

Food Service & Nutrition

CANADIAN SOCIETY OF NUTRITION MANAGEMENT NEWS

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Nutrition Management

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Summer 2014

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Nutrition information in restaurants

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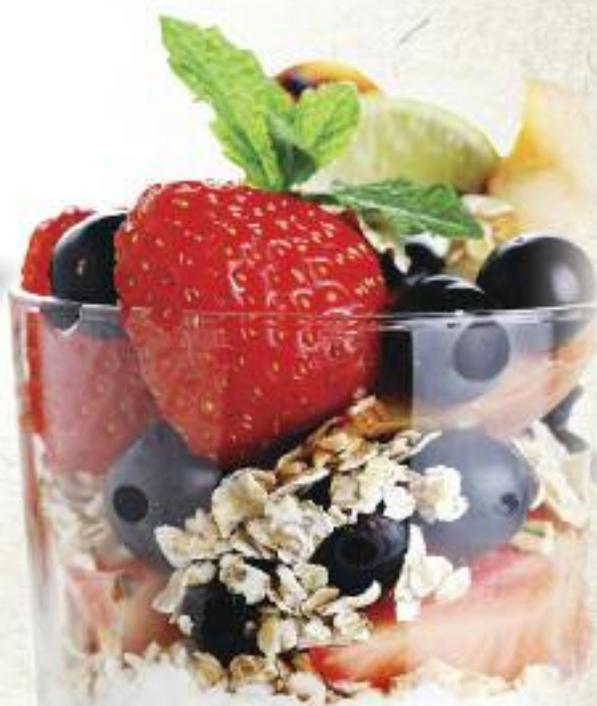


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★ Does the CSNM office have your e-mail address?

CSNM: Truly National

By Barbara Cockwell, CNM



I am honoured to have been chosen by the membership to represent the Canadian Society of Nutrition Management. I have been in the healthcare industry for almost 30 years. I am currently employed by Aramark Canada as a manager of support services at Lakeland Long Term Care in Parry Sound, Ontario. The current CSNM board is comprised of a dynamic, diversified, highly educated volunteer group of professionals who are collectively committed to moving our profession forward across Canada. During its first meeting at the annual conference in Regina last May, the board completed a team building exercise that showed our strengths as leaders. My priorities will be to have open communications with all CSNM members, our corporate members and industry partners.

At the 2014 conference, the membership passed new bylaws; policies and procedures now need to be updated to reflect the changes. A committee will be created to undertake the task of re-writing the policies and procedures of CSNM to present to the board for approval. I will work with our volunteer coordinator to get more members involved so that we can be thinking of succession planning for the continued growth of CSNM. The board will continue to work on moving the dual membership option forward for implementation, guided by the strategic plan that was reviewed and updated in the fall of 2013. The board will also continue to work with our provincial chapters on ways to support each other as we move forward into 2015. We will also look for opportunities to further engage employers in the activities of CSNM. Our 2015 conference will be May 7-9 in Toronto. Please check the CSNM website for more information.

As professionals and members of CSNM, it is important to be familiar with the Code of Ethics, Mission Statement and Core Values. These, too, are readily available on our website. It is worth a moment to revisit these building blocks of our organization.

Finally, while the CSNM office is located in Toronto, CSNM is not run by Toronto or Ontario. CSNM is a national organization with members from every part of the country. The CSNM board is made up of members from across Canada with a contracted office service company staffing the office located in Toronto. Every province has slightly different legislation, so it is important for members to know what the legislation is for the province in which you work or plan to work and to be involved in your provincial chapter.

If you have any questions or suggestions regarding CSNM please feel free to contact me or any board members at the email addresses on the website or at csnm@csnm.ca.

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To learn more about the CSNM, visit our website.

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ESSENTIAL SKILLS

FOR TRAINING THAT STICKS

By Divona Herzog

Building a skilled workforce takes patience and a solid strategy, but what happens when you train, train, train and nothing seems to stick? Most employers intuitively know it's not an IQ issue – their people are bright and many are eager to learn. And, while language may be a barrier for some workers who are new to Canada, employers will tell you that there's something else at play. Whether it's delivered in the classroom, the boardroom or the kitchen, technical training is not delivering results. Workers are not applying the skills they learned – at least, not at the rate employers had hoped.

If this sounds familiar, it's possible and even likely that your people may not have the essential skills they need.

WHAT ARE ESSENTIAL SKILLS?

When most people first hear the term *essential skills*, they think *important skills*. That's accurate, but it has wider meaning. Essential skills are an internationally-recognized set of nine skills that people need for success at work and at home.

They include things you might expect, like digital (computer) skills. Technology plays an important role in our daily lives, so it's easy to see why computer skills are considered essential. However, the list of essential skills also contains some surprises. In addition to digital skills, it includes reading, writing, math, document use, oral communication, thinking skills, working with others and continuous learning. These are foundations skills. Without them,

it's difficult to build technical skills.

This has an impact on the bottom-line for most employers. Workers with strong essential skills not only learn faster, they are more likely to be safe and productive at work.

What level of essential skills do people need? Essential skills are measured on a five-point scale where 1 is low and 5 is very high. In general, most jobs in Canada require level-3 skills or better. The table in **Figure 1** shows the three most widely-studied essential skills – reading, math and document use. *Document use* may be a new term for most people but it's a skill we use every day. It's the ability to find and use information from a variety of displays – from graphs to equipment gauges.

