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Job Analysis Report

Certifying Board for Dietary Managers (CBDM®)

Certified Dietary Manager, Certified Food Protection Professional (CDM®, CFPP®)

August 2024

Submitted to:

CBDM® | Certifying Board for Dietary Managers

The credentialing agency for

Association of Nutrition & Foodservice Professionals ANFP®

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Executive Summary

This report describes the methodology and procedures used to conduct a job analysis and develop the exam specifications for the Certifying Board for Dietary Managers (CBDM®) Certified Dietary Manager, Certified Food Protection Professional (CDM®, CFPP®) certification examination.

The three major activities that comprise the job analysis process described in this report are as follows:

1. **Job Analysis Task Force Meeting** – A gathering of subject matter experts (SMEs) to discuss and develop a description of the scope of practice
2. **Job Analysis Survey** – A large-scale survey of practitioners not involved with the SME panel to validate the task and knowledge statements developed by the task force
3. **Development of Examination Specifications** – The development of an Examination Content Outline by the task force based on the results of the survey

Several practitioners were assembled by CBDM to serve as subject matter experts (SMEs). The individuals selected represent a wide variety of work-related characteristics such as years of experience, work setting, geographic location, and areas of specialty. This helps in developing a scope of practice that is reflective of the roles and responsibilities of the job role and is relatively free from bias. By analyzing the experiences and expertise of current practitioners, the results from the job analysis become the basis of a validated assessment that reflects the competencies required for competent job performance.

The job analysis process utilized in this study yields exam specifications that accurately reflect the scope of practice, allowing for the development of fair, accurate, and realistic assessments of candidates' readiness for certification. The resultant Examination Content Outline (Appendix B) indicates an examination with content distribution requirements at the competency area (content domain) level as well as topic (content subdomain) level. The five competency areas are:

1. Nutrition
2. Foodservice
3. Personnel and Communications
4. Sanitation and Safety
5. Business Operations

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Job Analysis Task Force Meeting

CBDM selected subject matter experts (SMEs) to represent a wide variety of work-related characteristics such as years of experience, work setting, geographic location, and areas of specialty to develop a scope of practice that is reflective of the roles and responsibilities of the job and is relatively free from bias. A list of SMEs who participate are listed in Appendix A.

Prior to the job analysis task force meeting, all SMEs were interviewed to help provide background information on the job role, the history of the credential, and the anticipated future of the job role. These interview questionnaires were completed between July 12, 2023, and July 31, 2023.

PSI Services LLC (PSI) conducted a job analysis task force meeting from August 2, 2023, through August 3, 2023, in Rosemont, IL with SMEs to discuss the scope of practice and develop a list of tasks and knowledge areas that reflect the job role. PSI led the SMEs in refining task and knowledge statements and organizing them into a domain and subdomain structure. The outgoing exam content outline was used as a resource when developing the knowledge and tasks.

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Job Analysis Survey

PSI developed, administered, and monitored a survey to validate the tasks and knowledge areas developed by the job analysis task force and to help determine content weighting. To this end, the survey collected respondents' ratings of the importance and frequency for each task and knowledge area. The importance and frequency scale were used to evaluate the appropriateness of the inclusion of each knowledge statement and task.

Significant How significant is this task to your as a CDM®, CFPP®?

0 – Not Applicable
1 – Not very significant
2 – Somewhat significant
3 – Significant
4 – Very significant
5 – Extremely significant

Between August 10, 2023, and August 17, 2023, a pilot survey was conducted with the job analysis task force, the interviewees, and CBDM staff members to ensure that the survey was operating correctly, and any modifications or corrections were made address the pilot survey reviewers' comments.

The live survey was sent using online survey software to a list of 11,439 individuals that was obtained from CBDM. The list consisted of CDM, CFPPs. The number of individuals that responded to the survey (tasks and knowledge statements) was 4,173 (36%). The survey was opened on September 9, 2023, and closed on October 8, 2023.

Following the close of the survey, the data were analyzed to identify any respondents who did not complete the survey or provided responses lacking any variance (i.e., "straight-lining" or providing the same response to every task or knowledge). Responses from 1,259 respondents were removed from the data set, yielding a usable number of 2,914 completed responses. Of those respondents who were removed, 18 didn't agree, 824 were removed due to not completing the survey (completed less than 65%), 163 were removed due to a lack of variance in their responses, 140 were removed due to being retired or unemployed, and 114 were removed due to duplicate entries.

