant.)
7. Where were your parents born? (Illegal inquiry into race/color.)
8. Have you ever changed your name? (Question pertaining to national origin.)
9. Were you honorably discharged from the Army? (You may ask about military service, but not the type of discharge or branch of service.)
10. Are you married? (Questions pertaining to marital status or sexual orientation are illegal.)
11. Do you plan to have a family?
12. Have you ever been arrested or convicted of a crime? (Note: Many states require a criminal background check.)
13. Have you had any medical problems? (Specific questions may be asked about the capability of lifting a 40# bag of flour or a 25# pan with food in it as this is specifically related to the job.)
14. Do you own your home?
15. What social clubs or societies not related to work do you belong to?

Finding the Best
Handout: Reality Check

Reality Check

In small groups, analyze a job description for a pre-assigned job typical of school food service. List the duties, responsibilities, and skills required for each job. Discuss the desired attributes a potential candidate must possess to fill that job.

Finding the Best
Handout: Checking Out

Checking Out

Consider the vacancy described during the Personal Check-In. As a result of this training module, identify the steps in the process that you would modify.

I would change or modify the following steps in the recruitment and hiring process:

- 1.
- 2.
- 3.
- 4.
- 5.

Identify the reason for the change or the expected outcome.

Finding the Best

Handout: Evaluation Form

Please check the response below that best describes your feelings about this program:

Question	Agree	Unsure	Disagree	Comments
1. Topic is of interest to me as a manager.				
2. Topic is important to my job.				
3. Content is useful in my job as a manager.				
4. Handouts help me understand the topic better.				

5. List one or more things you can do to find the best in your job after attending this in-service:

6. My supervisor can help me find the best in my workplace by:

General Comments:

Thank you for taking the time to complete the evaluation form. Have a great day!

Finding the Best
Handout: Suggested Readings

Suggested Readings

Mornell, P. (1998). 45 effective ways for hiring smart!: How to predict winners and losers in the incredibly expensive people-reading game. Berkley, CA: Ten Speed Press.

Outlaw, W. (1998). Smart staffing. Chicago: Upstart Publishing Company.

Rinke, W.J. (1990). The winning foodservice manager (2nd ed.). Rockville, MD: Achievement Publishers.

Wendover, R. (1993). Smart hiring for your business. Naperville, IL: Small Business Sourcebooks.

Worthington, E.R. & Worthington, A.E. (1993). People investment: How to make your hiring decisions pay off for everyone. Grants Pass: Oasis Press.

Yate, M. (1994). Hiring the best. Holbrook, MA: Adams Media Corporation.

Finding the Best Transparency Masters

Transparency Masters

Transparencies are available in two formats. Landscape formatted transparencies are provided using Microsoft Word™. A PowerPoint™ presentation format is also available.

1. Objectives
2. Definitions
3. Definitions
4. Personal Check-In: Reflection
5. Personal Check-In: Reflection
6. Icebreaker: Note Exercise
7. The Recruiting Plan
8. The Process
9. Process for Employee Selection
10. The Interview
11. Illegal Interview Questions
12. Illegal Interview Questions
13. Reality Check
14. Checking Out