



EPISODE 10: Management Responsibilities

Transcript

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Your resume and cover letter are the first impression and introduction you give to a potential new employer. Where your resume ends up depends largely on the company you're applying to and the systems they have in place. Larger companies typically have a recruiting department responsible for reviewing the applicants first before the resume goes to the hiring manager especially when there's a lot of applicants for one job. Smaller companies may direct any applicants directly to the hiring manager. This is something to be aware of. As a dietitian, I can review a resume and make sense of the information on the resume BUT if the applications and resumes are being reviewed by a recruiting department first, things can get a little more complicated. This is why your resume should be clearly organized and use the language the company uses, otherwise it could get lost in a large pile and thrown aside. Also, with advances in technology, many companies use software to scan resumes and applications looking for key words to quickly sort who does and does not meet the job requirements. The key words are largely based on the job description. That's one purpose of the job description. I know a dietitian who had 10 years experience as a clinical dietitian who applied to a clinical dietitian job at a large organization. Her resume was thrown aside and she was told she didn't meet the minimum qualifications for the job. She absolutely met the minimum qualifications but what happened was the recruiter didn't understand the abbreviations we use in dietetics. On her resume, she put that she was a CSR. The recruiter, not being a dietitian, didn't know what that meant and sad to say, they didn't take the time to look it up. The job description required the applicants to have a certification or a masters degree. Well, the CSR is a certification. On the list of approved certifications for the job, it listed Certified Specialist in Renal. We as dietitians know that the CSR is a Certified Specialist in Renal. But the recruiter was simply following the job description and didn't pay enough attention and wasn't inquisitive enough to look into it further. I share this story because the layout of your resume matters. How you organize it makes a big difference between getting an interview where you can sell yourself and show a company who you are or having your application thrown out due to a misunderstanding.

So as you begin your job search and start applying to jobs, consider having someone who isn't a dietitian review your resume and see if it clearly illustrates and represent you and all the amazing qualities you will bring to a company. And take the time to research the company you're applying to AND the job description or job posting for the position you're applying to. Incorporate some of the language they use for that job. Create a different resume for each job you apply to. I have many different versions of my resume and tailor it to the job I'm applying to - highlighting different experiences I've had and different projects I've worked on. If you take that

extra step, you decrease the risk of your application being pushed aside when it deserves to land right in front of the hiring manager. You have so much to offer and contribute. Don't let a technicality or misunderstanding stop you from being seen for the incredible professional you are.

[Music and Intro]

This episode covers management duties and responsibilities. Dietitians need to understand the role of management. If you're a visual learner and need to write things out in order for numbers in particular to click, grab yourself a pen and paper and get ready. Actually I prefer pencils but pencil and paper doesn't sound as good as pen and paper. Whatever it is you like to write with, make sure you have something so you can work through some math that's fair game on the RD Exam. There's a lot to cover so let's get to it.

I wanted to start with Work Schedules. One of the responsibilities of management is to put together work schedules. A work schedule lets employees know when they're scheduled to work. Super important if you want people to show up to work! The work schedule includes the day the employee works, their start time and the end time. It may also include the tasks an employee will be doing during their shift. For example, if you're putting together a work schedule for the clinical dietitian team, you need to make sure all the units are covered and assigned to the dietitians working that day. If you're the director of a food service department in a hospital, there's lots of different tasks such as dishwashing, food prep, meal assembly and tray delivery. All essential tasks need to be covered. A manager makes sure this is covered. A master schedule outlines all the employees and critical tasks that need to be covered. When managing call outs or leave of absences, referencing back to the master schedule can help with coverage. So that's a work schedule for the department. Then there's employee work schedules.

A Full-time work schedule is when an employee works full time. The minimum amount of required work hours varies between companies but generally speaking, it's safe to say that 37-40 hours per week is considered full time. With a full time work schedule, most employees will work the same shift and the same schedule every week. This is also called a fixed work schedule. If the schedule varies such as evening and day shifts, the full time employee must be given 40 hours per week. Many companies are Monday to Friday so full time work schedules have employees working Monday to Friday. For companies that are 24/7 businesses such as hospitals, employees may rotate weekends. If that's the case, they will need to have a day off for each weekend shift worked. Again, a full time employee must work or get paid 40 hours per week.

Part-time work schedules are when employees work less than 40 hours per week. Again, the minimum work hours required varies depending on the company. Part-time employees typically don't get the same benefits as full time employees. Their benefits may be prorated based on how many hours they work.