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The survey included demographic questions regarding professional characteristics relevant to the job role. Table 2 shows a summary of the demographic questions in the survey.

Table 1.

Results of the Demographic Questions in the Job Analysis Survey.

1. Are you currently certified as a CDM®, CFPP®?	*n*	%
Yes	2904	99.56%
No	11	0.44%

2. How many years have you been certified as a CDM®, CFPP®? (Please enter a whole number)	*n*	%
Less than 1	27	0.93%
1-5	1064	36.50%
6-10	547	18.77%
11-15	412	14.13%
16-20	320	10.98%
21-25	263	9.02%
26-30	163	5.59%
31-35	82	2.81%
36-40	24	0.82%
41-45	11	0.38%
46-50	2	0.07%

3. For how many years have you been a foodservice manager? (Please enter a whole number)	*n*	%
Less than 1	52	1.78%
1-5	438	15.03%
6-10	497	17.05%
11-15	427	14.65%
16-20	421	14.44%
21-25	373	12.80%
26-30	344	11.80%
31-35	183	6.28%
36-40	127	4.36%
41-45	40	1.37%
46-50	10	0.34%
>50	3	0.10%

4. What is your employment status? *	*n*	%
Full time (average 30+ hours/week)	2836	97.29%
Part-time (average 15-30 hours/week)	79	2.71%

* Removed 72 Retired and 68 Unemployed Respondents

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5. Which of the following BEST describes the type of facility in which you are currently employed?	*n*	%
Assisted Living/Residential Care Facility	130	4.46%
Continuing Care Retirement Community (CCRC)	217	7.44%
Correctional Facility	22	0.75%
Hospital	618	21.20%
Mental Health Facility	56	1.92%
Military Facility	3	0.10%
Rehabilitation Facility	65	2.23%
Restaurant/Catering	17	0.58%
Retirement Community/Independent Living Facility	36	1.23%
School	128	4.39%
Skilled Nursing Facility/Nursing Home	1399	47.99%
Other (please specify)	224	7.68%

6. Which of the following BEST describes your title or role?	*n*	%
Assistant/Associate Director	105	3.60%
Chef	48	1.65%
Clerk (e.g., aide, administrative associate)	17	0.58%
Consultant	49	1.68%
Cook	43	1.48%
Coordinator	33	1.13%
Director	1279	43.88%
Manager	874	29.98%
Supervisor	238	8.16%
Other (please specify)	229	7.86%

7. In your current position, what is the main area you are directly responsible for?	*n*	%
Clinical nutrition	254	8.71%
Department administration	1100	37.74%
Foodservice production	1155	39.62%
Other (please specify)	406	13.93%

8. At your present job, how many employees are you responsible for managing overall? (Please enter a whole number)	*n*	%
0	150	5.15%
1-100	2657	91.15%
101-200	80	2.74%
201-300	11	0.38%
301-400	6	0.21%
401-500	5	0.17%
501-600	2	0.07%
601-700	1	0.03%
701-800	2	0.07%
801-900	0	0.00%
901-1000	0	0.00%
1001-1100	1	0.03%

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9. What is the highest level of education you have attained?	n	%
High School	99	3.40%
Certificate/Diploma program (e.g. Dietary Manager Training Program)	1558	53.45%
Associate Degree	538	18.46%
Bachelor's Degree	581	19.93%
Graduate Degree (e.g., M.A., M.S., M.B.A., PhD.)	139	4.77%

10. Which of the following pathways qualified you for the CDM®, CFPP® Credentialing Examination?	n	%
Pathway 1: graduate of an ANFP-approved foodservice manager training program.	1748	59.97%
Pathway 2: graduate of a two-year, four-year, or greater, college degree majoring in foodservice management, nutrition, culinary arts, or hotel-restaurant management or related degrees.	606	20.79%
Pathway 3a: graduate of a comprehensive, minimum 90-hour, foodservice course curriculum, who also has two years of full-time, non-commercial foodservice management experience.	211	7.24%
Pathway 3b: graduate of the classroom portion of an ANFP-approved foodservice manager training program, who also has two years of full-time non-commercial foodservice management experience.	204	7.00%
Pathway 4: current and former member of the U.S. military who has graduated from a military dietary manager, foodservice manager or culinary arts training program that is a minimum of 90 hours of foodservice management training, who also has a minimum of two years of full-time, non-commercial foodservice management experience.	17	0.58%
Pathway 5: graduate with an alternate two-year, four-year, or higher degree, who also has a minimum of five years of full-time, non-commercial foodservice management experience.	129	4.43%

