

December 16, 2007

Background

In conjunction with the Manitoba Hotel Association (MHA), Manitoba Foodservices and Restaurant Association (MRFA) and the Canadian Chefs Federation, Winnipeg Branch (CCFCC), the Manitoba Tourism Education Council (MTEC) invited industry, education and association stakeholder to share insights into the Apprenticeship program as well as other related topics.

Given that the Chef's Trade is not compulsory, there are minimal new registrations or industry demand (other than those organizations that have a high level market and set it as an internal standard and requirement).

Attendance:

Ron Dobrinsky (CCFCC)	Sara Piercey (MHA)
Scott Jocelyn (MRFA)	John Reimers (RRC)
Steve McMullen (Chef)	Kim Kitt (Apprentice)
Jason Gower (Chef)	Bev Shuttleworth (MTEC)
Rose Schwartz (HR Director)	

Gail Hall and Ann Pedersen facilitated the session, upon which this report is based. It is intended to act as:

- Submission to Apprenticeship Futures Commission of Manitoba, and
- Industry planning for the future

We look forward to a continued dialogue and development of an Apprenticeship Program that meets the current and future labour market needs.

Submitted on behalf of the Attendees by

Bev Shuttleworth
CEO, Manitoba Tourism Education Council (MTEC)

Executive Summary of Discussions

While the committee representatives are supportive of the Apprenticeship Philosophy, improvements in communication (to general public, as well as apprentices and employers), follow-up, quality of program and delivery are required to meet the labour market needs. Priority Recommendations Include:

- Expanded communications and partnerships with Industry Stakeholders (chefs, associations, education providers) and the PTAC.
- Identify linkages to other cooks and chef's related training and credentials
- Expansion and flexibility of delivery and credential opportunities – on line modules, community based (particularly in the North), PLAR, block release in reduce 'blocks', etc.
- Consistent, quality follow up and tracking of apprentices, journeypersons and/or employer.
- Subsidized support to the Journey Person to continue their Professional Development, inclusive of a Train the Trainer program to ensure transfer of skills to new staff/apprentices.

Key Opportunities are Identified in Each Section.

Qualifications Currently Available in the Cooking Sector in Manitoba

The following were identified by the group in attendance.

- *emerit* Line Cook (through MTEC and the CTHRC)
- Vocational Cooking Programs (Through high schools, private schools and Colleges)
- Red River College Cooks Certificate (= Level 1 Apprenticeship theory)
- Red River College 2 year Diploma (gives opportunity to write Red Seal as well when complete)
- Manitoba Institute of Culinary Arts (MICA) (Year1 Completion = Apprenticeship Level 1: Year 2 Completion = Apprenticeship Level 2)
- Red Seal - Apprenticeship
 - Through formal schooling blocks and work learning under an Apprentice, or
 - Through appropriate work experience and challenge of Red Seal exam
- Certified Working Chef (under development through CCFCC)
- Certified Chef de Cuisine (through CCFCC)
- Certified Master Chef (to be developed through CCFCC in 2009)

Key issues:

- There is no clear career path identifying laddering and optional paths in the sector for obtaining credentials/qualifications and continuing with professional development related to Qualifications.

Key Opportunities:

- *Greater promotion of the value of qualifications, and case studies of key individuals with qualifications could encourage greater participation in Apprenticeship and other training.*
- *Providing credit for smaller modules through endorsed training bodies could provide incentives to further learning and registering for full apprenticeship or other qualifications.*

What is expected by the industry (ie employer) of someone with a qualification (RS)

- They have shown commitment to the industry as a career
- They should have achieved a basic level of expertise consistent across all graduates

What is the value of a qualification? (how to promote it)

- It differentiates your operation from others to have qualified staff (both in attracting talent and in the eye of the industry)
- May provide advanced (higher) pay rates for qualified individuals (this needs to become a greater practice to compete with other skilled trades).
- Provides opportunity for growth in the field - for apprentice and for the operation
- Can increase profit margin for operation by hiring skilled individuals
- Be seen as an employer of choice if hire qualified individuals
- Credential provides recognition of prior learning and skills
- While participating in the apprenticeship program, it provides the opportunity to work with good mentors

Understanding, Awareness and Perception of Apprenticeship and other Qualifications

- There is a great deal of confusion as to what is involved in Apprenticeship, where/how to find employers who will take apprentices on and support their learning in a quality manner.
- It is very confusing as to how other training programs (through education and through industry) fit with Apprenticeship. There needs to be a 'big picture' developed to encourage ongoing learning and recognition of learning within the field, and to promote the value of credentials.
- Competition with other apprenticeable trades - cooks have low wages (during and after Qualification) compared to other trades, and the Return on Investment of Apprenticeship Qualification is not perceived as high for either participants or employers.
- Supply and demand (ie high demand, low supply) formulates hiring anyone, not looking for qualifications. Bottom line - need to provide money value for credential.
- Job Titles do not equate to qualifications. Employers needing to fill positions and titles don't always reflect job responsibilities (sometimes the title is a 'carrot' or 'perk'). Red Seal Journey Person status should be industry basis (minimum) for using the term chef in the job position.

