

PERSONNEL & COMMUNICATIONS

Standard 2: Manage Department Personnel

A CDM, CFPP is responsible for managing department personnel by:

- Following the organization's protocols for selection and onboarding of new employees while complying with fair employment laws/practices for hiring and discharging of department staff
- Conducting interviews, select, and onboard new employees in accordance with organization policies and procedures
- Maintaining documentation of the training and onboarding process
- Providing and keeping record of education and in-service training for staff, including regulatory required trainings, i.e. sanitation, safety, customer service, ethics, disaster preparedness, infection control etc. as deemed appropriate per federal, state and organization policies
- Maintaining personnel records, conduct evaluations, coaching sessions, and recommend salary and wage adjustments
- Supervising, coaching, disciplining and terminating employees according to organization policies
- Complying with management laws and practices (e.g., union contracts, FMLA, etc.)

PERFORMANCE INDICATORS	KEY ACTIONS
1.0 Interview, select, and onboard employees	
1.1 Maintain a high standard of personnel management by ensuring all employment practices comply with relevant laws and regulations.	<ul style="list-style-type: none"> • All hiring, promotion, and termination processes must strictly follow local, state, and federal employment laws to ensure fair and equitable treatment of all employees. • The department must actively promote diversity and inclusion by providing equal opportunities for all employees, regardless of race, gender, age, disability, or other protected characteristics. • All personnel involved in management and HR functions must undergo regular training on employment laws, anti-discrimination policies, and best practices.

1.2 Establish effective interview questions, accuracy of candidate selection, and efficient onboarding procedures

- Create standardized interview guides with well-defined questions that assess both technical skills and cultural fit.
- Use behavioral interview questions that require candidates to provide examples of past experiences.
- Incorporate skills assessments, personality tests, and other evaluation tools to objectively measure candidates' abilities and fit for the role.
- Develop comprehensive onboarding checklists and training materials that cover all necessary training and documentation.
- Regularly collect feedback from new hires about their interview and onboarding experiences. Use this feedback to continuously improve the processes.

1.0 RESOURCES

Foodservice Management by Design, 4th Edition

Frequently Asked Interview Questions
Interviewer Tips

Foodservice Management by Design, 4th Edition, Supplemental Material

Screening Template for Foodservice Employees
Food and Nutrition Service Orientation Checklist

Online Resources

ANFP:

Competencies for Food and Nutrition Service Employees

[Top 10 Things to Look for When Hiring](#)

[ANFP Nutrition & Foodservice Edge Magazine:](#)

Negotiating for Yourself During the Hiring Process

Recruiting Restaurant Staff for Non-Commercial Foodservice

Interviewing: Again or Still?

Workplace Diversity: Preparing for the Long Journey

Building a Better Organization with DEI

Top Tips for Attracting and Managing Gen Z Employees

Training and Retaining: Providing a Developmental Infrastructure

Other Online Resources:

[What can't I ask when hiring? | U.S. EEOC](#)

[Family and Medical Leave Act | U.S. DOL](#)

[Guide to Disability Rights Laws | ADA.gov](#)

[Religious Discrimination | U.S. EEOC](#)

[How to Recruit and Retain Employees](#)

[Recruiting in 2023 and Beyond](#)

2.0 Provide ongoing education and manage department meetings

2.1 Deliver engaging ongoing education through diverse in-service training programs and topics.

- Conduct surveys or assessments to understand the specific training needs and interests of employees.
- Create a training program that covers a wide range of topics relevant to different roles.
- Incorporate interactive elements such as group discussions, hands-on activities, and real-life case studies to make the training sessions more engaging.
- Utilize multimedia tools, online platforms, and virtual training sessions to enhance the learning experience.
- Encourage participants to provide feedback on the training sessions and use this feedback to make improvements.
- Acknowledge and reward employees who actively participate in the training programs to motivate others.

2.2 Effectively manage department meetings

- Define the purpose and goals of the meeting in advance.
- Create and distribute a detailed agenda to all participants before the meeting.
- Respect the scheduled start and end times to maintain productivity.
- Foster an inclusive environment where everyone feels comfortable contributing.
- Keep discussions focused on the agenda items to avoid unnecessary diversions.
- Clearly define tasks and responsibilities and assign them to specific individuals.
- Send out meeting minutes and follow up on action items to ensure accountability.

2.0 RESOURCES

Foodservice Management by Design, 4th Edition

Steps to Effective Training

Strategies for Handling Group Problems

Sample In-Service Evaluation Form to Measure Satisfaction

Online Resources

ANFP:

[Top 10 Tips for Effective Team Meetings & Huddles](#)

[Top 10 Steps to Prepare for an In-Service/Educational Session](#)

[Top 10 tips for a Successful Presentation](#)

[ANFP Nutrition & Foodservice Edge Magazine:](#)

Let's Celebrate Our Hardworking Employees

Training and Retaining: Providing a Developmental Infrastructure

Training and Developing Your Team Using the 6 Cs

Training Approaches to Strengthen Nutrition and Allergy Expertise Among Staff

Training Staff with Nutrition in Mind: Bridging the Gap Between Foodservice & Clinical Nutrition

How to Build Your Team Culture Using Training and Technology

3.0 Conduct performance evaluations

3.1 Effectively manage department personnel by conducting comprehensive performance evaluations

- Define SMART goals for each employee and offer continuous feedback on their performance.
- Schedule formal performance evaluations at regular intervals and maintain detailed records of employee performance
- Develop personalized plans to address performance gaps and provide training and resources to help employees improve.
- Acknowledge and reward outstanding performance to motivate and retain top talent.

3.0 RESOURCES

[Foodservice Management by Design, 4th Edition](#)

S.M.A.R.T. Criteria for Goals and Objectives

Elements for a Performance Review System

Low Employee Performance: What to Clarify

[Foodservice Management by Design, 4th Edition, Supplemental Materials](#)

Checklist Performance Review

Forced Choice Review Form

Open-Ended Performance Review

Online Resources

[ANFP Nutrition & Foodservice Edge Magazine:](#)

Peak Performance: Empowering Your Team for Maximum Productivity

Achieving Operational Excellence: Employee Engagement Training

Go Team! Training and Motivation for Workplace Wins

Honoring Individuals and Creating a Cohesive Team

Other Online Resources:

[Smart Goals Acronym](#) | [S.M.A.R.T. Goals](#) | [Smart Goals Guide.Com](#)

4.0 Follow Disciplinary Procedures

4.1 Effectively manage department personnel by conducting comprehensive performance evaluations

- Monitor and document employee performance to identify areas needing improvement. Communicate specific performance issues to the employee, ensuring they understand the expectations and areas for improvement.

- Establish clear, measurable goals for the employee to achieve within a set timeframe. Provide the necessary support, training, and resources to help the employee improve their performance.
- Regularly review the employee's progress towards the set goals and provide ongoing feedback. Keep detailed records of all corrective actions, feedback, and progress reviews. Assess the effectiveness of the corrective actions and determine if further steps are needed.

4.0 RESOURCES

[Foodservice Management by Design, 4th Edition](#)

How to Write a Corrective Action

[Foodservice Management by Design, 4th Edition, Supplemental Materials](#)

Sample Corrective Action Form

Online Resources

[How to Create a Successful Corrective Action Plan - Epicor | Epicor](#)