11. Which of these licenses/certificates do you hold? (Check all that apply)	n	%
DTR	86	2.95%
RDN	25	0.86%
CEC	67	2.30%
Other	994	34.10%
None	1774	60.86%

12. In what state or territory do you primarily practice?	n	%
Alabama	43	1.48%
Alaska	8	0.27%
Arizona	43	1.48%
Arkansas	84	2.88%
California	169	5.80%
Colorado	27	0.93%
Connecticut	16	0.55%
Delaware	8	0.27%
Florida	209	7.17%
Georgia	58	1.99%
Guam	2	0.07%
Hawaii	12	0.41%

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12. In what state or territory do you primarily practice?	*n*	%
Idaho	25	0.86%
Illinois	104	3.57%
Indiana	113	3.88%
Iowa	110	3.77%
Kansas	91	3.12%
Kentucky	50	1.72%
Louisiana	30	1.03%
Maine	11	0.38%
Maryland	42	1.44%
Massachusetts	37	1.27%
Michigan	102	3.50%
Minnesota	103	3.53%
Mississippi	42	1.44%
Missouri	86	2.95%
Montana	11	0.38%
Nebraska	63	2.16%
Nevada	17	0.58%
New Hampshire	12	0.41%
New Jersey	50	1.72%
New Mexico	10	0.34%
New York	64	2.20%
North Carolina	86	2.95%
North Dakota	31	1.06%
Ohio	105	3.60%
Oklahoma	55	1.89%
Oregon	31	1.06%
Pennsylvania	164	5.63%
Rhode Island	5	0.17%
South Carolina	53	1.82%
South Dakota	49	1.68%
Tennessee	95	3.26%
Texas	120	4.12%
Utah	18	0.62%
Vermont	9	0.31%
Virginia	70	2.40%
Washington	41	1.41%
West Virginia	32	1.10%
Wisconsin	84	2.88%
Wyoming	15	0.51%

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13. What size is the community/metropolitan area where your facility is located?	*n*	%
Population under 25,000	970	33.28%
Population of 25,000 to 100,000	899	30.84%
Population of 100,000 to 249,000	452	15.51%
Population of 250,000 to 1 million	358	12.28%
Population of more than 1 million	236	8.10%

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Development of Exam Specifications

The Job Analysis Task Force met on November 27, 2023, to review the results of the survey, finalize the tasks and knowledge that would comprise the next Examination Content Outline, and finalize the content weighting for the examination.

The task force reviewed the demographic results and confirmed that the results matched expectations and impressions of the practitioner population, suggesting that the respondent sample is reflective of the target population.

See Table 2 for a summary of the content weighting determination. The final Examination Content Outline can be found in Appendix B.

Table 2.

Content Weighting Determination.

Domains and Subdomains		Percentage
1	Nutrition	20%
2	Foodservice	22%
3	Personnel and Communications	20%
4	Sanitation and Safety	24%
5	Business Operations	14%

