

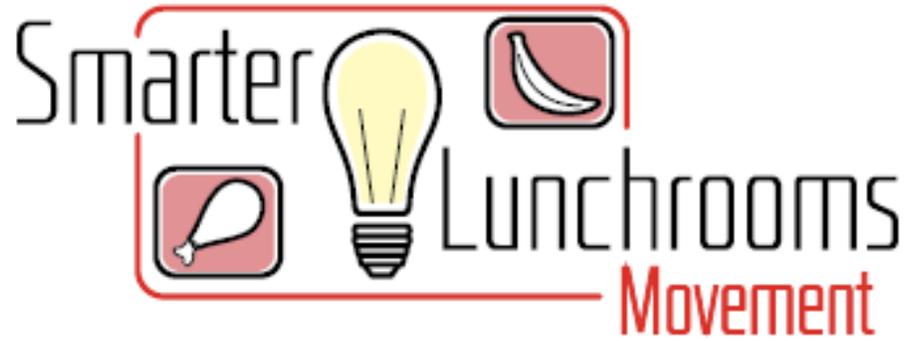
No Time to Train: Professional Standards Supplement

*Aligns the No Time to Train resources with the USDA's
Professional Standards for School Nutrition Professionals*



Erin Sharp, MAT, MS

The Cornell Center for Behavioral Economics
in Child Nutrition Programs (B.E.N. Center) / 2016



The Smarter Lunchrooms Movement and the Cornell Center for Behavioral Economics in Child Nutrition Programs (B.E.N. Center) are funded by the USDA Food and Nutrition Service/Economic Research Service (FNS/ERS).

We thank them for their help and support.



RULES OF USE:

This project was funded at least in part by the U.S.D.A. The contents of this publication do not necessarily reflect the views or policies of the U.S. Department of Agriculture, nor does mention of trade names, commercial products, or organizations imply endorsement by the U.S. government.

In accordance with Federal law and U.S. Department of Agriculture policy, this institution is prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability. To file a complaint of discrimination, write USDA, Director, Office of Civil Rights; Room, 326-W, Whitten Building, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (202) 720-5964 (voice and TDD). USDA is an equal opportunity provider and employer.

© 2016, Cornell Center for Behavioral Economics in Child Nutrition Programs (B.E.N. Center)

The contents of this book are the intellectual property of the B.E.N. Center. You may freely use the text and information contained in this document for non-profit or educational use with no cost to the participant for training, provided it is credited “courtesy of the Smarter Lunchrooms Movement and the B.E.N. Center.” These materials may not be incorporated into other websites or textbooks and may not be sold.

All images, with the exception of other organizations’ branded logos, are the property of the B.E.N. Center and may not be replicated or shared without written permission, except for the educational purposes described above.

Suggested reference citation:

Cornell Center for Behavioral Economics in Child Nutrition Programs (B.E.N. Center) & Sharp, E. (2016). *Smarter lunchrooms movement no time to train: Professional standards supplement*. Publisher: B.E.N. Center.

For more information, please contact ben@cornell.edu.

All rights reserved.



Dear Smarter Lunchrooms Trainer or Team Leader,

Welcome to the Smarter Lunchrooms Movement! We at the Cornell Center for Behavioral Economics in Child Nutrition Programs (B.E.N. Center) are happy you are joining us. We appreciate the opportunity to work with you and your organization to expand Smarter Lunchrooms across the country.

To support your efforts, we are pleased to offer **No Time to Train: Professional Standards Supplement**. This aligns our popular book **No Time to Train: A Year of 10-Minute Workshops for Lunchroom Staff** with the USDA's Professional Standards for School Nutrition Professionals. It also provides guidance for organizing, delivering, and documenting training. In all cases, feel invited to tweak this program to address your audience's specific needs.

For new and archived research, videos, tools, materials, lessons, and for personalized assistance, please visit SmarterLunchrooms.org. We hope our program, developed from our experience in over 40,000 schools nationwide, helps you develop positive school synergies and enact effective interventions throughout your region, *helping students select, eat, and enjoy healthier foods in school without limiting choice or impeding lunchroom operations*. We look forward to supporting and collaborating with you to accomplish these important goals.

