

**Table 3. School foodservice directors' (N=461) perceptions of challenges to implementing food safety and HACCP programs**

	Mean±SD <sup>a</sup>	1 <sup>b</sup> Never a Problem	2	3	4	5 Always a Problem
<b>Factor 1—Resource Management</b>						
There is not enough time available to offer sanitation/ safety courses and inservices to employees.	3.2±1.4	76 (17.4)	66 (15.1)	98 (22.4)	108 (24.7)	89 (20.4)
Directors have little time to devote to food safety and HACCP monitoring system issues due to the daily operational pressures.	3.0±1.2	54 (12.0)	84 (18.7)	164 (36.4)	98 (21.8)	50 (11.1)
Employees need constant training and retraining in food safety issues.	2.9±1.3	77 (17.0)	106 (23.4)	104 (23.0)	106 (23.4)	60 (13.2)
There are not enough employees trained in food safety to train other employees.	2.9±1.3	76 (18.4)	83 (20.0)	117 (28.3)	88 (21.3)	50 (12.1)
The design of the facility places constraints on the extent to which food safety procedures can be developed.	2.7±1.2	93 (21.9)	90 (21.2)	129 (30.4)	76 (17.9)	37 (8.7)
Food safety and HACCP monitoring procedures have become routine for employees.	2.7±1.1	62 (15.5)	102 (25.4)	160 (39.9)	55 (13.7)	22 (5.5)
There is not adequate supervision to check that food safety procedures are followed.	2.6±1.3	99 (23.7)	106 (25.4)	97 (23.2)	81 (19.4)	35 (8.4)
There is not a standardized inspection process among sanitarians and county health departments.	2.4±1.4	165 (38.4)	79 (18.4)	82 (19.1)	50 (11.6)	54 (12.6)
There is a lack of support from the school district regarding food safety issues.	2.1±1.2	174 (43.7)	92 (23.1)	76 (19.1)	34 (8.5)	22 (5.5)
<b>Factor 2—Employee Motivation</b>						
There is a lack of support among employees to follow food safety and HACCP monitoring system procedures.	2.5±1.1	87 (19.4)	131 (29.2)	163 (36.4)	47 (10.5)	20 (4.5)
Employees do not recognize the food safety risks involved in not following food safety procedures.	2.4±1.2	120 (28.7)	138 (33.0)	71 (17.0)	73 (17.5)	16 (3.8)
Employees are not motivated about food safety issues.	2.4±1.1	99 (21.5)	173 (37.6)	112 (24.3)	63 (13.7)	13 (2.8)
There is a lack of support from employees, particularly from an employee who is a respected leader to follow food safety procedures.	2.2±1.1	147 (32.5)	146 (32.2)	117 (25.8)	27 (6.0)	16 (3.5)
Employees do not care a lot about food safety issues.	2.1±1.0	155 (33.8)	169 (36.8)	86 (18.7)	40 (8.7)	9 (2.0)
<b>Factor 3—Employee Confidence</b>						
Employees are nervous about taking the food safety certification exam.	3.6±1.2	26 <sup>c</sup> (5.8)	50 (11.1)	119 (26.4)	123 (27.3)	133 (29.5)
Employees do not feel comfortable with change.	3.4±1.1	27 (5.9)	78 (17.0)	133 (29.0)	135 (29.4)	86 (18.7)
Employees worry about losing their jobs if they fail the food safety certification exam.	2.9±1.3	79 (17.5)	76 (16.9)	149 (33.0)	91 (20.2)	56 (12.4)
Employees are uncomfortable with food safety issues because of a lack of education in this area.	2.4±1.1	94 (20.5)	170 (37.1)	118 (25.8)	61 (13.3)	15 (3.3)
Employees may feel uncomfortable with food safety issues due to language barriers.	2.0±1.2	230 (50.0)	88 (19.1)	79 (17.2)	42 (9.1)	21 (4.6)

<sup>a</sup>SD=Standard deviation

<sup>b</sup>Responses were made using the scale 1=never a problem to 5=always a problem

<sup>c</sup>Number responding (percentage)