Figure 1 - Essential Skills Levels

| OCCUPATIONS | ESSENTIAL SKILLS LEVELS | | |
|-------------------------|-------------------------|--------------|----------|
| | READING | DOCUMENT USE | NUMERACY |
| Banquet Supervisors | 3 | 3 | 3 |
| Bartenders | 2 | 2 | 2 |
| Carpenters | 3 | 4 | 4 |
| Chefs | 3 | 3 | 3 |
| Cooks | 3 | 3 | 3 |
| Dentists | 4 | 3 | 3 |
| Dining Room Supervisors | 3 | 2 | 3 |
| Kitchen Helpers | 2 | 2 | 2 |
| Optometrists | 4 | 4 | 3 |
| Plumbers | 3 | 4 | 4 |
| Registered Nurses | 4 | 4 | 3 |
| Servers | 2 | 2 | 2 |
| Social Workers | 4 | 3 | 2 |
| Welders | 3 | 4 | 4 |

DON'T MOST CANADIANS HAVE ADEQUATE ESSENTIAL SKILLS?

Most working-age adults in Canada do have essential skills, but to varying degrees. Many people do not have the level of essential skills they need. For example, most people can read but only about half of all adults in Canada can read well enough to understand food safety regulations because the language is quite complex (level 3). That's a problem because many workplaces communicate this type of information in writing.

It's the same for math skills. Some people don't need strong math skills but cooks can't do their job without them. They scale recipes up or down, depending on the number of people they're cooking for, and convert measurements from imperial to metric.

Even in jobs for which no post-secondary education is required, such as

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servers and kitchen helpers, essential skills are increasingly important. Jobs are more complex than they used to be due to advances in technology. Just ask the driver who delivers fresh produce in a refrigerated truck – the dashboards of today's trucks resemble aircraft cockpits.

WHAT DOES THIS HAVE TO DO WITH TECHNICAL SKILLS?

Think of essential skills as the Velcro of skill development – without them, learning won't stick. When organizations invest in technical training, they assume their workers already have the essential skills they need. For example, if you were introducing high-tech point-of-sale equipment in your workplace and you had a worker who did not have good digital skills, they would likely struggle during training. They would miss important points and have difficulty operating the machine later.

In situations like this, information does not stick. It's not unusual for

workers to have little or no recall of what's been covered during training. Similarly, if you have a new worker with poor reading skills, giving them an orientation manual and expecting them to get something out of it is an exercise in frustration, both for you and the worker.

Employers often comment that it takes time – at least a few weeks – before they become aware that a new worker has a reading issue. It's critical time lost and, coincidentally, that's when we usually impart a lot of safety information (in writing, of course).

This is an important issue, as current adult learning trends favour online, self-directed skill development, which relies heavily on reading skills. The learning challenge is further compounded by the fact that most low-skilled workers are hesitant to let their employer know they're struggling. Instead, they find work-around solutions.

Many are highly adept at disguising their skill deficit. Sometimes it's an

issue of pride and other times they are acutely aware that they are not meeting the employer's expectations.

CAN PEOPLE WHO HAVE LOW ESSENTIAL SKILLS LEARN?

They are capable of learning – it has nothing to do with IQ. However, if they master a technical skill, they may have difficulty adapting what they've learned to new environments.

For example, you can train a worker to fill out a requisition form with good success. They will be able to put the necessary information in the correct boxes. However, if a new form is introduced, the worker with low essential skills will have difficulty adapting because the pattern they are familiar with has changed. They'll need to be re-trained or they will make errors.

That's precisely what the Canadian Trucking Human Resources Council found when they took a closer look at essential skills among truck drivers. In a landmark study, they found a direct

ESSENTIAL SKILLS

READING – Emails, newspapers, magazines, instruction manuals – these are just a few examples of the things we read. Whether you're a cook reading a recipe or a manager reading food safety requirements, if you want to be successful, you need to be able to read.

DOCUMENT USE – Do you fill in forms, use graphs or read equipment gauges at work? You're exercising your document use skills – the ability to find and use information from a variety of information displays. In fact, much of the work we do on computers is document use, because we're scanning for information, not reading text.

MATH – When you estimate how many hours you need to do a job or you calculate the GST on a purchase, that's math. Different jobs require different kinds of math skills – everything from basic algebra to money math and trigonometry.

ORAL COMMUNICATION – Oral communication is a two-way street. It includes both listening and speaking skills. Every time you greet a customer, give instructions to a colleague or take a message, you are relying on your oral communication skills.

WRITING – Whether you're writing an email on the computer or making a shopping list on a spare piece of paper, you're writing.

Some people tackle bigger projects like writing reports, but even texting on your smart phone counts.

THINKING – Ouch! My brain hurts. That's because we use our thinking skills all the time. Thinking skills includes six distinct areas: problem solving, decision making, critical thinking, job task planning and organizing, significant use of memory and finding information.

DIGITAL SKILLS – Oh my, how the world has changed. Computers are everywhere. Whether we're setting the digital clock on a new oven or creating an Excel spreadsheet, most jobs require some degree of digital skill.

WORKING WITH OTHERS – No man (or woman) is an island. Most jobs require us to interact with others. The ability to work and play with others is a skill, as much as it is a personality trait.

CONTINUOUS LEARNING – The learning never ends! As it turns out, knowing how to acquire new skills and knowledge is a skill unto itself. And in an ever-changing world, the ability to keep learning is critical to success.

correlation between low essential skills and the potential for driving incidents, such as spills and accidents. The cause was not lack of safety training; it was a lack of essential skills.

Interestingly, they also found that most incidents occur when the driver is required to do something outside of their normal routine, such as take an alternate route. This supports the notion that people with lower essential skills are less able to adapt to change.

IF SOMEONE HAS A HIGH-SCHOOL EDUCATION, DO THEY HAVE STRONG ESSENTIAL SKILLS?