Sincerely,



Erin Sharp, MAT, MS
Curriculum designer, Cornell B.E.N. Center

ben@cornell.edu



CONTENTS

• USDA Professional Standards for School Nutrition Professionals	1
• USDA Professional Standards Learning Objectives	3
• How Smarter Lunchrooms Workshops Satisfy USDA Learning Objectives	6
○ 15 minute blocks	
○ 45+ minute blocks	
• Organizing and Customizing Your Professional Development Workshop	8
• Post-Assessment / Workshop Evaluation and Documentation Procedure	10
• Exit Ticket form	11



USDA's Professional Standards for School Nutrition Professionals

Effective July 1, 2015, the USDA established minimum professional standards for school nutrition professionals who manage and operate the National School Lunch Program (NSLP) and School Breakfast Program (SBP). These standards establish hiring and training standards for school food service leaders and staff. An overview of the training standards is provided below. Program details, training materials, and support services can be found on <http://professionalstandards.nal.usda.gov>.

The amount of training required per year varies by School Food Administration (SFA) position. As of the 2016-2017 school year (SY2016-2017), these requirements are:

- SFA Director: 12 hours
- SFA Managers: 10 hours
- SFA Staff: 6 hours
- SFA Part-Time* (PT) Staff: 4 hours **work <20 hours/week*

The four key learning areas are:

- Nutrition
- Operations
- Administration
- Communication and Marketing

Qualified training can appear in various formats:

- In-person training
- Web-based teaching modules (self- or group-directed)
- Virtual instruction (video conferences, webinars)

Trainings must be documented and available for administrative review. A valuable tracking tool is available at <http://professionalstandards.nal.usda.gov/content/professional-standards-information>.

For more information, refer to <https://professionalstandards.nal.usda.gov/content/professional-standards-information>.

Smarter Lunchrooms Can Help Lunchroom Staffs Meet These Goals

Smarter Lunchrooms staff development workshops are excellent choices for satisfying these requirements, particularly the **Operations** and **Communications and Marketing** objectives. They are approachable, effective, and customizable to suit food service professionals' needs, interests, and time constraints. They teach techniques for encouraging students to *select, eat, and enjoy healthy food choices in the school lunchroom*. The chart on page 6 cross-references the workshops from **No Time to Train** with the Professional Standards learning objectives they satisfy.

The **No Time to Train** workshops are designed for school food service teams and can be led by school food service leadership or Smarter Lunchrooms Technical Assistance Providers (TAPs). These concentrated, high-interest, interactive workshops can take as little as 15 minutes* apiece and can usually be immediately applied in the lunchroom. They can also be combined into longer sessions to give food service teams more options for completing training requirements. A chart of suggested workshop blocks lasting 45+ minutes appears on page 7.

Additionally, school food service leaders and administrators can use the 2-hour self-directed Smarter Lunchrooms online course to learn to apply behavioral economics principles in the lunchroom. The course, found on SmarterLunchrooms.org, is accredited by the School Nutrition Association (SNA) for Continuing Education Credits (CEUs) as well as satisfying **USDA Professional Standard 4160: Smarter Lunchrooms Techniques**.

Lastly, the many other resources available on SmarterLunchrooms.org – lesson plans, videos, products, and more — can be used to create your own training opportunities. For professional assistance from B.E.N. Center staff, contact ben@cornell.edu.

