

HOW TO DEVELOP A COMPETENCY BASED TRAINING PROGRAM:

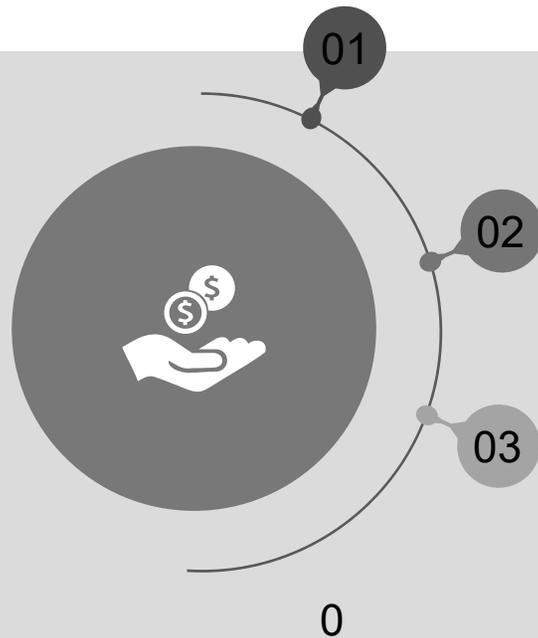
IDENTIFYING & RECOGNIZING THE GAPS
TO KEEP YOUR TEAM ON THEIR GAME

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OBJECTIVES

- **Understand the process of identifying the skills needed for each position in your department.**

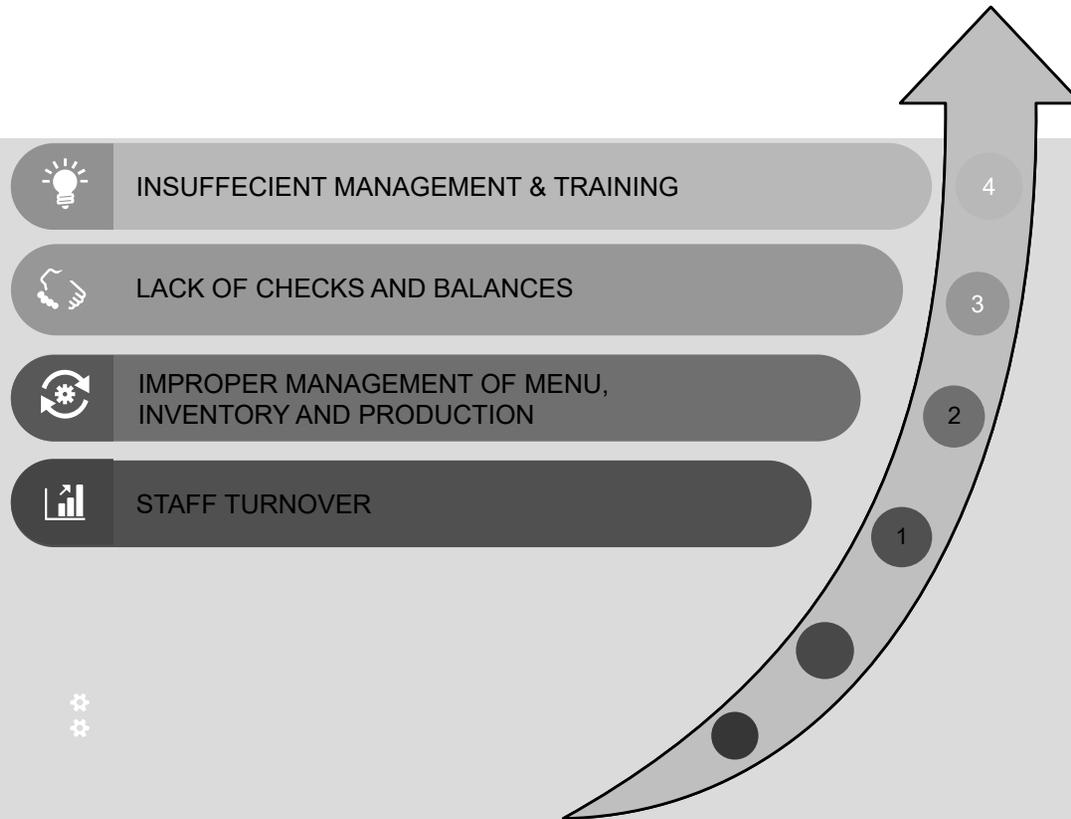


Learn how to complete a department assessment to identify what skill sets are needed within your department.

Identify key elements needed for a successful training program and develop an outline for a continual training program.



Hiring and Training Wrong = Loss of Quality & \$\$\$\$



Lost wages in
managerial time in
the interview process

Productivity losses

Lost operational time
due to training

Moral issues with
peers and managers

Quality of service
issues

Safety issues
regarding new
employees' awareness
of their responsibility

STAFF TURNOVER

COST OF TURNOVER

- Employee Wage \$15.00 per hour
- Full Time – Annual Wage only - \$31,200 per year
- 30-40% of Annual Wage - \$9,360 - \$12,480
- Direct Costs: advertising, screening applicants, interviewing, background checks, onboarding etc.
- Indirect Costs: loss of productivity, training cost, negative impact on team morale and customer satisfaction.