When most people graduate from high school, they have decent essential skills – close to level 3, depending on their program of study, but that number varies depending, in part, on where they were educated.

Surprisingly, standards for academic achievement are not consistent across Canada. They are provincially regulated, which means a Grade 12 education differs from province to province.

Although we don't like to admit it, essential skills typically decline with age. Interestingly, skill decline happens far sooner in people who do not have a post-secondary education. By the time they reach age 30, their reading skills have plummeted from level 3 to level 2. The decline for people with a post-secondary education is significantly slower. Skills decline at about the time they retire.

The theory is that people with a post-secondary education are more likely to continue reading and learning through their work. It's not just that they read – it's what they read. As the old saying goes, "If you don't use it, you lose it." Even people with a post-secondary education sometimes need to refresh specific skills if they don't use them on a regular basis.

WHAT CAN YOU DO TO BUILD A STRONG WORKFORCE?

A good workforce development strategy starts with the awareness that many workers lack strong essential skills. Take a hard look at the forms and documents your workers are required to read and/or complete – everything from requisitions to training modules. Pay special attention to the ones with high error rates. Are they easy to understand, particularly for people with low essential skills? If not, re-write them. Use plain language and add graphics to make them easy to understand and navigate. It is an investment that will pay off handsomely in terms of productivity and safety.

When you do technical training, include a basic skill refresher. For example, if you are working with recipes that have fractional units of measure (e.g. 1/2 cup), do a quick recap on how to add, subtract, multiply and divide fractions.

If you are using self-directed learning, be aware that people with low reading skills will need extra support to navigate and understand information that's presented in writing. They may be hesitant to ask for help, so build it into the program.

Finally, tap into the free resources that are available. There are several online assessments available at no cost where people can test and build their reading, math and document use skills. They'll get an instant results report and a fully customized learning plan with free online learning resources.

Taking an essential skills approach to workforce development doesn't mean you have to grow your training budget. With some tweaks, you can offer training that sticks – and works for everyone. ■■■



Divona Herzog is a partner at the Essential Skills Group Inc., a national leader in the development of innovative essential skills tools – helping people remove barriers to a fulfilling life through education.



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INFORMED DINING

A PROVINCIAL APPROACH TO NUTRITION INFORMATION IN RESTAURANTS

By Natalie Laframboise

Since 2005, consumers have been able to access nutrition information on pre-packaged foods through the *Nutrition Facts* table, thanks to Health Canada's nutrition labelling regulations. This is a great tool for educating consumers and promoting healthy eating habits, but what about the one in 10 meals Canadians currently have in a restaurant? How does a customer find out how many calories are in the pasta



special or how much sodium is in the pepperoni pizza? More importantly, how can they access this information before they make their menu decision? Three years ago, decision makers in British Columbia set out to answer these questions.

On August 10, 2011, the province of British Columbia announced the *Informed Dining Program* – the first of its kind in Canada – a voluntary program where participating restaurants provide

their customers with nutrition information that is easy to access and understand before they make their menu decision. Informed Dining was developed in collaboration with the Heart and Stroke Foundation of Canada (B.C. and Yukon), the B.C. Restaurant & Foodservices Association, Restaurants Canada and key public stakeholders.

“Informed Dining is an excellent example of government and industry working together towards a common

goal,” said Acting Provincial Nutritionist Lorrie Cramb. “It took nine months of development and negotiations, but the success of the program is reflected in the dramatic increase in restaurants that have signed on to the Informed Dining program,” she said. “This is due to this collaborative approach that recognizes the needs of industry and the goals of public health policy can be achieved with close consultation.”

Since 2012, the program has grown from 300 participating restaurant outlets in B.C. to more than 2,000. In 2013, the program became available to restaurant chains beyond B.C.’s borders. Today, more than 10,000 outlets across Canada have implemented the program including those participating in the French version – *Resto-Info*.

The type and size of restaurants participating vary from large national chains such as McDonalds, Tim Hortons and Subway to small, independ-

ent restaurants, mobile food vendors and public institutions like the University of Victoria. Although voluntary for the private sector, the mandated health care program will see retail food service operators in B.C. hospitals implement the *Informed Dining Program* over the next two years.

HOW DOES THE PROGRAM WORK?

There are two main requirements to participate. First, the restaurant must display the Informed Dining logo and a directional statement on their menu and/or menu board letting their customers know that nutrition information is available.

Restaurants that have a menu board can use the Informed Dining menu board dangler affixed to their menu board. For restaurants that have a printed menu, the Informed Dining logo and a directional statement must appear once on the printed menu. For multi-

page menus, the Informed Dining icon is placed on every other page so that the consumer has a visual cue if they flip past the page with the full logo.

The second requirement of the program is to provide consumers with full nutrition information (calories and the 13 core nutrients) for all standard menu items (sold for more than 60 days). The information must be easy to access before a consumer makes their selection (i.e. nutrition pamphlets at the ordering counter). The nutrition information can be displayed in a variety of ways: poster, pamphlet or booklet. Other methods can be included to enhance the program: a tray liner, electronic kiosk or a web based nutrition calculator. However, none of these additional methods can be the sole or primary source of nutrition information and, there are several requirements that must be included:

- The Informed Dining logo and

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- Education statement on calorie and sodium requirements;
- The columns containing calories and sodium must be highlighted and every other row of nutrition information must be shaded; and
- B.C. Government disclaimer.

Restaurants that successfully meet requirements of the program are listed on the Informed Dining website with their logo and nutrition information.

WHO CAN PARTICIPATE?