**Although originally designed to take as little as 10 minutes, these workshops can easily last 15 minutes, especially when optional discussion questions and follow-up suggestions are incorporated. The USDA Professional Standards require training to be delivered in increments of 15 minutes.*



USDA Professional Standards Learning Objectives

The following pages contain a list of the learning objectives for the USDA Professional Standards for School Nutrition Professionals, with code numbers. TAPs should become familiar with the website so as to assist FSDs and other lunchroom personnel with finding information and resources. Please refer to screen shot below. (Courtesy of <http://professionalstandards.nal.usda.gov/>)

Navigating the website

- On this home page, there are four key learning areas: **Nutrition, Operations, Administration, and Communications and Marketing.**
- Click on each learning area to find its objectives and the corresponding learning codes. Click on each learning code for a short description and a database of accredited resources addressing that topic. Resources have been contributed by many nutritional-related organizations and include workshops, webinars, videos, handouts, and reference materials.
- Direct links to each learning area also appear in the blue box on the left of the home page screen. This box reappears on every page and can be used as a shortcut to each learning area's home page.
- The fifth link in the blue box is titled "Professional Standards Tracking Tool Information." This tool allows FSDs to track their personnel's progress toward training requirements. TAPs should become familiar with this tool so as to aid FSDs in navigating it.

The following pages contain a list of all of the objectives and learning codes.

professionalstandards.nal.usda.gov

USDA United States Department of Agriculture

Professional Standards for School Nutrition Professionals

Home Find Training Advanced Search Professional Standards Information Calendar Contact Us

- Nutrition
- Operations
- Administration
- Communications / Marketing
- Professional Standards Tracking Tool Information

Professional Standards for School Nutrition Professionals

This site allows school nutrition staff to search for training that meets their learning needs. Each listing contains information about the training, including how to access, developer, date, learning objectives covered, and more.

The final rule went into effect July 1, 2015.

The *Guide to Professional Standards in School Nutrition Programs*[®] is an easy-to-use booklet designed to help State agencies, school food authorities, and school nutrition professionals understand and apply the Final Rule on Professional Standards for School Nutrition Programs Personnel.

To review the final rule, please visit the [Federal Register Web site](#)[®].

Select a category below to begin your search for training:

- Nutrition
- Operations
- Administration
- Communications / Marketing

Nutrition

- Menu Planning (1100)
 - Nutrition Requirements (1110)
 - Cycle Menus (1120)
 - Farm to School, Local Foods (1130)
 - Standardized Recipes (1140)
 - Menu Analysis (1150)
 - Special Diets (1160)
 - USDA Foods (1170)
- Nutrition Education (1200)
 - Nutrition Activities (1210)
 - Classroom and Cafeteria Integration (1220)
 - School Gardens (1230)
- General Nutrition (1300)
 - Dietary Guidelines for Americans, MyPlate and School Nutrition (1310)
 - General Nutrition (1320)

Operations

- Food Production (2100)
 - Standardized Recipes (2110)
 - Food Production Records (2120)
 - Culinary Skills (2130)
 - Use and Care of Equipment (2140)
 - CN Labeling, Crediting (2150)
- Serving Food (2200)
 - Portion Sizes/Special Diets (2210)
 - Offer vs Serve (2220)
 - Maintaining Food Quality and Appearance (2230)
 - Serving Lines (2240)
- Cashier and Point of Service (POS) (2300)
 - Reimbursable Meals (2310)
 - POS Financial Responsibility (2320)
 - Free or Reduced Identification (2330)
- Purchasing/Procurement (2400)
 - Product Specification (2410)
 - Bid Solicitation and Evaluation (2420)
 - Purchase Food, Supplies, and Equipment (2430)
 - Food and Supplies Orders (2440)
 - Cooperative Purchasing Groups (2450)
 - Contracts with Food Service Management CO. (2460)
- Receiving and Storage (2500)
 - Inventory Management (2510)
 - Receiving and Storage (2520)
 - Hold and Recall (2530)
- Food Safety and HACCP (2600)

- HACCP (2610)
- Food Safety- General (2620)
- Federal, State, and Local Food Safety Regulations (2630)
- Food Safety Culture (2640)