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Appendix A

Subject Matter Experts

Job Analysis Task Force

Amarilys Saluk

Gloria Spottswood

Jeff Wuollet

Jeff Vogelmeier

Philip DiGaetano

Regina Feasby

Sarah Winchell

Tamisha Roberts

Zlatko Jancic

Interviewees

Amarilys Saluk

Gloria Spottswood

Jeff Vogelmeier

Kenneth Hanson

Philip DiGaetano

Regina Feasby

Sarah Winchell

Tamisha Roberts

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Appendix B

Exam Content Outline

1	**Nutrition**
A	Gather Nutritional Data
1	Obtain routine nutrition screening data
	a. use established guidelines to distinguish between routine and at risk clients
	b. gather and review client data from relevant sources (e.g., medical record, MDS, referrals, interviews, laboratory values, BMI)
	c. comply with federal regulations related to evaluating client status and care
	d. calculate nutrient intake and identify further intervention as needed
2	Interview for nutrition related information
	a. ask appropriate nutrition questions of clients (e.g., allergies, preferences)
	b. gather client information from relevant sources (e.g., caregivers, interdisciplinary teams)
	c. recognize nonverbal responses and communication cues
	d. use ethical and confidentiality principles and practices (e.g., HIPAA)
	e. identify food customs and preferences (e.g., race, culture, religion, age)
3	Identify nutrition problems and honor client rights
	a. verify information to ensure accuracy
	b. review documentation for nutrition care follow up
	c. honor client rights (e.g., refusal, liberalized diet)
4	Document/chart nutrition information in medical records
B	Apply Nutrition Data
1	Apply standards of nutrition care
	a. review client's nutritional needs using evidence-based guidelines
	b. assess nutrition content of foods
	c. identify resources for implementing nutrition care plans (e.g., IDT team members, speech therapy, external referrals)
2	Manage the written diet orders
	a. recognize medical and nutrition terminology
	b. provide nutrition that reflects the written diet order including client preferences
	c. recognize appropriateness of diet order for diagnosis
	d. document importance of adhering to written diet orders
3	Manage diet plans
	a. implement nutrition plan into meals/foods to be served
	b. respect client needs, rights, and food preferences and habits
	c. use nutrition analysis data to modify menus for:
	i. calories, carbohydrates, proteins, fats, vitamins and minerals, and fiber
	ii. texture, taste, and feeding needs
	iii. medical and other personal condition (e.g., allergies)
	iv. racial, cultural, age, and religious differences

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4	Manage supplemental nourishments and/or foods according to the written diet order a. identify clients who need additional nutrients b. identify appropriate supplemental nourishments and/or foods to comply with diet order c. monitor the delivery and acceptance of supplemental nourishments and/or foods
5	Review effectiveness of the nutrition care plan
C	Provide Nutrition Education
1	Assist clients with food selection based on written diet order a. review dietary requirements and importance of adhering to diet orders b. determine client's knowledge and needs c. suggest acceptable food substitutes based on client preferences d. verify substitutes in terms of availability and facility practices
2	Use nutrition education materials a. develop and document a plan for nutrition education b. select educational materials and resources c. use resource materials and equipment in teaching
2	**Foodservice**
A	Develop Standardized Menus
1	Use nutritional resources (e.g., tables, charts, diet manuals, dietary guidelines)
2	Adhere to regulatory requirements regarding diet needs
3	Consider client preferences (e.g., cultural, regional, seasonal)
B	Ensure Effectiveness of Standardized Recipes
1	Identify elements of a standardized recipe (e.g., yield, ingredients)
2	Compute portions using food charts/references
3	Develop cooking procedures, including HACCP guidelines
4	Calculate cost and nutrition content of standardized recipes
5	Evaluate acceptance and appropriateness of recipes
C	Specify Standards and Procedures for Preparation and Production of Food
1	Develop food quality control standards, (e.g., appearance, temperature, acceptance)
2	Implement procedures to monitor food preparation and production
3	Develop procedures for monitoring food waste
4	Develop procedures for modification and substitution of product
D	Manage the Preparation, Production, and Distribution of Food
1	Define and develop procedures for type of food service
2	Forecast menus, recipes, diet census, preparation and production sheets, tally sheets, and retail needs
3	Define and develop preparation and production schedules for foodservice and special events
4	Monitor adherence to delivery schedules and procedures
5	Calculate efficiency (time, cost) of foodservice
6	Keep records for monitoring and accountability

