

Ideas@Work education sessions are intended to inspire and encourage innovation in school nutrition through peer-to-peer learning and engagement.



IDEAS @ WORK

# Coaching Problem Employees: The Basics of Progressive Discipline

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Jessica Shelly, MBA, RHS, SNS  
Director of Student Dining, Cincinnati Public Schools

Courtney Morabito, MBA, DTR, SNS  
Supervisor of Student Dining Operations, Cincinnati Public Schools

# Affiliation or Financial Disclosure

- **Jessica Shelly**, Cincinnati Public Schools, Ohio
  - Nothing to disclose
- **Courtney Morabito**, Cincinnati Public Schools, Ohio
  - Nothing to disclose

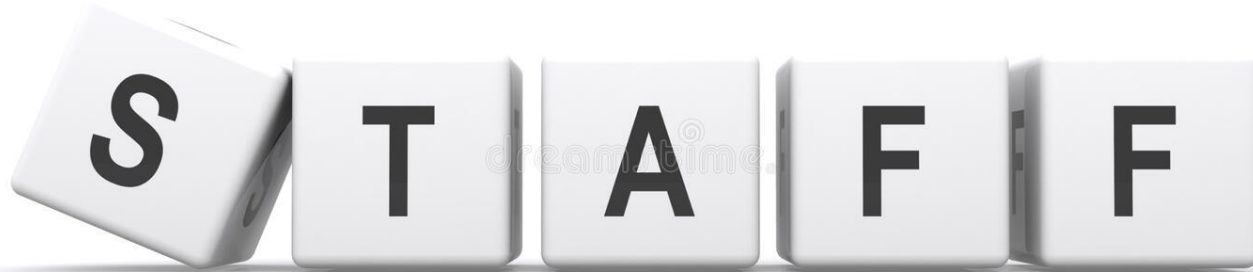
# About Our District: Cincinnati Public Schools



- **36,000 Students in 61 Schools:**
  - 82% free and reduced ... 76.2% ethnic minority ... 100+ different languages
- **School Lunch:**
  - 49 Schools in CEP
  - Participation: 84% Elementary ... 68% Secondary
  - Lunch Prices: \$1.75 Elementary ... \$2.00 Secondary ... No Reduced Category
- **School Breakfast:**
  - Provision 2 Breakfast in All Schools
  - Kiosk service in every building
  - Breakfast After First Bell in 35 elementary schools
  - Breakfast Participation: 68% Elementary ... 36% Secondary
- **Other Programs:**
  - Summer Food Service Program in all schools + weekend meals and curbside service
  - Farm to School Initiatives including 17 school gardens
  - Fresh Fruit and Vegetable Program at 39 schools
  - Afterschool Snack Program at 38 schools



# The Challenge



# Organizing Staff Responsibility

## *Top Down Reporting*



- Establishing roles in the department and kitchens
  - Various titles help lay boundaries and line for direct reports
  - Develop the leaders to delegate and cross train their own teams
  - They should documenting problems while still being a team player
    - No “Power Trips” here!

# Monitor Employee Performance

- SMART Goals

- Specific

- Measurable

- Attainable

- Relevant

- Time-bound

**VS.**

- Behavioral Goals

- Should always be accomplished (i.e. customer service, team work)

# Coach the Conversation

## Take the call, but know the facts

- You can't respond to the problem without having the details
  - Get statements from those involved and evaluate the problem
- Be a good listener (even after hours)
  - Be approachable yet firm- let staff know they can come to you with problems/questions, but establish **ACCOUNTABILITY**
    - First question: Did you first speak with your Manager or immediate supervisor?
    - Second question: What did you do to address the problem and how did it work?
    - Last question: How can I *help you* solve the problem?





# Consistency is Key

## Path of Documentation



- What works for us may not work for you, BUT...
  - First Step: Progressive Counseling should be *progressive*-communicate expectations and intentional check-ins.
  - Second step: formal write up
  - Final Step: will discuss shortly

# More about a Write Up

## It should be...

- Prompt
- Specific about the offense
- Factual
  - avoid opinions and personal bias
- Inclusive
- Expected



# Determining what's Appropriate

**It Depends!**

*On...*



- The severity of the issue
- Ask: how was this situation documented last time?

# Performance Improvement Plans

**If nothing else works...**



- Reach out to Human Resources
- Performance Improvement Plans (PIP)
- The Elephant in the Room: Is this job for you?

# Questions & Sharing



WORK  
HARD

PLAY  
NICE

SAY  
THANKS

EAT  
*your*  
VEGGIES



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Thank you!