

SMILE SCHOOL

Employee Engagement Through Positive Leadership



The power starts with YOU!



SMILE PHILOSOPHY



Vision Statement

"To eliminate hunger and provide every child with **HOPE** through exceptional food."

Healthy **O**ptions & **P**ositive **E**ngagement

Mission Statement

- Create a positive culture through recruitment, hiring and training.
- Provide dependable access to delicious no-cost meals to all children in Saint Paul.
- Procure healthy, sustainable, high-quality food and supplies.
- Support lifelong learning.

Core Values

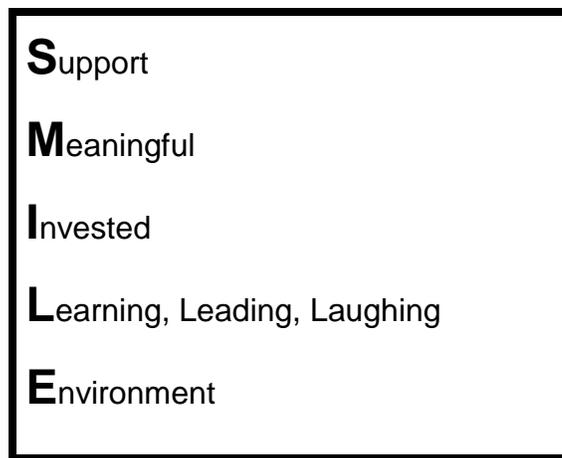
- | | |
|------------------|-------------|
| ● Respect | ● Courage |
| ● Stewardship | ● Quality |
| ● Compassion | ● Integrity |
| ● Accountability | ● Growth |





Just SMILE :)

To help realize our mission/vision goal, we have created SMILE School. SMILE, while it is a facial expression it's much more than that. It's a philosophy intended to foster employee engagement and build customer satisfaction through the highest level of service. This idea requires that everything we attempt to accomplish with our management decisions must be based on **improvement** and the constant **review** of what we do, how it is perceived--by both internal and external customers-- and what we can do better next time.



S Supportive

Support student achievement by providing nutritious meals and positive engagement.

- insert PBIS film clip

M Meaningful

Increasing a sense of meaningfulness at work is one of the most potent--and underutilized--ways to increase productivity, engagement, and performance.



- This means you are including your Nutrition Services Assistants (NSAs) whenever possible in some form of decision making at the school level. This will generate buy in from them and make them feel valued.
- Whenever possible show your gratitude and recognize their efforts, and if you can loop in school staff to make a bigger show, **DO IT!**
- Setting challenging and meaningful goals for your NSAs. For example, you can play the name game by asking your staff to learn new names of students.

I Invested

Commitment to positive leadership in order to instill trust, which will improve productivity and quality.

- Focus on what your NSA's do right, spend less time on the negative
- Make sure that all praise given is timely and valid.
- Show gratitude, often and sincerely
- Show compassion.

L Learning, Leading, Laughing

Learning - Support student learning as well as continuing education for ourselves.

Leading - Leading with integrity and purpose.

Laughing - Finding joy in the service of children and staff. "What can you do to bring a smile to a student's face?"

E Environment

Create an environment which reflects the core values of Saint Paul Public Schools Nutrition Services (SPPS NS); respect, stewardship, compassion, accountability, courage, quality, integrity, growth.



- This starts with you.
- By creating an enthusiastic work environment, your NSA's will become motivated to provide extraordinary customer service.
- Fostering a judgment free zone, where NSA's can make learning mistakes as experiences for future successes!
- Focus on finding solutions rather than blaming and complaining.
- Hold yourself responsible for modeling the behaviors you expect in others.





FINDING MEAMING IN WHAT YOU DO

Food AND Learning

Children who experience food insecurities are more likely to exhibit the following while at school:

- Behavioral issues
- Lack of focus
- Impaired judgement
- Social issues

Food Insecurity in Minnesota

- There are just under 1.3 million children in our state
- 16% or 200,000 of those children live with food insecurity





EMPLOYEE ENGAGEMENT/BUILDING CUSTOMER LOYALTY

The ultimate goal at SMILE School is to help everyone understand, support and achieve success for all who work at your site. SMILE School is a journey, not a destination. This means that you will never reach the end because you are always growing, learning and evolving.