Administration

- Free and Reduced Price Meal Benefits (3100)
 - Eligibility (3110)
 - Direct Certification (3120)
 - Community Eligibility (3130)
- Program Management (3200)
 - Staff Management (3210)
 - Standard Operating Procedures (3220)
 - Healthy School Environment (3230)
 - Emergency Plans (3240)
 - Water, Energy, and Waste Management (3250)
 - Administrative Reviews (3260)
- Financial Management (3300)
 - Meal Counting, Claiming, Managing Funds (3310)
 - Compliance with Regulations/Policies (3320)
 - Budgets (3330)
 - Financial Analysis (3340)
 - Pricing (3350)
 - Communicate Financial Information (3360)
- Human Resources (3400)
 - Human Resources Management (3410)
 - Policies and Procedures (3420)
 - Training Plans and Tracking (3430)
 - Retention, Promotion, and Recognition (3440)
 - Employee Health, Safety and Wellness (3450)
- Facilities and Equipment Planning (3500)
 - Facility and Equipment Planning (3510)
 - Equipment Purchasing and Maintenance (3520)

Communication and Marketing

- Communication and Marketing Training (4100)
 - Strategic and Marketing Plans (4110)
 - Program Promotion (4120)
 - Customer Service (4130)
 - Communication Skills (4140)
 - School and Community Communication (4150)
 - Smarter Lunchrooms Techniques (4160)

Courtesy of the USDA: <http://professionalstandards.nal.usda.gov/>



How Smarter Lunchrooms Workshops Satisfy USDA Learning Objectives

No Time to Train and the **2-hour online course** are both approved as training hours and appear on the USDA site under the “Communications and Marketing” subfolder. Specific lessons also address the operations and administration objectives, which are detailed below. This chart matches each 15-minute workshop with the corresponding learning codes.

Smarter Lunchrooms *No Time to Train* Workshops and USDA Learning Objective Codes

Key: L = Lesson, BS = Booster Shot

Month	Topic/lesson	USDA PD learning code(s)
Aug	Intro to Behavioral Economics (L) Lunch'd video + discussion (BS)	4160: Smarter Lunchrooms Techniques
Sept	Make Fruits and Veggies... (L) Create a Fruit/Veggie...Magnet Board (BS)	4160: Smarter Lunchrooms Techniques
Oct	Positive Communication Cues (L)	2220: Offer vs Serve, 4130: Customer Service, 4140: Communication Skills
	Meet and Greet...Party w/Students (BS)	4130: Customer Service, 4150: School and Community Communication
Nov	Give Foods Catchy Names (L) Creative Food Name Labels (BS)	4160: Smarter Lunchrooms Techniques
Dec	Trick the Treats (L)	4160: Smarter Lunchrooms Techniques
	The Incentives Game (BS)	3440: Retention, Promotion, and Recognition
Jan	Make Milk #1 (L)	4160: Smarter Lunchrooms Techniques
	True-Life Testimonial (BS)	4130: Customer Service, 4160: Smarter Lunchrooms Techniques
Feb	Complete the Reimbursable Meal (L)	2220: Offer vs Serve, 2310: Reimbursable Meals, 2320: POS Financial responsibility
	Seasonal Decorating...w/Students (BS)	4130: Customer Service, 4150: School and Community Communication
March	Student Rapport Role Play (L) Role Play #2 (w/students, optional) (BS)	4130: Customer Service, 4140: Communication Skills
April	Data Collection Techniques (L) Tray Waste Practice (BS)	3250: Water, Energy, and Waste Management, 4160: Smarter Lunchrooms Techniques
May	See with Fresh Eyes (L) Case Your Space (BS)	4160: Smarter Lunchrooms Techniques
June	Reflection and Mission Statement (L) Individual Goal Statement (BS)	4110: Strategic and Marketing Plans, 4160: Smarter Lunchrooms Techniques

Smarter Lunchrooms *No Time to Train* 45-minute modules

No Time to Train modules can be combined and expanded to form longer training sessions. Below, related lessons, booster shot activities, and follow-up recommendations have been joined to form learning experiences lasting approximately 45+ minutes. These combinations are based on shared themes, but many other effective combinations exist. Choose activities based on learners' goals and time constraints.

Contact ben@cornell.edu for personalized advice on planning training sessions.

