

FOOD AND NUTRITION STAFFING STANDARDS

Purpose: To provide procedures governing the staffing and allocation of labor hours for Food and Nutrition operations; to achieve maximum labor use in each nutrition center (formerly known as cafeteria) every day. This includes, but is not limited to the number of regular employees and substitutes, amount of labor hours and extra work, and contingency staffing needed to operate when vacancies occur.

Definitions

Cost Center: For employee staffing purposes, a kitchen, warehouse, or other unit within the Food and Nutrition Department to which costs may be charged for accounting purposes.

Extra Work: Work that is over and above an employee's regular assignment, that is planned in advance, and known about ahead of time.

Full-Time Equivalent (FTE): The equivalent of one employee working full time during a fixed time (8 hours/day, or 5 days/week, or 40 hours/week, or 173.33 hours/month, or 52 weeks/year, or 2,080 hours/year).

Labor Cost Percentage: Is determined by dividing total labor costs by total revenue. This percentage is used as a benchmark for making staffing comparisons.

Meal Equivalent: The single unit of measure used in school meals programs, to permit comparison between meals of different types (breakfast, lunch, snacks) and cash sales (including a la carte sales, catering, and contracted sales).

Meals per Paid Labor Hour (MPLH): The productivity index used to monitor and measure efficiency and determine appropriate staffing of Food and Nutrition operations.

Productivity: A measure or level of output of goods and services produced in relation to input of resources. Output is the number of meals, servings, customers, or the amount of revenue generated, and input is labor hours, money spent, or other resources.

Allocation of Food and Nutrition Staff: The Director of Food and Nutrition will determine the number and levels of staffing required for each Food and Nutrition operation. Staffing requirements will be based on an analysis of the unique needs of each program, which shall include, but not be limited to, the following factors:

- Layout and design of kitchen area
- Number of serving lines in operation
- Type of meal service provided
- Schedule and length of serving periods
- Type of food production system used
- Amount of convenience goods used
- Training and skill level of employees
- Complexity or difficulty of menu served
- Use of disposable tableware/utensils
- Level of service - cafeteria or self service
- Type of equipment used to serve meals
- Total number of meals served
- Student ages and grade levels served
- Worker efficiency
- Size of facility
- Volume of sales

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Calculation of Meal Equivalents: The number of equivalent meals shall be determined as follows:

<u>Type of Meal</u>		<u>Meal Equivalent Conversion Formulas</u>
1 Lunch	=	1 Meal Equivalent
3 Breakfasts	=	2 Meal Equivalents ($2/3 = .67$)
3 Snacks	=	1 Meal Equivalent ($1/3 = .33$)
Non-program Food Sales	=	Non-program Sales Revenue \div (Free Lunch Reimbursement + Current USDA Foods Value Per Lunch)

Formula to determine meal equivalents:

Meal Equivalents = lunches + (.67 X breakfasts) + (.33 X snacks) + [non-program sales revenue \div (free lunch reimbursement + current USDA Foods value per meal)]

Formula to determine Meals Per Labor Hour:

Total Meal Equivalents \div Total Labor Hours = Meals Per Labor Hour

Formula to determine Allowable Labor Hours:

Total Meal Equivalents \div Meals Per Labor Hour Standard = Allowable Labor Hours

Food and Nutrition Staffing Standards: The following staffing standards shall be used for all school sites, which are based on the number of meal equivalents served daily:

<u>School Type</u>	<u>Productivity Rate</u>	
	<u>Low</u>	<u>High</u>
Elementary School	37 MPLH	50 MPLH
Middle School	18 MPLH	28 MPLH
Production Center	11 MPLH	17 MPLH

Calculating Staffing Allocations: On or before March 15 of each year, staffing allocations will be made for all school sites for the upcoming school year. Staffing will be based on the school meals/meal equivalents served and unique needs of each school site from September through February of the current school year. Labor hours will be evaluated on November 15 of each year to ensure that any additional hours needed are identified and allocated as needed. Emergency adjustments may be made to accommodate unexpected fluctuations in student participation.

Managing Labor Cost: Labor hours should be constantly evaluated to prevent over or under staffing. The district labor cost percentage is established by the Director of Food and Nutrition as a percent of sales. Taking one or more of the following actions can accomplish the established labor cost percentage:

- Increase participation while maintaining current staffing.
- Reduce the number of labor hours, including extra hours currently used.
- Increase productivity by implementing work simplification techniques.
- Reduce the number of unnecessary student labor hours in high schools.
- Adjust labor hours in the best interest of the cluster without exceeding eligible hours.

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Temporary Staffing for Special Situations: The Director of Food and Nutrition may assign additional hours or staff, beyond the maximum prescribed herein, on a temporary or limited basis when such assignments are necessary to:

- Adequately staff pilot programs for a period not to exceed 12 months;
- Compensate for emergency conditions; or,
- Adjust for unexpected changes in enrollments.

Request for Additional Staff: Supervisors may submit a request for additional staff to the Director of Food and Nutrition, provided the request does not exceed the maximum criteria contained herein. Any such request shall contain justification indicating the need for additional staff and assurance that the additional cost would not adversely affect the financial status of the program. The Director of Food and Nutrition will consider the request and may, at his/her discretion, authorize additional staff not to exceed the maximum prescribed by the Exhibit. Request for additional staff shall not be approved if the cluster is operating at a loss, or if the cluster's existing year-to-date labor cost exceeds the established labor cost percentage.