The *Informed Dining Program* is currently available to all restaurants in B.C. Chain restaurants are able to participate nationwide if one of their outlets is located within B.C. Any type of retail food service establishment is welcome to participate. In addition to chain restaurants, the program has been implemented by independent restaurants, mobile food vendors and public institutions. In partnership with foodservice managers, our hope is to further expand the program into more public institutions and other new settings.

WHAT PROVINCES/TERRITORIES HAVE ADOPTED INFORMED DINING?

The province of British Columbia continues to work with other provinces and territories interested in adopting the *Informed Dining Program*. However, at this time, only restaurants with at least one outlet in B.C. can participate in the program.

WHY ARE RESTAURANTS VOLUNTARILY PARTICIPATING?

Consumers want nutrition information. By participating, restaurants are responding to the growing trend and interest in nutrition. They are seen as leaders in customer service by provid-

ing nutrition information to help customers make informed choices.

Several focus groups and industry publications show that when given the option between two identical restaurants, one with nutrition information and one without, consumers will choose the restaurant that provides the information. There are approximately 12,000 restaurants in B.C. alone. Participating in Informed Dining is a key strategy restaurants can use to set themselves apart in this highly competitive market.

WHAT QUALITY ASSURANCE MECHANISMS ARE IN PLACE?

Restaurants are required to resubmit their information annually to ensure menu changes are updated and reflected on their nutrition information. For quality assurance purposes, environmental health officers (EHOs) will verify program requirements are being met during their routine food safety inspection in all participating restaurants in B.C. Reports from every audit are sent to Informed Dining program staff to follow up with the restaurant on any corrective action.

HOW IS CALORIE AND NUTRIENT CONTENT DETERMINED?

Restaurants may determine calorie and nutrient content of standard menu items using any reliable and verifiable nutrient analysis. It is the restaurant's responsibility to ensure that the nutrient values presented are accurate. There are different ways to generate these values including lab analysis or calculation by using credible databases or software.

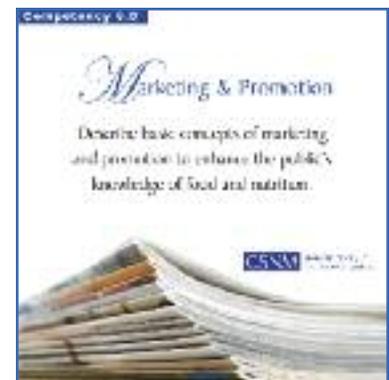
WHAT KINDS OF RESOURCES ARE AVAILABLE TO RESTAURANTS?

Several resources have been developed to help restaurants meet the Informed Dining requirements. For example, a

menu board dangler can be affixed to a menu board if a restaurant is not up for a menu board reprint. Nutrition templates are also available that have all the requirements (logos, highlighting etc.) for the nutrition information built into them.

Downloadable resources are available to help food service staff understand the program and to assist guests in knowing where to get more information. These include a poster, *Top Five Things You Need to Know About Informed Dining* and the *Informed Dining Staff Training Guide*.

Program staff are available through email and phone to answer all questions and guide restaurant operators through the steps towards designation. Restaurant operators that are interested in participating in the program are encouraged to visit the website at www.InformedDining.ca and submit an expression of interest.



Natalie Laframboise is currently the senior policy analyst for Public Health Nutrition at the B.C. Ministry of Health. Natalie has spent three years co-developing and implementing Informed Dining. She is the lead contact for restaurant operators and corporate head offices as they work toward designation.



The Evolving Workplace

Evolution means “adapting to change” and thriving and growing to the next level of success

By Cheryl Cran

Foodservice industry workers have experienced more change or evolution in the past five years than their parents experienced in a lifetime. Technology has increased the speed of work and has caused an increase in the pace of our work. The workplace is evolving due to shifts in values of the Generation Y (those in their 20s) and the Millennials (those under 20).

Generational values differ among all of the generations and are also contributing to the fast pace of change. Zoomers (baby boomers who refuse to age and those in their early 50s to late 60s) and Gen X (those in their 30s to early 50s) are feeling the pressure from Gen Ys and Millennial employees as well as customers to create a new and more evolved workplace.

There are clear trends as we head to an evolving 2020 workplace including changing behaviours shaped by social media and a large number of Gen Ys and Millennials working in the food-service industry.

Consider this:

- 50 per cent of the world’s population is under 30;
- Kindergartners are learning on tablets not chalkboards;
- Britney Spears has more Twitter followers than the populations of Sweden and Canada; and
- What happens in Vegas ends up on Facebook, Twitter, You Tube...

There is no denying the impact of technology and social media on business over the past decade.



WHAT CAME FIRST? A SHIFT IN GENERATIONAL VALUES OR TECHNOLOGY?

The answer is technology. The workplace has evolved from the post-war era of the 50s and 60s where it was about autocratic leadership and command and control and the jobs were primarily task-focused and repetitive.

The 50s workplace had workers who did what they were told, leaders who expected to be respected and jobs that were mundane. The values for those working in that era were gratitude for their jobs and workers would often start young and work for the same company for life, then retire.

In the 70s and 80s, the workplace was an environment of creating structures, exceptions to rules were established and leaders got their position based on being a good “doer.” Training was a new concept and the lack of structure created the need for ongoing restructures and changes to the workplace. The leadership style was more of a managed approach with the autocratic edge of the previous era of leadership. In this era, the customer followed what companies put in place and employees followed the structures put in place by leadership.

In the 90s and 2000s the workplace began to shift to the power of stronger leadership. Leadership that was visionary and inspiring began to be valued. This was the era of strategy, lean workplaces, visionary approaches and coaching others to performance. This was the beginning of workplace culture becoming a hot topic as well as employee engagement

and motivation. This was also an era of job layoffs, companies merging and restructuring within organizations. It was in these decades that employees, mostly Zoomers, began to see that they would have more than one job or career in a lifetime and that retiring from one employer wasn't as likely as it was for the Traditionalists (those in their late 60s and older).