Note: When combining learning experiences in this manner, be sure to review all lesson plans carefully and modify transitions as needed to ensure a smooth, cohesive workshop.

Key: *L = main lesson* *F1 = follow-up recommendations for the initial lesson*
 BS = Booster Shot *F2 = follow-up recommendations for the Booster Shot*

Theme	Learning experiences	USDA learning codes met
Intro to Behavioral Economics and Smarter Lunchrooms	Aug (L + BS + F2), Jan (BS + FU2) <i>or</i> Sheila Hoyt slide presentation (found on SmarterLunchrooms.org)	4130: Customer Service, 4160: Smarter Lunchrooms Techniques
Target Foods 1: Promote Fruits, Veggies, and Reimbursable Meals	Sept (L + BS), Feb (L + F1)	4160: Smarter Lunchrooms Techniques, 2220: Offer vs Serve, 2310: Reimbursable Meals, 2320: POS Financial responsibility
Use Effective, Positive Communication & Suggestive Selling	Oct (L), Nov (L + F1 + BS)	2220: Offer vs Serve, 4130: Customer Service, 4140: Communication Skills, 4160: Smarter Lunchrooms Techniques
Target Foods 2: Promote Milk, Downplay Competitive Foods (w/student participation)	Jan (L), Dec (L), Oct (BS + F2)	4130: Customer Service, 4150: School and Community Communication, 4160: Smarter Lunchrooms Techniques
Find Areas of Opportunity for a Smarter Lunchrooms Makeover	May (L+ F1 + BS + F2)	4160: Smarter Lunchrooms Techniques
Provide Excellent Customer Service & Suggestive Selling	March (L + BS)	4130: Customer Service, 4140: Communication Skills
Use Data to Demonstrate Impact (incl. tray waste)	April (L + F1 videos + BS + F2) (tray waste training videos found on SmarterLunchrooms.org)	3250: Water, Energy, and Waste Management, 4160: Smarter Lunchrooms Techniques
Collaboratively Plan Your Own Smarter Lunchrooms Makeover	June (L + F1 + BS + F2), Dec (BS + F2)* <i>or</i> reprise Jan (B + discussion)	3440: Retention, Promotion, and Recognition*, 4110: Strategic and Marketing Plans, 4160: Smarter Lunchrooms Techniques

Organizing and Customizing Your *No Time to Train* Workshop

This section contains advice for promoting, planning, and delivering successful **No Time to Train** staff development workshops to lunchroom staffs. Use this method, adapt it, or use your own method to suit your audience's needs.

Organize

Coordinate professional development for lunchroom staff with lunchroom leaders (usually Food Service Directors, or FSDs). **Promote** the workshops by pointing out how they satisfy the USDA Professional Standards and connect with the Smarter Lunchrooms program, as in this sample dialogue:

“Smarter Lunchrooms use easy, inexpensive changes to encourage students to select, eat, and enjoy healthier choices in school without eliminating their choice. These interventions also improve operational efficiency, participation, and morale.

*The Smarter Lunchrooms workshop series, **No Time to Train**, can help your food service staff reach their professional development goals. It satisfies many USDA Professional Standards for School Nutrition Professionals learning objectives. These engaging, hands-on lessons can be mixed-and-matched to suit your staff's training needs, time, and space. Afterward, I can help you document and track the training for your records and for reporting to the USDA.”*

Collaboratively **establish the learning goals** with the FSD. Determine the number of training hours needed (see page 1). Ask the FSD which objectives they would like you to address. Plan the **order and length** of the selected workshops.

Next, collaboratively determine the **logistics** of the training(s). Consider these details:

- What is the date, time, and length of each workshop? Is this during the staff's usual work hours?
- What space(s) will you use and how can you incorporate them into the lessons? Will there be other trainers or speakers there? If so, how will time and information be divided?
- What technology (and tech support) will be available? What materials can be provided by the school vs. the trainer, including printing costs, props, art supplies, etc.?