Understanding the connection between our internal customer, external customer & finances is crucial to building an engaged workforce and a sustainable, successful operation.

- **Internal customers** include all associates providing the services.
- **External customers** include all those who will receive the services.
- **Finances** includes following Standard Operating Procedures (SOPs), staying within Meals Per Labor Hour (MPLH), and adhering to the required Minnesota Department of Education (MDE) and United States Department of Agriculture (USDA) regulations associated with our program. All members of the executive team, management team and associate teams must agree that these three variables have equal strength when programs are developed. Focusing on just one or two of these variables will not reflect the SMILE philosophy.

Our SMILE philosophy highlights the most important people as the primary focus of our improvement; the **customer**. Majority of our customers are **students**. As a nutrition services employee, YOU have the power to make a difference in their





lives. You directly impact the students not only by producing and serving nutritious food but by creating the environment for students to be free and grow.

With this in mind, we begin our journey to the highest level of customer service.

Remember, everything we do must be measured and improved upon to truly be a part of our process.





ONBOARDING

The journey consists of each program being in place and functioning. Our onboarding process is part of our program, which includes job descriptions, interview processes, management development programs, recognition programs, performance reviews, Positive Behavior Intervention and Support (PBIS), and racial training, all of which contribute to the journey to excellence. This journey to excellence is our **SMILE** and fulfills the mission of the company. Each letter of SMILE helps us on this journey. Remember, also, that SMILE is a part of our Mission, Vision & Core Values. All combined and accomplished, they will achieve our vision:

HOPE= Healthy Options and Positive Engagement

Retention

Retention is the ability of an organization to retain its employees. For nutrition services we had the following rates of retention for 2015-2016 school year:

- Indrotec 22%
- NSA 32%

What's the number one reason for employee turnover? Issues with their direct supervisors or team members!

Finding qualified workers is not an easy task. **People are an investment.** Every employee you train cost you time and money. Why waste it?



Tips For Retention

- Employees must know what is expected of them everyday they come into work.
- Challenge your employees daily so they don't feel like their job is monotonous.
- Recognize employees for jobs done well.
- Adhere to a fair, consistent, and timely progressive discipline process.
- Continue training NSA for future advancement.





PERSONALITY VERSUS BEHAVIOR

As we review Customer Service programs and their success, we must first understand the difference between personalities and behaviors. Simply stated, personalities are a complex organization of traits that determine how that person will act, think, and feel in general. Behavior is the collection of responses & reactions to any situation. Although there is much debate on whether we are born with our personality traits or whether they are learned through our environment, studies have shown that at least 50% of our personalities are genetically programmed. Only 8% are developed through our environment.

3 personality types you will see at your sites:

Rower: This is your trusted worker. They are dependable and have a positive outlook on life. They tend to always look at tough situations as opportunities.

Sitter: This person tends to be your new employees. They are looking for direction and will move to the side of the workforce that typically gets the most praise or attention.

Driller: This employee is a challenge to work with at times. They tend to bring negativity to the work place and will bring anyone down to their way of thinking if you let them.



How Positive Leaders Lead.....

		Personality		
		Rower	Sitter	Driller
Performance Level	A	Heavy Focus	Heavy Focus	Minimize Focus
	B	Heavy Focus	Heavy Focus	Minimize Focus
	C	Heavy Focus	Heavy Focus	Minimize Focus

The most important point to understand is that personalities are difficult, if not impossible, to change. Behaviors, on the other hand, are learned responses and can be altered through training. Watching videos, one-on-one engagement and other forms of training can modify an individual's behavior. The difficulty when changing behavior is that it is not a switch than can be flipped. It is a process that takes time and constant work.



LEADING TO CHANGE

The process to modify certain behaviors must be formal and specific to the behavior that we desire to modify. In short you need to focus on the rower & sitter and ignore the driller.

During this modification process, remember to focus on the positive results. Consistently reinforcing positive behaviors creates a trusting environment. Training alone does not ensure overall change within a department. We must manage change on a small scale within our respective sites and it must be constantly reinforced.