Some companies may have different shifts such as day shift, evening shift and night shift which is also sometimes called graveyard shift. Nurses come to mind when thinking about graveyard shifts. Many companies will pay their employees a higher wage when they start their shift after a certain time. This is called pay differential or shift differential. So that covers work schedules for covering the tasks in a department as well as different types of employee schedules.

Moving on to Unions. A union is an organization that's formed by workers to give the workers a voice. The union bargains with the organization for wages, benefits and workplace issues such as workplace safety. It's called collective bargaining and once an agreement is established between the organization and the union, they have what is called a collective bargaining agreement. The agreement is then followed by both workers and management.

Within a union, there are representatives for the union workers. These representatives are called union stewards or shop stewards. A union steward participates in labor disputes and is responsible for sharing union information with other union workers or employees. Unions workers choose their representatives to negotiate for them. If a union worker has an issue or problem in the workplace, they have the right to address their concerns with the union steward. The employer isn't allowed to prevent a union employee from going to the union.

So what about filling job postings in a unionized company. Employees who are represented by a union advance based on seniority. Unions are seniority driven - basically, seniority rules. Seniority is primarily used when employees apply for or bid on a job. It's also important for vacation bidding which is usually done annually. That's when everyone in the department puts in their vacation requests for the year. The manager and union may work together to make sure vacation time is granted by seniority. With regards to filling open positions, the employee who applies with the most seniority will be given the position. It's not based on who is most qualified for the job. Typically, the minimum qualifications for a position need to be met. For example, if a certification is required for a particular job and its listed in the job description, whoever applied needs to meet the minimum qualifications. As long as the employee meets those requirements, the position will go to the most senior bidder.

Speaking of Job Descriptions, let's spend some time going over job descriptions.

The job description outlines the tasks that are typically required within that job. It also outlines any educational requirements, degrees, or anything the employee must have in order to do the job successfully as well as anything the company states the employee must have in order to do the job successfully. For example, a dietitian job description would say that a Registered Dietitian credential is required through the Commission on Dietetic Registration or CDR if you're a dietitian in the United States.

Job descriptions can be helpful if an employee isn't performing to a manager's expectations. If the task is in the job description and the employee has been trained to perform the task but they're not meeting the performance expectations, the job description is helpful and can be used when addressing the performance issues with the employee. If there's an issue with an employee's performance or maybe the employee made a mistake and did something incorrectly, the issue should be investigated. I prefer to use the term fact finding. The manager should gather all the facts around what happened in order to see the big picture. Say for example, one of the dietitians on your team documented something incorrect in the medical record. The first step you'd do as a manager is not fire the employee. If that's a question on the exam, don't choose that answer as the first thing you'd do. The correct steps to take are to assess the situation and try to figure out what happened and why. Maybe you find out after fact finding that there's an issue with workflow that needs to be addressed. After the data is collected and you know what happened, you want to come up with a solution. The goal is to prevent the mistake from happening again. If you're following a democratic leadership style, the employees would give input on the solution. Once the solution to the problem is identified and implemented, the manager is responsible for following-up and making sure there's no drift. Drift is when employees go back to the old way of doing things. Managers regularly have to deal with these type of scenarios so it's a possibility you'll get some kind of a scenario question. Use your common sense. Think about the most logical approach. The answer is never to make a knee jerk reaction and fire someone from their job. Even if the employee does something egregious that ends up in termination, that doesn't happen without investigating or fact finding first to see what happened and why - or at least it shouldn't. So regardless of the outcome, there is still a process that should be followed. If you're not sure what to answer and it feels like none of the answers make sense, try to put yourself in their shoes. You often find clarity when it's more personal. Think about how you would want to be treated if you were the employee who made the mistake.

So let's move on to Performance appraisals. Managers are responsible for giving their employees performance appraisals which are usually done annually. I've seen and worked for companies that follow different performance review schedules. Some places require managers to complete all the performance appraisals at the same time every year. Say for example, March 31st is the deadline for each employee to have their performance evaluation or appraisal completed. It can be a busy month for the managers to get all the evaluations done but

once they're done, they don't have to do performance appraisals for another year. Other companies on the other hand may follow the employees work anniversary. For example, say I started a new job on September 15th. If the company was following the performance appraisal calendar where my evaluations are done on my work anniversary, my manager would need to complete my performance appraisal on or around September 15th every year.