The decades of 2010 to the 2020s began the advent of massive technological impact and the workplace began to morph into a place where the ability to adapt to the speed of change was of high value. This includes generations working together better and shifting to adapt to a workplace where leaders are not "better" than the workers; where the highest-value skills are innovation, teamwork and synergy. In these past two decades, the world has become smaller through technology as businesses become more global than local. With Gen Ys entering the workforce, focus has shifted to having fun at work, working smarter not harder, using technology to leverage tasks and working together as a team.

Where companies might have had the luxury in the past of having a few weeks to get a project completed, we are now living and working in a "real time" reality. The speed of the evolving workplace is causing a need for leaders and their teams to adapt their mindsets and increase their ability to be agile.

When we look at technology, we also have to look at the impact of social media and how it's changing the way we communicate. Gen Ys and Millennials are constantly connecting through Twitter, Facebook, YouTube and Instagram, and this has added to the desire for instant recognition, having a voice and democratizing the workplace. Social media has greater influence on a Gen Y or Millen-

nial than any other form of communication (87 per cent of Gen Ys and Millennials surveyed trust peer reviews more than advertisements).

FAST FORWARD

With the influence of technology and the increase of Gen Ys and Millennials, what will 2020 look like?

The new and evolving workplace will have more fun, flexibility of roles and teams working together on "parachute projects." To keep Gen Ys and Millennials engaged, the workplace will be a creative environment with a scenario that helps them merge their work life with their personal life. This is in contrast to the Zoomers and some Gen X who focused on keeping work separate from their personal lives.

In a briefing with *MediaDailyNews*, Nick Shore, senior vice-president, strategic insights and research at MTV, said, "[Millennials] have a strong work ethic, and in some ways, integrate their work lives with their personal lives in an even bigger way than Boomers have."

Studies show 93 per cent of Gen Ys and Millennials are looking for a job that fits with their lifestyle. It is a fact that the young people of today grow up surrounded by a high-speed, social culture. Is your workplace tapping into that energy? Eighty-nine per cent of Gen Ys and Millennials responded that they want a workplace that is "social and fun." To highlight the significance of that, only 60 per cent of Boomers have the same preference.

The future workplace will have a heightened focus on leadership's ability to engage, coach and circulate high-performing people. The days of employees staying on the job for five years or more are dwindling. Gen Ys and Millennials are looking for diversity. Research shows they will change jobs up to 15 times compared with a

Gen X who will change five to seven times and a Zoomer who will tackle just one to three jobs in a lifetime.

Managers need to learn the skill of managing a constantly changing and revolving employee base. The food-service industry attracts Gen Ys and Millennials; it is important to note that the leadership style needs to morph from managing a fixed employee base to managing a constantly changing and dynamic team of people. Gen Ys and Millennials are looking for constant learning and growth opportunities and are forcing foodservice leaders to adapt to this reality.

A company that does a great job of responding to its Gen Y and Millennial workers is Earls Restaurants. They look for students and they know that most of their hires may not make food service a long-term vocation. Earls focuses on providing the Gen Ys and Millennials with flexibility, fun and learning opportunities. As a result, Earls has a higher rate of Gen Ys making food service a vocation than other restaurant brands.

The newest generations of workers are always looking for ways to engage, improve and advance. Three-quarters of Gen Ys and Millennials would appreciate having a mentor at work – not just someone who trains them to bus or wait tables, but an active mentor who helps them develop their careers.

It's important for the employee and their mentor to connect socially to build an interactive foundation in their work life. This ties in with the fact that Gen Ys need specific directions from their boss to do their best work. It's not that this generation lacks independence or drive – they are looking for the path to success. In fact, a whopping 89 per cent of Gen Ys and Millennials think it is important to be constantly learning on their job.

MEASURING PERFORMANCE

In the past, many businesses in the foodservice industry glazed over performance reviews. For Gen Y and Millennial hires, the study shows eight out of 10 prefer regular feedback from their supervisors, with more than 50 per cent wanting feedback at least once a week, if not more frequently.

With high turnover rates, not every employee makes it to an annual evaluation, and it's assumed those who do typically know what they are doing. In his interview, Shore made this observation: "Gen Ys and Millennials are like, 'Can you give me daily reviews?' Their drive to self-improve is extremely high and it reflects the world they grew up in, because they're in a constant feedback loop."

Gen Ys and Millennials will continue to leverage technology from now until 2020 and beyond to be even more pro-

ductive and to increase results.

Technology is one of the biggest differentiators for Gen Y. They are the first generation to grow up with consistent access to high-speed Internet, social media, e-commerce and interactive digital media. Eighty-five per cent of Gen Ys and Millennials think their mastery of technology makes them faster than their older coworkers. And two-thirds of this generation think they should mentor older co-workers on technology used in the workplace.

The question is, "In what ways can we incorporate technology to streamline operations?" Gen Ys and Millennials are bringing a technology-based work mentality to foodservice. Innovative, competitive businesses will let this generation help guide the way to modernizing practices.

The future workplace will also have evolutionary HR practices. The focus

will shift from human resources to human resourcefulness. Every aspect of the foodservice industry is being impacted by the changes caused by technology and generational attitudes. The evolution of the workplace will require new mindsets, new skills and, most of all, a willingness to evolve. ■■■■

Cheryl Cran is the CEO of Evolutionary Business Solutions and the author of *Leadership Mastery in the Digital Age* as well as five other books on leadership. She is a consultant and keynote speaker on "Leading Change in a Fast Paced & Technological Workplace."