Customize

Once these details are known, formulate the **training program** (see pages 6-7). Be flexible to reasonably accommodate the staff's needs and preferences. Select lessons and booster shots which address the selected USDA learning objectives. Add in-lesson options such as follow-up recommendations and extra discussion questions to fit the desired time allotment and depth of study. Be sure to leave 5 minutes for introductions, completing the Exit Tickets, next steps, and regional announcements. Verify your final program with the FSD and your Smarter Lunchrooms leadership (if applicable).

More **Pro Tips** for planning a successful training:

- **Start and end on time.**
- For best attendance, schedule workshops within the staff's normal working hours. Ask about light-duty days such as staff development days, half days, testing days, and bagged lunch days.
- Two hours of training is generally the *most* focused time you'll have. More than that could cause participants to feel overwhelmed.
- Emphasize student-centered instruction and hands-on application. *The more time you spend on application activities, discussion, and other student-centered instruction, the more the participants will comprehend, remember, and apply later!*
- Be sensitive to participants' abilities and comfort zones. For example, language skills, literacy levels, or cultural barriers may make some activities more challenging for some individuals. Inquire ahead of time as to staff members' strengths and experience so you can adjust instruction as needed.
- Plan smooth transitions between activities.
- **Build some flexibility into your program** so you can give a few extra minutes to a well-loved topic or wrap up a lagging topic a bit early; in either case, though, make sure to end on time. It is better to cover fewer, high-engagement topics in depth than to try to cram a final activity into the schedule and have to stop mid-lesson.
- Increase staff buy-in by incorporating appealing incentives. Employees may be compensated for their time by employers. You may also want to play the Incentives Game (**No Time to Train** December Booster Shot) and involve various stakeholder groups in helping reach lunchroom goals. Examples may include personalized gear to wear during lunch service; signage, floor decals, or other lunchroom decor; a recognition event; or assistance with events such as a taste test to promote new menu items.
- Prepare and assemble all materials at least 24 hours in advance. This includes props, scripts, worksheets, writing utensils/highlighters, etc. Confirm the workshop's site, room, and time with the FSD. Review the school's check-in procedure.
- Arrive 30+ minutes early to get set up. Test A/V equipment, video and internet links, computers, microphone, and other technology.
- Concentrate on being clear and connecting with your audience. Speak clearly and slowly. Smile!

Post-Assessment / Workshop Evaluation

Although no formal assessment is required, many trainers have requested a post-assessment or proof-of-impact document. This is **optional**.

The “exit ticket” questionnaire on the next page can be used to get participants’ feedback on your workshop. It is **qualitative, not quantitative**, and it fulfills two purpose: to determine the participants’ knowledge and comfort level regarding the selected topics after instruction, and to provide helpful critique of the workshop itself to help to improve future workshops.

Another way of assessing the impact of a **No Time to Train** workshop is to revisit the Smarter Lunchrooms Self-Assessment Score Card and compare the score before the workshop to the score a week or so after the workshop. By making suggested changes to lunchroom décor, routines, and interactions with students and other stakeholders, the lunchroom staff can achieve specific goals as well as improve the lunchroom’s overall score.

Store all Exit Tickets and Score Cards securely.

Documentation

Ensure lunchroom staff members receive credit for professional development by providing a detailed agenda that includes the professional development codes addressed and the time spent on each code. Participants should keep this as documentation of their training. Optionally, you may provide a certificate of attendance for participants to keep for their records. Encourage participants to use the USDA training tracking tool, found at <http://professionalstandards.nal.usda.gov/content/professional-standards-information>.

Smarter Lunchrooms *No Time to Train* Workshop Exit Ticket

Name: _____ School: _____ Date: _____

Were the objectives of the workshop met?

Did you learn anything new in this workshop? If so, please describe what you learned.

Will you try something new in your lunchroom based on something you learned in this workshop?

Was this a valuable use of your time?

Would you recommend this workshop to others?

Please give feedback on the instructor's teaching style. Was he/she...
...easy to hear and understand?

...interesting and engaging?

...knowledgeable about the subject matter?

Do you have other feedback you'd like to share?