IDENTIFY YOUR NEEDS

WHERE TO START – WHAT DO YOU NEED?

- Starts with your Facility Assessment
 - Type of community, # of customers, kitchen/community layout, mealtime assistance, meal times
- Menu Style – Type of Meal Service
 - Traditional cycle menu, scratch vs semi scratch, # of serving sites, open dining vs seated times
- Regulatory Requirement – Federal, State, Local
 - Know your State and Local requirements not just the Federal CMS requirements

FACILITY ASSESSMENT – FOOD SERVICE DEPARTMENT

- Should be completed Annually
- Based off of the F-tags
- Driven by resident preference and department capabilities
- Use as a tool to:
 - Assist in running your daily operations and comply to regulations
 - Assist in meeting the preferences of the population being served
 - Assist in meeting staffing and budget demands
 - Ensure staff are properly trained

“A sizable portion of all your operational costs is tied up in the products you purchase. Managing inventory is a way to maximize every dollar spent, because it helps reduce waste, spoilage, and overstocking. A system with good checks and balances will also help eliminate the opportunity for theft.”

<https://www.gfs.com/en/ideas/7-tips-to-improve-your-operations-inventory-and-reduce-food-waste> Accessed July 24, 2017

MENU

- Analyze menu, is it right for your facility?
- Type of menu drives your food and labor operation
- Management and oversight is a must

F 80 | STAFFING

- §483.60(a) Staffing The facility must employ sufficient staff with the appropriate competencies and skills sets to carry out the functions of the food and nutrition service, taking into consideration resident assessments, individual plans of care and the number, acuity and diagnoses of the facility's resident population in accordance with the facility assessment required at §483.70(e)

F802 SUPPORT STAFF

- **§483.60(a)(3)** The facility must provide sufficient support personnel to *safely and effectively* carry out the functions of the *food and nutrition* service.
- **§483.60(b)** A member of *food and nutrition services staff* will participate on the *interdisciplinary team* as required in §483.21 (b)(2)(ii).

F802 INTERPRETIVE GUIDELINES

“Sufficient support personnel” is defined as enough staff to prepare and serve palatable, attractive, nutritionally adequate meals at proper temperatures and appropriate times and support proper sanitary techniques being utilized.

IDENTIFY COMPETENCIES

WHAT IS NEEDED FOR THE POSITION?

- What are the skills needed for the job?
- Create and utilize the detailed job description to identify the competencies needed.
- Identify the behavioral traits needed to be successful at the position.
- Identify an employee in that position that exemplifies the ideal worker and look at what traits they possess to be successful.

Menus & Nutritional Adequacy

- Understands that menus are developed and prepared to meet resident choices including nutritional, religious, cultural, and ethnic needs while using established national guidelines.
- Communicates with FSD/Kitchen Manager about menu inconsistencies and modifications needing documentation
- Understands and follows prescribed diet orders, menu spreadsheets, and corresponding recipes.
- Understands appropriate portion sizes and serving utensils for all diets on the menu spreadsheet
- Understands appropriate menu substitutions
- Understands therapeutic diets and fluid restrictions and is able to follow menu spreadsheets.
- Prepares appropriate quantity of food based on menu spreadsheets
- Understands importance of providing adaptive equipment to residents as required

Food Safety

- Uses rules of safe practice for handling and discarding of leftover foods
- Keeps daily temperature records of equipment and food as dictated by FSD/Kitchen Manager
- Understands process for maintain food at proper temperature at all times during freezing, thawing, preparation, holding, and serving.
- Demonstrates ability to recognize food quality, palatability and appearance.

| DINING SERVICES / FOOD PREPARATION | |
|--|--|
| 1. Location and reading/understanding of diet manual | |
| 2. Description of different diets and textures served | |
| 3. Location and reading / understanding of menus (week at a glance and therapeutic spreadsheets) | |
| 4. Location and reading / understanding of recipes for all diets and texture modifications. | |
| 5. Location and reading/understanding of pull/prep guides | |
| 6. Location and reading/understanding of proper portions for each diet/texture modification. | |
| 7. Different procedures for proper measuring | |
| 8. Procedure to ensure correct amount of food prepared (tally amounts) | |
| 9. Difference of nourishment/supplements | |
| 10. Location of snack labels, how to prepare snacks and set up snack carts. | |
| 11. Dating and labeling of all food items received and opened | |
| 12. Handling of foods with bar hands (when acceptable) | |
| 13. Proper storage of leftover foods. | |

COMPETENCY STARTS WITH HIRING

COMPETENCY-BASED HIRING

- Competency-based hiring prevents employers from hiring candidates that are not qualified for the job.
- Creating competency-based job descriptions connect the job requirements with skills needed for success.
- Competency-based hiring decreases staff turnover.

