Employee Engagement

Lora Gilbert MS, RD, FADA, SNS
Affiliation or Financial Disclosure

• Lora Gilbert
• Sr. Director, Orange County Public Schools
• Nothing to disclose
• What makes a High Performing and Dedicated Team?
NEED Great Staff: How are we doing?

• 15% Absentee Rate
• Entry level wage = $10/hr; local competition = $12 - $15
• Complaints from working staff when short at schools
• Quality of Menu
• Not able to serve the whole menu – customer service problems
• Customer loyalty goes down when the menu is not served as printed – participation goes down
• Cost and revenue implications
2015 OCPS Operations Division Survey

“I am actively looking for a job outside of OCPS.”

<table>
<thead>
<tr>
<th>Position</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Food Service Assistant 1</td>
<td>84% NO</td>
</tr>
<tr>
<td>School Food Service Assistant 2</td>
<td>82% NO</td>
</tr>
<tr>
<td>School Food Service Assistant 3</td>
<td>57% YES</td>
</tr>
<tr>
<td>School Food Service Lead</td>
<td>87% NO</td>
</tr>
<tr>
<td>School Food Service Manager</td>
<td>80% NO</td>
</tr>
<tr>
<td>District Staff</td>
<td>70% NO</td>
</tr>
</tbody>
</table>
Analysis – what is the problem and what is the solution?

Vision of the program
- Assistance to the School Based Food Service Manager
  - Documentation and paperwork
  - Health Department Inspections
- Great Products and Services
  - Scratch Cooking
  - Fresh Produce
- Highest priority is customer satisfaction
- Need great people and great products and great service
- How do you attract great people?
  - Pay rate
  - Job satisfaction
  - Skill level
Strategic (Executive Team)
Goal: High Performing and Dedicated Team
Division Priority: Ensure all staff have the right skills and tools for their job.

What are the most valuable skills for an SFA III?
Who needs to recognize these skills?
What is “recognition” for these staff?

Operational: Field Managers, School Managers
## Strategies:
Meet the potential staff in their location: mobile hiring events
Develop the hiring process to fill higher levels of skills

<table>
<thead>
<tr>
<th></th>
<th>FY18 – Oct.</th>
<th>FY19 Oct.</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level III</td>
<td>3</td>
<td>33</td>
<td>30</td>
</tr>
<tr>
<td>Leads</td>
<td>3</td>
<td>25</td>
<td>22 (Including 16 Floating Leads)</td>
</tr>
<tr>
<td>Others</td>
<td>50</td>
<td>37</td>
<td>13 (Level I, II, Delivery Operators)</td>
</tr>
<tr>
<td>Total New Positions</td>
<td>53</td>
<td>95</td>
<td></td>
</tr>
</tbody>
</table>
Strategies: Upgrades in skills
Hire staff with skills

• **Upgrade Classes**
  • Other Upgrade Classes: Nutrition, Culinary I and II, Serve Safe (English and Spanish)

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<thead>
<tr>
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<th>FY18 – Oct.</th>
<th>FY19 Oct.</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upgrades</td>
<td>86</td>
<td>137</td>
<td>59%</td>
</tr>
<tr>
<td>Upgrade Classes*</td>
<td>4</td>
<td>15</td>
<td>275%</td>
</tr>
</tbody>
</table>

• **On Line Courses**

<table>
<thead>
<tr>
<th>Newton on Line</th>
<th>Enrolled</th>
<th>Passed</th>
<th>Success Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>22</td>
<td>18</td>
<td>82%</td>
</tr>
</tbody>
</table>
## Measurable Objectives

<table>
<thead>
<tr>
<th>FNS HR</th>
<th>Total Number of Employees</th>
<th>Staff Availability %</th>
<th>% Vacancy</th>
<th>% Absence</th>
<th>% Workers Comp</th>
<th>% Long-Term Leave</th>
<th>New Hires (October 2017-2018)</th>
<th>Serve Safe Certification (Managers and Leads)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1474</td>
<td>1564</td>
<td>6% Increase</td>
<td>90%</td>
<td>86%</td>
<td>- 4%</td>
<td>90%</td>
<td>45</td>
<td>65</td>
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</tbody>
</table>
Training for SFA III

- Computer Skills – manager & SFA III
- Reviewed the SFA III skills
- Communications to Managers
- Immediately empowered SFA III
- Food Safety Classes
Additional Training: Food Safety
Culinary Test-Out

*Course was developed to recruit external and upgrade internal talent who are highly skilled in culinary kitchen operations.

*Total of 16 employees have passed for a passing rate of 80%. 
After the implementation of the solution actions, a survey was sent to School Food Service III employees in October 2016 to gauge impact.

Do You Feel FNS is Recognizing and Empowering You to Advance?

<table>
<thead>
<tr>
<th></th>
<th>0%</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
</tr>
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<tbody>
<tr>
<td><strong>YES</strong></td>
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<td><strong>NO</strong></td>
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</table>
Have You Been Able to Apply What You’ve Learned at Your Current Location?

October 2016

YES

NO
Employee Recognition

- **Goal**: Increase employee engagement through recognition
- **Strategy**: To make employees feel worthwhile and engaged through FNS recognition program
- **Results**:
  - 2017-2018: 241 Employees Nominated
  - Current: 108 (closes November 13th)
  - 3.4 ops score FY18; 3.5 ops score FY19
An additional survey was sent to School Food Service Assistant III employees in April 2017 to gauge continued satisfaction.

Do You Feel FNS is Recognizing and Empowering You to Advance?

How Satisfied Are You With Your Job?

- Extremely Satisfied: 57.73%
- Moderately Satisfied: 39.71%
- Neutral: 1.47%
- Moderately Dissatisfied: 1.47%
- Extremely Dissatisfied: 39.71%
Additional Training - Culinary
Results Focused

- Moving to scratch cooking
- Increase fresh fruits and vegetables
- Increase the number of staff w/culinary skills
  - Following recipes
  - Cutting, processing produce
- MOU with Orange Technical College
  - Culinary “test out” for external candidates
  - Culinary classes
Organizational Commitment to Improving Performance

- Recruiting highly skilled staff – SFA III
- Competitive with job market
- Career Ladder
- Focus on SFA II
- Improved customer service
Please select your Level

How satisfied are you with your job at FNS

- Extremely dissatisfied
- Moderately dissatisfied
- Slightly dissatisfied
- Slightly satisfied
- Moderately satisfied
- Extremely satisfied
I am actively looking for a job outside FNS.

Do you feel that FNS is recognizing and empowering you to advance?

- Strongly disagree: 13.8%
- Disagree: 26.9%
- Neither disagree or agree: 48.2%
- Agree: 13.8%
- Strongly agree: 13.8%
Do you feel that you are helping students get nutritious food so they can succeed at learning?

Do you feel valued for your contributions?
Do you think that work is distributed evenly across your team?

![Pie chart showing distribution]

Do you feel like your job utilizes your skill and abilities as much as it could?

![Pie chart showing distribution]
Do you think the meals served to students are nutritious and of high quality?
Organizational Transformation

• Culture of School Food Service is changing
  • All managers want an SFA III
  • Staff encouraged to take classes
  • Customer service results valued
  • Performance management
  • Overcoming our risks and threats
  • Professional culinary experiences
  • Training – moved in next door
How good is your job?
Evaluate This Session

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One entry per person. VOID WHERE PROHIBITED OR RESTRICTED BY LAW.
Thank You!