In my experience, I prefer doing all the performance appraisals at the same time every year. While it makes for a busy month, it's much easier than having to remember every employees work anniversary especially if you have a lot of employees. I also kinda get in the performance appraisal groove. This is when the employees performance is addressed. If there is anything that you'd like to see improved as a manager, this is the time to do so. The employee gets a copy of their evaluation so anything addressed will be in writing so everyone is on the same page. If there's anything you observe throughout the year, I don't suggest you wait for the performance appraisal especially if you notice someone is doing something unsafe that could harm themselves or others. That should be corrected in live time. The performance appraisal provides a summary and evaluation of an employees overall performance that year.

One last thing before moving on from performance appraisals. I mentioned they're done annually but for new employees, they may need performance appraisals sooner. It depends on the company policy but typically a 30 day evaluation or a 90 day evaluation or maybe both may be required. During these evaluations, it gives the employee timely feedback on their performance and gives the employee the opportunity to improve if there are performance concerns right away. This is usually called a probationary period. It gives the employee the chance to see if the job or company is a good fit for them and also gives the manager the opportunity to coach the employee. If there are performance concerns with no improvement even with coaching, the manager can make the decision to terminate the employee. Hopefully this doesn't happen too often because it's not good for the workplace and it's expensive to recruit and onboard new employees.

The last topic you'll learn in this episode is all about FTE's or Full Time Equivalents. If you're a visual learner, you will want to write this down so you can review the notes. What in the world is an FTE or Full Time Equivalent? It's used to determine how many employees are needed to get the job done. It's also determined in the budget of a department. A departments minimum FTEs needed in order to adequately staff the department to meet the department needs is called Absolute FTEs. This is the absolute minimum number of FTEs needed on any given day in order to complete the tasks required in the department. Adjusted FTE's accounts for days off for benefits the company gives employees such as vacation days, sick days and paid time off.

Say for example I work 40 hours per week and I get 10 vacation days a year. On the days I use a vacation day, someone needs to be scheduled to cover my shift. On that day, I will get paid for an 8 hour shift out of my vacation bank AND the employee covering my 8 hour shift for me will also get paid for working.

Ok. Let's break down FTEs. One FTE is the same thing as 40 hours per week. So if you're a full time employee who regularly works 40 hours per week, you are considered 1 FTE. Now what if you worked 20 hours per week? Well, if 40 hours per week is 1 FTE, then 20 hours per week is 0.5 FTE's or half a full time equivalent. Now, let me explain FTE's using something that I think is of importance to you. Money. Yes, we all want and deserve to get paid for the work we do and this math will not only help you with understanding the pay in a job offer but will help you if you get asked about FTE's on the exam. Let me give you a little calculation that will be helpful for you when negotiating a salary at a new job. Some jobs may give you an annual salary. That is typically for management positions or salary positions where the employees don't clock in and out. If you don't clock in and out, you get a set pay regardless of the hours worked. It's based on working 40 hours a week and that's the typical expectation if you're considered 1 Full Time Equivalent or FTE but this also means that if you work 50 hours a week, you only get paid for 40 hours. Because you don't clock in and out in these roles, there's no overtime as a salaried employee. The pay is set. Hourly employees on the other hand clock in and out. They work their shift and any time they work over their scheduled shift, they get paid overtime. So let's get back to how you can use this when negotiating a new job or when it comes to understand the compensation you'll be given for a job. Let's use an example. Say for example, you're told you'll be making \$100 per hour. Let's shoot high my friend plus it's easier to do the math. So let's say you get a job offer and they'll pay you \$100 per hour. You're also going to be working 40 hours per week which means you're considered how many FTEs? Yes, 1 FTE or 1 full time equivalent. Ok. Someone who works 40 hours per week or is 1 FTE will work 2080 hours per year. You can simply memorize this. Again, if you work 40 hours per week, you'll work 2080 hours per year. If you want to do the math, let's do it. 40 hours per week times 52 weeks a year equals 2080 hours. Now that you know how many hours you'll be working a year as a full time employee, you can determine how much you'll make annually (without accounting for overtime). So you'll take 2080 hours per year x \$100 per hour which gives you \$208,000 per year. You can also do this in reverse if you're offered an annual salary and want to know how much that is as an hourly rate. Instead of multiplying by 2080 hours, you'll divide. So if you're told you'll be making \$208,000 per year, divide that by 2080 hours per year which gives you \$100 per hour.