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E	Monitor Meal Service
1	Verify: a. quality (e.g., palatability, texture, presentation, temperature) b. diet accuracy c. portion size
2	Assure compliance of meals served as posted
F	Establish Continuous Quality Improvement Procedures for Foodservice Department (e.g., QAPI)
1	Define objectives and standards for foodservice
2	Implement necessary procedural changes
3	Monitor quality indicators
4	Implement auditing tool to determine the effectiveness of quality indicators (e.g., food acceptance survey, plate waste study)
5	Analyze and interpret data for reports
3	**Personnel and Communications**
A	Define and Develop Personnel Needs and Job Functions
1	Conduct personnel needs and task analysis
2	Write job descriptions and specifications
3	Recommend advertising strategies for open positions
4	Utilize and maintain departmental organizational chart
B	Interview, Select, and Onboard of Employees
1	Comply with fair employment laws and practices (e.g., DE&I)
2	Develop and document interview and selection policies and procedures for department
3	Decide on applicants and record data in file
4	Provide initial job specific training, facility procedures for new employees
5	Verify completion of training and onboarding
C	Provide Ongoing Education
1	Provide follow up after onboarding and orientation
2	Provide in-service training a. federal, state, and local regulatory requirements (e.g., HIPAA, FERPA, OSHA, FDA, CMS) b. customer service, hospitality, and client-centered care c. professional and ethical expectations (e.g., DE&I) d. nutrition concerns e. crisis management f. other current topics
3	Verify completion of training
D	Develop and Maintain Employee Time Schedules and Assignments
1	Identify overall staffing needs (e.g., calculate full time equivalents)
2	Identify daily tasks, and develop and coordinate work assignment
3	Determine capabilities and preferences of available employees
4	Develop and maintain a time schedule
5	Track absence/tardy records in personnel files

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E	Manage Goals and Priorities for Department
1	Develop short term and long-term goals for the department
2	Participate in developing policies and procedures (e.g., hygiene standards for personnel according to the FDA Food Code)
3	Reassess department goals against available resources (e.g., contingency planning)
F	Manage Department Personnel
1	Maintain personnel records a. compile documentation for promotion and termination b. conduct performance evaluations c. follow disciplinary procedures to correct a problem (e.g., coaching, performance improvement plan)
2	Understand and adhere to personnel management laws and practices (e.g., union contracts, FMLA, USERRA, DE&I)
3	Identify promotion and termination criteria
4	Research and recommend salary and wage adjustments
5	Ensure employees' compliance with policies and procedures (e.g., safe food preparation practices)
G	Manage Professional Interactions and Development
1	Participate in regulatory agency surveys a. identify regulatory standards b. develop an appropriate plan of correction c. demonstrate professional interaction with surveyors d. use regulatory agencies as professional resources
2	Participate in meetings outside the department and facility a. communicate department goals and policies b. identify methods of communicating with other departments c. suggest cooperative ways to solve problems d. participate in state/national professional meetings e. maintain certification requirements
3	Communicate client information to other health professionals a. identify what client information needs to be communicated b. implement consultant recommendations and referrals as appropriate c. honor client rights and confidentiality
4	Participate in client care conferences a. prepare for and participate in a client care conference b. work with the interdisciplinary team to develop interventions to address client care concerns c. establish goals and implement interventions with appropriate follow up
5	Manage department meetings a. meet with key personnel to develop meeting plans b. post meeting notices and agendas c. conduct meetings (e.g., resolving conflicts, keeping time) d. plan follow up actions resulting from meeting (e.g., minutes) e. conduct a staff complaint/grievance session
6	Adhere to professional code of conduct/ethics (e.g., DE&I)

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H	Implement Departmental Changes
1	Identify and properly communicate existing problems and needs
2	Implement the plan of action
3	Evaluate the effectiveness of the changes
4	**Sanitation and Safety**
A	Manage Personnel to Ensure Compliance with Safety and Sanitation Regulations
1	Identify federal, state, and local laws/regulations/guidelines/ requirements
2	Develop cleaning procedures for smallware, equipment, and work areas
3	Evaluate equipment in terms of maintenance needs and costs
4	Inspect all areas of department for sanitary conditions
5	Educate employees in safety and sanitation (e.g., master cleaning schedule, PPE)
6	Interpret OSHA regulations/guidelines (e.g., SDS, HAZCOM)
7	Enforce employees' compliance with safety and sanitation regulations
B	Manage Purchasing, Receiving, Storage, and Distribution of Food and Supplies Following Established Sanitation and Quality Standards
1	Identify appropriate grades and inspections for food
2	Procure food and water from approved sources
3	Verify the quality and quantity of food supplies and equipment received
4	Check supplier invoices against facility purchase order
5	Recognize the hazards associated with types of food packaging
6	Recognize the signs of contamination upon receipt and in storage
7	Process rejections and recalls for unacceptable products
8	Label, date, and monitor food to ensure rotation (FIFO)
9	Prevent environmental contamination of food
10	Maintain security procedures
11	Manage receiving and storage temperatures
C	Protect Food in all Phases of Preparation and Production Using HACCP Guidelines
1	Identify TCS foods and foodborne pathogens and their control
2	Recognize the causes, symptoms, and types of foodborne illnesses including biological, chemical, and physical types
3	Monitor time and temperature to limit growth of harmful microorganisms
4	Prevent cross contamination and cross contact (e.g., allergens)
5	Identify appropriate techniques to eliminate time-temperature abuse a. minimum internal cooking temperature b. proper cooling and reheating methods c. proper holding temperature for hot and cold
6	Establish critical limits
7	Establish the corrective action to be taken when critical limits are exceeded
8	Establish procedures to identify and monitor critical control points (CCP)
9	Establish effective recordkeeping systems that document HACCP
10	Prepare emergency/disaster procedures necessary to ensure a safe food supply
11	Develop a crisis management plan to address an outbreak of foodborne illness and allergic reaction