We begin by understanding that change needs to occur in small doses, small incremental changes over periods of time, supported by large amounts of communications. Remember that behavior can be modified.

- **Role model behavior**
- **Celebrate all success**
- **Communicate frequently**



Transpose behavior into action through establishing goals and celebrating successes. When teaching or training, use analogies that provide associates with support through stories. Change must be supported through a constant of information such as Weekly Updates, performance reviews, Meet Me calls, monthly One on One meetings, Bi-weekly training sessions and daily huddles. Be sure to seek consensus through brainstorming activities, this will develop trust within your site. Finally, lead by example- become the champion of change within your facility.

LEADERSHIP
IS ABOUT MAKING OTHERS
BETTER AS A
RESULT OF YOUR PRESENCE
AND MAKING **SURE**
THAT IMPACT LASTS IN YOUR
ABSENCE.



CRITICAL CONVERSATION

A Critical Conversation is a process that must happen when you need to have a serious discussion with an employee or co-worker regarding performance issues or behavior concerns. The following is the step by step process to have a successful critical conversation. With that in mind, remember that the purpose of these conversations is to build positive relationships with employees. Conversations must be direct to get your point across while remaining respectful and professional. By not having critical conversations with your employees, you rob them of the opportunity to improve work performance and job satisfaction.

- Be positive & learning oriented in your performance feedback, professional growth is the desired goal.
- Focus on task, stating the issue clearly and directly.
- Cause & Effect, explain what happened and what the outcome was.
- Provide Alternatives, talk about what can be done differently going forward.
- Actively Listen, give them a chance to talk out what happened and understand so you can guide them to avoid repeating the mistake.



THE ABC'S OF SERVICE RECOVER

The final step in developing a true service dedication environment is the establishment of a service recovery program. This program must be delivered with the same levels of customer service intensity as all of our programs. Remember the old saying “The customer is always right? In this case you must truly believe that they are right. Understanding perspective is the key to correcting errors that occur within the customer service delivery.

The ABCD format was designed to help our associate remember the key steps in correcting customer conflicts. They are as follows:

A Apologize immediately and with sincerity. The apology must be real and without hesitation. Remember that apologies do not admit fault, they admit that something wrong has occurred within the customer’s perception. Customers do not care who is at fault; they want an apology.

Agree with the customer. This validates their anger and helps to stop anger from escalating.

Admit that what was done incorrectly was wrong and should not have occurred.

Accept responsibility for what was perceived as being incorrect and what will be done to correct the situation.

B Do not place **blame** on any of what we refer to the **four P’s**. They identify the organization as being weak.

People – other people’s actions.

Processes – that should have occurred.

Procedures – such as written systems.

Policies – of the organization.



1. If we say events did not happen we make them look like liars.
2. If we investigate and report back that they are right, they feel we did not trust them.
3. If we say we did not know – they think we are making excuses for poor services. The customer does not care what happened or why it happened, they are looking for resolution. Move quickly beyond blame.

C Care about the customer. Caring attitudes are compassion and empathy. They provide the customer with a feeling of understanding and sharing on your part of their burden. An excellent way of showing compassion and empathy in the caring process is through active listening. Focus on their complaint, repeat it back and ask if it is correct. By repeating, it allows the customer to hear what they have said and correct or expand their complaint. You become an equal and do not appear as the adversary.

D Do! Correct the problem as quickly as you can. Providing a fix is the best way to recover from a service mistake. The faster it is resolved, the faster it is forgotten.

These steps provide a smooth transition from a difficult situation to a positive recovery. However, your job is not complete until you review the process and make the changes necessary to stop future issues. It is great to get the customer involved in this process by asking them what they feel should be done to keep this from occurring. You begin building the bridge to not only fixing the problem but also establishing a positive working relationship with your customers even in the face of adversity.

Keep in mind that your voice, eye contact and body language are important parts to successfully turning a negative situation into a positive situation.

Let the journey begin....You have the power to be the change. We believe in you.



**I WANT TO INSPIRE
PEOPLE. I WANT
SOMEONE TO LOOK
AT ME AND SAY
"BECAUSE OF YOU, I
DIDN'T GIVE UP."**