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Reducing Stress at Work

Stress is a fact of life, but too much can lead to negative consequences

By Dale Mayerson



As a nutrition manager, you work hard and put in long days. On any given day, you might be attending (or chairing) meetings, scheduling staff, coaching dietary aides, ordering supplies, writing policies, following up on complaints, and much more. Some days can be stressful and frustrating. Today, the district manager and the administrator both called to schedule meetings with you. You spent time discussing a catering function with a demanding client. On top of that, Mr. Smith's daughter just called again to say that her mother told her the soup was cold, even though a group of residents, including Mrs. Smith, said at lunch that the soup was delicious.

Evenings can also be stressful and you could have difficulty falling asleep because of the hectic pace of the day. You may wake up at 3 am worrying about a WSIB claim or being anxious about terminating a staff member. The price for all this is exhaustion and difficulty concentrating.

Stress and anxiety can lead to constant headaches, weight gain, chronic digestive upset, heart disease, reduced immunity and more. It's important to promote a work-life balance and have opportunities to relieve the stress. Here are some interventions to help relieve stress and anxiety.

Make a list of all the issues that are causing you stress and then determine what you can and cannot control. You will have less stress if you don't spend time and energy worrying about what you cannot fix.

Don't skip breakfast and remember to eat a healthy lunch. Skip the sandwich and fill up on salads with meat or beans and take a piece of fruit for dessert or snack. You will feel better with a healthy meal that provides more vitamins, minerals, antioxidants and phytochemicals.

Take an actual lunch break. Get away from your desk and eat in the cafeteria with a colleague, or listen to music while you eat. Any physical or virtual space you can occupy away from your work will make you more capable when you return.

Switch to tea in the middle of the day and save your coffee for morning. Tea has less caffeine, more antioxidants and there are many different flavours to enjoy.

Take a stretch break at your desk. Exercise is one of the

most important anti-stressors for your body and brain. Exercise lowers blood pressure, prevents chronic disease and increases energy. Health and Safety Ontario offers *Before Work Warm-Up* and *During Work Stress Releasers* posters that you can download. Each has 12 simple exercises you can do at your desk. Go to www.wsps.ca/Information-Resources/Downloads.aspx and download the zip file of *Work, Warm-Up, Stretch and Flexibility Program*.

If you don't have time for an exercise routine, at least flex your muscles and stretch your arms and legs periodically. Bend your neck from side to side, rotate your arms in full circles forward and back, hug your knees to your chest and stretch your legs with toes pointing, and then heels stretched out.

Move around; on days where you feel glued to your computer, take a few minutes to walk to any destination. You can move your garbage can and recycling bin to another area where you have to walk a few steps frequently through the day. Use a printer further away from your desk. It may seem like these are constant interruptions to your workflow, but you may actually be more efficient.

Try "one minute meditation" to relax. In 60 seconds, meditation will allow you to feel more refreshed and provide emotional balance as well as physical relaxation.

Enjoy the outdoors and do a little extra walking before and after your work day. You can park in the far corner of the parking lot or get off the bus one or two stops early. Every time you move your body, you are increasing blood flow and boosting energy; these help you stay focused and improve your mood.

Working in health care is demanding and can take its toll over time. Staying healthy in body and mind is important and avoiding stress and burnout should be a major goal. Keep active, eat well and soothe your mind with peace.



Dale Mayerson spent her first 20 work years as a busy NM and is now a dietitian working in long-term care. Dale is the author of *Clinical Care Manual for Nutrition Managers* and co-chair of the Dietitians of Canada's Ontario Long Term Care Action Group.

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Targeting Your Resume

These days, your resume must stand out from all the others in the pile

By Amy Joy Harrison



With Canadian unemployment rates rising, finding a job opening may be one thing, but being considered for the position is another. The average number of resumes submitted per opening is at an all-time high. While connections in the industry may be beneficial, the movement to online resume submission makes proper resume writing more important than ever. Resume-writing is no longer about maximizing how impressive you look on paper, but about tailoring the content to the position. Companies are not looking for who is “best” but who “fits.” Your resume is a chance to prove that the experience you have matches their needs.

A core resume kept on file can state all of your accomplishments and is ready to be customized. This is a great way to catalogue your skills as they come and remember each event including date completed. A core resume should include all education, paid and volunteer positions, qualifications and further information about your strengths and interests. It is okay for this document to be long. The real skill is in continually adding to it, and then knowing how to edit it when a position becomes available.

Begin by getting to know exactly what they are looking for. Most organizations have a host of information on their public website that will help you understand the culture and vision of the employer. Once you have an idea of who they are you can feel confident that your resume shows that you are a good match. It is critical to demonstrate that your experience has readied you for their stated responsibilities. Use exact numbers and specifics. Carefully read each line of the job posting and get a sense of the type of candidate the company has described.

It is perfectly acceptable, and often beneficial, to include a Summary of Qualifications or Career Highlights portion at the top of your resume. This quick-read synopsis is likely to catch the reader’s eye and gives you a chance to say: “Here’s why you should chose me!” Highlights can include your most relevant education and employment as well as impressive statistics. Take time to consider what makes you different, es-

pecially in the context of this job. A well-written summary will have the reader excited to peruse all of the detail you’ve included below it.

A cover letter is your chance to connect in a more personal way. When written properly, a cover letter will convince the employer that their position is very important to you, not just another stop on the resume-submitting trail. It should be written in a persuasive style, however be careful not to sound desperate.

It must be tiring to read about reliability and punctuality. Ask yourself: “Would 90 per cent of the other applicants write this exact thing?” If so, it is not important enough to include. Reflect on what makes you better than other applicants. Use power words such as collaborated, exceeded, and streamlined. Make sure your wording helps you stand out.