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D	Manage Physical Facilities to Ensure Compliance with Safety and Sanitation Guidelines
1	Identify federal, state, and local safety laws/regulations/guidelines/ requirements
2	Conduct routine maintenance inspection of equipment: a. identify equipment maintenance requirements from manufacturer's manuals b. correct equipment malfunctions and potential problems c. monitor preventive maintenance schedule and contracts
3	Organize workflow and use of equipment a. analyze tasks to determine overlapping effort or equipment use b. plan proper placement and use of equipment c. simplify work procedures and steps d. monitor workflow; identify and correct problems e. assure adequate hand washing sinks, lavatory facilities, and supplies
4	identify appropriate environmental controls for water supply, waste disposal, and ventilation
5	follow an integrated pest management (IPM) system
6	prepare a safety inspection checklist
7	write an inspection report on hazards
8	assure cleaning and sanitation of equipment, smallware, and space
5	**Business Operations**
A	Research, Develop, and Manage an Operating Budget
1	Determine facility needs (e.g., food, supplements, labor, supplies, small equipment, chemicals)
2	Advocate personnel costs for a foodservice department (e.g., payroll, salary scales and merit raises, benchmarking)
3	Compute cost of menus (e.g., price comparison study, convenience vs. scratch food)
4	Calculate daily cost PPD (e.g., food, labor, supplies)
5	Monitor expenses and productivity (e.g., minutes per meal, meals per labor hour, supplements, spend down)
B	Research, Develop, and Manage a Capital Budget
1	valuate existing capital equipment life expectancy, conditions, facility needs
2	Develop capital expenditure requirements and needs (e.g., electrical, plumbing, structural)
3	Evaluate options for replacing and/or upgrading capital expenditures (e.g., quote, bidding)
4	Develop a budget proposal for new capital expenditures
5	Present specifications for new capital expenditures
C	Plan and Budget for Improvements in the Department Design and Layout
1	Conduct department improvement discussion session with staff and maintain records
2	Communicate improvement recommendations to leadership
3	Evaluate workflow, essential equipment relative to new department designs or construction
4	Research concepts/products related to department facility design
5	Prepare proposals, specifications for new construction or renovation in layout/design changes

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D	Manage the Purchasing Process
1	Identify purchasing policies and procedures of department (e.g., returns, recalls, computer applications)
2	Be responsible for vendor product/selection (e.g., ordering, bidding, group purchasing organization contracts)
3	Establish purchasing specifications
4	Evaluate facility needs, budget restrictions, product information and availability
5	Check inventory to identify purchase needs
6	Complete purchase orders and requisition forms
7	Perform and maintain inventory management practices (e.g., FIFO, par stock, physical, perpetual)
E	Manage Revenue Generating Services
1	Manage and audit cash activities and reports (e.g., petty cash)
2	Plan foodservice and menus for retail/catering
3	Calculate cost to set prices for retail/catering
4	Use cost control techniques to balance revenue budget
5	Research, analyze, and/or promote and market revenue generating opportunities
F	Implement Cost Effective Policies and Procedures
1	Manage cost saving purchasing practices
2	Manage cost saving department practices (e.g., waste study, time study, labor, portion sizes, inventory control practices)
3	Report variance of actual costs vs. budget, and make adjustments

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