Ok. What happens if you're offered a job and you're gonna be working less than 40 hours per week, say for example you'll be working 24 hours per week. The schedule you're being offered is a 3 8 hour shift per week position. To determine how many hours you'll be working a year, you'll take 3 days per week x 8 hours per day

which equals 24 hours per week then multiply by 52 weeks per year which comes to 1248 hours per year. Now if this job also pays \$100 per hour, you'll make \$124,800 per year.

I hope FTE's are making sense.

Now, you might be asked to determine how much of the budget is spent on salary based on FTEs. Let's break it down to daily, weekly, monthly and annual FTE's. To determine what your daily FTEs are in your department, you will need to know the total hours worked including any short shifts such as 4 hour shifts. You want all the hours worked. Once you have all the hours added up, you divide the total hours by 8 hours. So why do you divide it by 8 hours? Well, it comes back to the baseline equation that 1 FTE is 40 hours per week which is typically 5-8 hour shifts. Let's go over an example. If you determine your staff worked a total of 120 hours today, you will divide 120 by 8 which will give you 15 FTE's that day. Let's move on to weekly FTEs. If you need to determine how many FTE's you work on a weekly basis, you take the total hours worked that week and divide it by 40 because remember, 1 FTE is 40 hours per week. Ok. If you can determine your daily and weekly FTE, you can also determine what your monthly FTE is. To get your monthly FTEs, you need to determine how many days there are in the month. Let's use April for example which has 30 days in the month. You'll determine how many FTEs you scheduled daily, then add up all the days in the month to get your monthly FTEs. If you have a fixed number of FTEs every day, you can simply multiply the daily FTE's by 30. In most cases though, the actual worked FTEs will vary day to day especially if there's staffing issues or other challenges. Monthly FTEs are helpful especially if you manage somewhere that requires different staffing patterns depending on the time of year - which is actually a lot of places. The holidays can be very busy. In hospitals, they plan for additional FTEs during fall and winter months for flu reason. It can be helpful to look back at previous years to predict how many FTEs you'll need in future years. If you, as a manager, are required to be on target with your annual FTE's, by adjusting your staffing during the slower months, it can help you when you need to staff up during busier months. The goal is to balance out the FTEs so you meet budget or target. Let's go over an example of how to determine annual FTEs. Just like you did for the daily FTE, you'll add up all the hours worked that year and divide it by 2080 hours because remember, 1 full time equivalent equals 40 hours per week or 2080 hours per year. See, I told you that little tricky calculation would come in handy. When it's personal, it's a lot easier to remember.

Say you're asked to determine the weekly cost of your dietitian team which is much smaller than the kitchen operations. Your dietitian FTE's is 7.4. Your dietitians all make the same hourly rate of \$30 per hour. You have a meeting with financing and you know they're gonna ask you how much your dietitians cost the previous week when the hospital went live with a new program. How are you going to calculate your dietitian cost last week? So you're gonna take 7.4 FTE's and multiply by 40 hours because 1 FTE is 40 hours per week. That comes to 296

hours of dietitian work time. Multiply the 296 hours by \$30 per hour which gives you \$8880. So for you to staff 7.4 FTE's a week, at \$30/hour it will cost the organization \$8880.

That was a lot and I know some of you who cringe at the thought of math might be feeling worried. Remember, you got this. Listen to this episode again and if you need to pause it and take notes, do that. Write the equations down and do your math. I promise, the more you do it, the easier it gets. Don't try to get too fancy - unless bedazzling everything is your thing. For the exam, I want you to understand the basic concepts and be able to break things down until you get the right answer.

You learned a lot in this episode. You learned about management roles such as putting together work schedules and giving performance appraisals. You learned about job descriptions and what they're for, how they help you as an employee AND how they also help you as a manager. You also learned about unions and how union stewards represent the union workers in a department and organization. And lastly, you learned about FTE's. You learned how to do the math and figure out how much you'll be paid when given a job offer whether you're given an hourly compensation or annual compensation rate. And, you now know how to calculate the daily, weekly, monthly and annual FTE's if you're asked to do so on the exam.

It's a lot to know but I know you can do this. Don't let all of this scare you away from becoming a manager if that's something you're interested in. I always find when you study things without context, it's a lot more confusing than when you actually apply the information on a daily basis. Plus, anything you do on a daily basis gets easier because it's your job. Remember to stay on top of your study game. There's no limits or boundaries to achieving the success you so deeply desire. Until next time.

[Music and Outro]