Bolding, underlining and italicizing can be used to emphasize the right words. Job positions that demonstrate a certain skill should be easy to see when scanning the resume. Bullet points can make your resume cleaner-looking which enhances the reader’s ability to scan for important information. Have a third party view your resume and tell you what stands out, then improve.

Once you’ve submitted your targeted resume, the challenge is not over. Contact professionals in your network and ask if they can recommend you. Update your profile on LinkedIn.com in case the human resource department views it for further information. If appropriate, telephone the company and enquire about the status of the position.

We may be in a time of less job opportunity, but with the right tools one can properly represent themselves to open up limitless opportunities. ■ ■ ■ ■

Amy Joy Harrison is a Food Service Technician with St. Joseph’s Health Care in London, Ontario with a special interest in holistic nutrition. She holds a degree in nutritional science from the University of Western Ontario.

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Sweet Offering

Dare Foods counts many “firsts” as stepping stones on its path to “Made Better Foods”

By Jamie Parcells



For more than 120 years, Dare Foods has remained dedicated to producing innovative, high-quality foods. From its modest beginnings in 1892, the company’s core products are now available throughout Canada, the U.S., Mexico and more than 40 other countries around the world.

Dare Foods is a national supplier of fine breads, cookies, crackers, candy and fruit snacks to the foodservice market in both bulk and convenient single-serve packs. The company’s “Made Better” promise drives the development of healthier snack and food options. From peanut-free to whole-grain options, residents of Canada’s long-term care (LTC) communities can now enjoy the brand menu offerings away from home. “We provide a wide range of snack and accompaniment quality food products that are designed to enhance any restaurant or institutional meal,” says Scott Dorland, Director of Food Service.

Not simply reacting to changes within the industry, Dare Foods’ list of firsts suggests a very progressive company designed to improve the health and wellness of its customers. In response to consumer concerns over nut-based food allergies, Dare Foods, in 2003, became one of North America’s first major food manufacturers to declare all of its manufacturing facilities “peanut free.” In 2013, the company also launched Canada’s first certified gluten-free cracker, endorsed by the Canadian Celiac Association, in response to the rising number of customers looking to live gluten free. “Nutritional ingredients are very important in the foodservice world, and so we continue to identify ways to improve our products,” says Dorland. For example, the line of Simple Pleasures cookies, available and sold to Canada’s LTC community, was re-formulated to reduce its ingredient list to just 10 or less simple ingredients.

A family-run business, Dare’s growth has resulted from a combination of expansion and acquisitions as it continues to support its base business and develop new, on-trend products.

Given its international expansion, it’s interesting to note the company maintains its identity as a Canadian brand right

down to the shape of one of its signature cookies, designed as the iconic maple leaf. “We are proud to be a Canadian owned and operated company,” says Dorland. “We are pleased to offer a product that is produced locally, while supporting the Canadian economy with a consistent supply of Canadian-made products. That is a positive feature that we can relate to, with our customers.”

Dare Foods currently has six manufacturing plants with approximately 1,300 employees.

An established global retail name, Dare Foods’ expansion plan in foodservice is a timely one given the growth of baby boomers and the impending impact that it will have on Canada’s LTC community. “We are excited about the opportunity for Dare. Our long-term plan is to expand our foodservice presence in the LTC segment by investing in resources that will allow us to remain competitive and provide new packaging options specifically for long-term care facilities,” Dorland says.

“Over the next five to 20 years, there is going to be a tremendous demand for products in the LTC environment as a result of the baby boomer bubble. That’s one of the reasons we are investing in packaging formats like two-pack cookies,” says Dorland. “Dare Foods want to provide good tasting, innovative, nutritious products in the right packaging formats that meet foodservice operators’ needs. The company is committed to invest in foodservice as this will be one of our biggest opportunities.”

Rather than developing products in isolation, Dare Foods works with other foodservice and LTC organizations to help develop foodservice products that will meet the future anticipated volume. Dare Foods already has a wide range of products that are useful to different foodservice segments. For example, Melba Toast and Breadsticks are two of the company’s top-selling foodservice products. Our Melba Toast and Breadsticks are pre-packaged, so they provide a convenient, safe, cost-effective accompaniment to breadbaskets, soups and salads. In the last year, the retail division of Dare Foods introduced a number of new exciting single-serve snack options such as Breton Popped, Sweet Thins, Morning Thins and Wowbutter flavoured Wagon Wheels and Bear Paws. “We also

have products that are packed in bulk specifically for food service such as croutons, cookies and candy. We remove the retail packaging to make it easier to use in a foodservice setting," says Dorland.

On the retail side, Dare Foods showcases a number of products; when it comes to taste, there simply isn't one product that suits all. Canada's foodservice industry, a microcosm of the larger community, is no different. "As we invest resources on the foodservice side and in our supply chain moving forward, we will be able to customize to meet LTC needs. Our nutrition journey is no different in terms of our commitment to providing superior tasting products balanced with the right nutritional credentials" asserts Diana Rocca, Brand and Customer Marketing Manager.

Dare Foods was the first to launch "no-sodium" croutons into food service, two years ago and is currently looking at other ingredients like gelatin, sugar, fibre, sodium and gluten to consider when reviewing other products. In 2011, Dare Foods partnered with the Whole Grain Council. All Dare products with the Whole Grain symbol contain at least eight grams of whole grain per serving. The company also produces a number of kosher products, manufactured at two of its plants in Kitchener and Montreal. "We know that the residents of seniors' homes like to see products that they are used to consuming at home. It is wonderful to see on tenders that the facilities are looking specifically for our cookies," says Dorland.