PREPARATION

- What type of position do you need to fill?
- What skills are needed to perform the job?
- Tailor the ad and target your audience.
- Prepare for the interview.
- Involve the Staff.

RECRUITING

- Recruiting is the process of finding candidates for a job opening in your facility.
- This can be an internal or external search.
- Follow established policies.
- Know where to place ads to pull the right candidates.

TRADITIONAL INTERVIEWING VS. BEHAVIORAL



TRADITIONAL INTERVIEWING

- What are your strengths and weaknesses?
- How would you describe yourself?
- Where do you see yourself in 5 years?

BEHAVIORAL BASED INTERVIEWING

- Skill set is decided
- Questions are focused and based on competencies
- Candidates' response should have example of how they handled specific work situations in the past
- Answer should include: A specific situation, the tasks that needed to be done, the action you took, the results i.e. what happened

EXAMPLE OF BEHAVIORAL INTERVIEW QUESTION

- Tell me what steps you would take if you showed up to work at 6 a.m. and found out that the morning cook was not coming in?
- Have you ever had a disagreement with a co-worker? How did you resolve the issue?
- During meal service a resident refused the item served to them stating “that isn’t what I ordered.” Explain how you would address this.

TIPS FOR INTERVIEWING AND HIRING

- Thoroughly review the applicant's application prior to the interview
- Use Behavioral interviewing based on the position's competencies needed.
- If possible, have one of the team members sit in on the interview
- Know what you can and can't ask
- Do NOT hire on the spot!
- Provide the job description and allow the candidate time to review it and ask questions.

WHAT'S NEXT

TRAINING TIPS

- Provide a job description
- Create a checklist
- Establish a training schedule for each position
- Allow enough training time
- Throughout the training process, give feedback
- Competency tests

AREAS OF COMPETENCIES IN FOOD SERVICE

- Food Safety and Sanitation
- Menu Management
- Resident Care
- Nutrition Therapy
- Facility policies and procedures
- Department policies and procedures

COMPETENCY AREAS

RESIDENT CARE

- Resident rights
- Basic understanding of caring for and communicating with the population being served

NUTRITION THERAPY

- Understanding of nutrition in the aging process
- Understanding of importance of nutrition interventions and following diet prescriptions

FOOD SAFETY & SANITATION

- Personal hygiene
- Food Handler or Food Protection Manager Certification
- Importance of log completions
- HACCP

MENU MANAGEMENT

- Inventory control
- Production control
- Recipe reading and diet spreadsheet reading
- Texture modification training

Dietary Department Orientation Checklist

Name of Employee: _____

Position: _____ Date of Hire: _____

Dietary Manager or designated employee to sign and date each task completed by associate. If task is failed document why in comment section at end of the checklist.

| TASK | INSTRUCTOR INITIAL | EMPLOYEE INITIAL | DATE COMPLETED |
|--|-----------------------|---------------------|-------------------|
| GENERAL | | | |
| 1. Location and proper use of time clock. | | | |
| 2. Proper uniform attire and name badge. | | | |
| 3. Proper attire for shoes (no open toes, skid proof) | | | |
| 4. Use of and location of hair nets. | | | |
| 5. Allowed jewelry allowed to be worn. | | | |
| 6. Proper condition of finger nails (no artificial nails or nail polish) | | | |
| 7. Eating / Drinking in department | | | |
| 8. Smoking / tobacco use | | | |
| 9. Time and length of breaks during work day | | | |
| MANUALS AND REFERENCE TOOLS | | | |
| 1. Work schedule and attendance (location) | | | |
| 2. Location of department Policy / Procedure book and how to read. | | | |
| 3. Location of Material Safety Data Sheet for chemical safety | | | |
| 4. Proper use of telephone. | | | |
| 5. Cleaning schedules (location, assignments, and accountability) | | | |
| 6. Temperature logs for walk-in/freezer/beverage | | | |

COMPETENCY DOES NOT STOP WITH ORIENTATION

- Establish an on-going training program
- Style of training – standup or monthly Inservice or combination
- Observe – correct/complement – in the moment training
- Required annual training – all staff vs food service

To keep employees once they are hired; employers
must provide adequate training to inspire confidence
on the job, adequate staff to prevent overload and
burnout.

QUESTIONS

RESOURCES

- <https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/Downloads/Survey-and-Cert-Letter-17-07.pdf>
- <http://www.foxbusiness.com/features/2014/07/11/7-strategic-tips-to-recruit-on-social-media.html>
- <http://www.nutrition411.com/clinical-nutrition/clinical-nutrition-management/item/944-competencies-for-dietary-employees>
- <https://www.gfs.com/en/ideas/7-tips-to-improve-your-operations-inventory-and-reduce-food-waste> Accessed July 24, 2017
- <https://phinational.org/sites/phinational.org> Accessed July 21, 2017