With innovation, the company plans to serve as many nutritional claims, keeping brands relevant. "We have a very progressive marketing team that is developing on-trend food for today's consumers," says Dorland. The foodservice divi-

sion of Dare effectively connects with LTC facilities in Canada through its sales broker network of 47 representatives. "We participate in many tradeshow nationally that are sponsored by operator groups or distributors where we have partnerships. Our sales team is able to meet with facility managers at these shows and introduce new products and answer usage and nutritional questions," says Dorland.

In terms of future growth, Dare Foods is committed to focusing on its core categories. In 2001, the acquisition of Montreal-based Culinar added to the company's line such popular cookie favourites as Bear Paws, Whippet, Wagon Wheels and Viva Puffs, as well as Melba Toast, sold under the Boulangerie Grissol brand name. The company's recent acquisition of B.C.-based Lesley Stowe Fine Foods adds new products to its high-end fine bread category.

Recent foodservice product launches include a portion-packed, 14-gram, 2 Bread Homestyle Crouton and a 22-gram single-serve pouch of Garlic and Parmesan Baguette Bites (just 100 calories per bag), which are now available. In addition, in September, Dare Foods will be unveiling two-pack cookies for the healthcare market and a 42g snack bag of the new delicious Chocolate Chip Cookie product the company recently launched in the retail market. ■ ■ ■ ■

Jamie Parcells is the publisher of *Food Service & Nutrition Canadian Society of Nutrition Management News*.

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NOVEMBER 3 – 4
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PSNM

PSNM HELD A SUCCESSFUL SPRING CONFERENCE, sponsored by Maple Leaf, in April. The event was held at the Power to Change building in Langley with lunch supplied by Maple Leaf. Stephanie Manning added a scrumptious strawberry shortcake dessert and Willie Woo from Nestle Vitality supplied specialty coffees and beverages. With the focus on going green, Laura Midan from Abbotsford Community Services offered advice and explained the green initiatives in which they are involved. Mark O'Hara from North West Waste explained their services and described the organic farm they have in the interior of B.C. As all nutrition managers are challenged by the amount of paperwork involved in the job, Nancy Maclean demonstrated practical exercises that can be done in the office.

PSNM did not meet in April as many members travelled to Regina for the CSNM conference. Three PSNM board members visited Nanaimo in June to meet with members and potential members on Vancouver Island. Part of PSNM's vision is to get a chapter started on the island as well as in Northern B.C. Carlos O'Bryan's Irish Pub was the setting for lunch at which representatives from Nestle did a presentation on the health care products available such as Thicken up Clear.

OSNM

THE YEAR STARTED OFF WITH STRATEGIC PLANNING AND by-law writing in Banff, Alberta, all of which was approved at the CSNM AGM meeting in Regina in May. The OSNM board requested \$50,000 from the CSNM board to help promote membership. The CSNM board agreed to give each chapter, nation-wide, a one-time lump sum of \$20 per active member.

The OSNM representatives attended accreditation training and the OANHSS conference, both held in Toronto. Also, OSNM has been working towards strengthening its healthcare divisions by communicating with the Ministry of Long Term Care, OAHNSS, ORCA and OHA. OSNM also held a spring symposium at the new Sysco Warehouse in Woodstock where CE points were given out for attending presentations on local food, traceability and disaster preparedness, addiction and a tour of the facility.

OSNM is happy to report that its Twitter account and Facebook page is up and running. Currently, OSNM is gearing up for the conference and AGM to be held in Kingston in September.

In the coming year, OSNM is planning on advocating for the importance of nutrition managers in retirement and acute care settings along with preparing a strategic plan for the next few years, continuing to enhance its social media outlets and increasing membership.



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CONTINUING EDUCATION QUIZ

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ESSENTIAL SKILLS

Competency 6.0 *Human Resources Management*

- Which of the skills below is an essential skill?
 A - Reading
 B - Document use
 C - Math
 D - All of the above
- What percentage of adult Canadians have difficulty doing simple, one-step calculations (Level 1 Math)?
 A - 10 per cent
 B - 25 per cent
 C - 50 per cent
 D - 60 per cent
- What level of essential skills do most jobs in Canada require?
 A - Level 1
 B - Level 2
 C - Level 3
 D - Level 4
- If someone does not have a post-secondary education, when do their reading skills typically decline?
 A - Right after high school
 B - At about age 30
 C - At retirement
 D - They never decline

INFORMED DINING

Competency 8.0 *Marketing & Promotion*

- The first requirement of the Informed Dining program is...
 A - Ensure staff are trained and can answer consumer questions on the Informed Dining program.
 B - Display the Informed Dining logo and directional statement on the menu or menu board.
 C - To select two healthy menu options for designation
 D - None of the above
- The Informed Dining program was developed in the province of...
 A - British Columbia
 B - Ontario
 C - Manitoba
 D - Nova Scotia
- What two nutrients must be highlighted on the Informed Dining nutrition information?
 A - Fat and sugar
 B - Calories and Fat
 C - Calories and sodium
 D - Fibre and Vitamin A
- How can restaurants determine the calorie and nutrient content of their menu items?
 A - Lab analysis
 B - Software
 C - Databases
 D - All of the above

COMPLETE THIS QUIZ ONLINE!

GO ONLINE TO WWW.CSNM.CA • CLICK ON **MEMBERS ONLY** (UPPER RIGHT)
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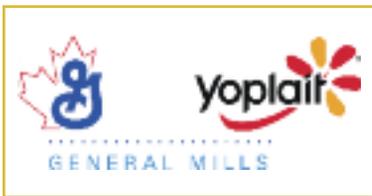
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