- Need more employers willing to hire apprentices, and more employers looking for Red Seal as a qualification for hiring.
- Current perception is the system doesn't work/ROI is not seen for employers or apprentices. The competitive edge is not seen for those with Qualifications as opposed to those with simply experience.
- Terminology is not well understood; e.g. apprentice, journeyperson, red seal, trades qualification, cook, chef. The differentiation between a journeyperson, apprentice, Red Seal, etc. is not well defined nor understood by the industry itself and the public at large. Use of position titles depends on who is defining terms, and the position definitions (Cook/chef etc) often seem to depend on the employment environment (and sometimes the need to provide a 'perk' through a title), not on the responsibilities of the position.

- Television series such as the 'movie star' chefs on the Food Network can give the wrong perception of the work, making it appear glamorous as opposed to the hard work and long hours it entails.
- Lack of communication across/between industry groups and with Apprenticeship. Industry Associations such as MRFA, MHA, MTEC and Chefs Association need to

have current, complete and accurate information about the training programs and Certifications in order to be able to promote to the field.

Key Major Issue:

We need to promote the trade in a coordinated and cooperative fashion - identify who the audiences are, what the values of training and Qualifications are to learners and employers, and to present awareness of training and certification options. This cannot be done properly without major industry partnerships and involvement.

Key Opportunities:

- *The Industry Associations could be extremely valuable in encouraging more people in the field to gain Qualifications, in promoting training programs/apprenticeship to those entering the field, and in encouraging employers to take on apprentices.*
- *The Government Apprenticeship Futures Commission is a positive step as long as recommendations are implemented in a timely and efficient manner. The industry sector must be seen as a partner and involved at all stages of decision-making and implementation.*
- *Positive activities such as the Best Apprentice Awards should be promoted on a wider basis, and expanded; possibly consider awards for Best Apprenticeship Employers as well to highlight quality training and mentoring examples. Industry needs to be a partner in planning and promoting these events.*

Structure, Framework and System

Please note: there are many items in this section which also affect the Training and Skill Development section.

If Apprenticeship Qualification is going to be a sought-after Qualification for those in the cooking field, the Department needs to increase its ability to support the industry in the promotion of the career and during the process of training.

Key Opportunities:

- *A central resource in the Department for support for employers and apprentices in each trade, with a telephone number and contact persons who are knowledgeable about the trade and apprenticeship process, and who are able to go into industry to provide awareness and support.*
- *All foundation training programs should have an automatic option for students to registered in apprenticeship, with promotion and awareness of what that entails and the benefits. The full career path, and its options for Qualifications, needs to be portrayed at all stages of training. Red Seal and other certifications need to be MARKETED.*
- *Tracking of those completing Level 1 needs to be incorporated so they can be encouraged to move on to Level 2 training and complete the Apprenticeship process.*
- *Tracking graduates of Level 2 training programs needs to be done to enable encouragement of program completion and ongoing learning and credentials.*
- *Currently there is no list of available employers who have Journeypersons willing to take apprentices. A registration process for this would be valuable. Awareness of who is included in the pool of qualified cooks and chefs is low. Apprenticeship needs to work closely with the Chefs Association and other industry associations to develop, maintain and promote the registered Journey Persons.*
- *Currently many Journey Persons who take Apprentices are not aware of the NOAs, the Provincial Program Guide or the competency log book for sign-off. Awareness of resources and supports available needs to be significantly increased. There is some feeling the apprentice needs to have at least seen all the competencies being done before heading to school for the formal learning. The Apprentice needs to take some responsibility for this process as well, but to do so they need to be fully aware of the competencies required and the process.*
- *There needs to be greater consistency of process requirement for industry training (ie use of log book, sign-off of competency, not just observation, exposure to all competencies listed even if can't be done in one operation). This would support more consistent skills of Apprentices, and quality assurance of the process. The Department needs to take joint responsibility for this, and there should be some monitoring done in follow up to the awareness/support piece. It is possible that Qualified Chefs could be used in this capacity as part of the system.*

- *Ratio of JP to Apprentices should stay at 1:1 in the cooking sector.*
- *There should be an ability to move Apprentices between various Red Seal Journey Persons to gain the appropriate skill range (internal, between operations in same chain, and between types of operations) - eg Delta Hotel & Gunn's Bakery are exploring a joint Apprenticeship model. To implement this, an improved process, documentation and monitoring system is necessary. It is becoming more necessary as operations become more specialized and do not offer the opportunity for full skill development for an Apprentice.*
- *Initiate a Train the Trainer requirement for those JP who take on apprentices; but allow JP to gain credit through PLAR. All JP not natural trainers, and need support.*
- *Apprenticeship Department needs to go through the responsibilities of JP as a workplace trainer with them when they agree to take on Apprentices, so that their responsibilities are clear, and they can get support and assistance where necessary.*
- *Employers need to be subsidized for JP participating in Train the Trainer to encourage participation, particularly because of low wages in the industry and difficulty of businesses in releasing staff when no back-up is available in most locations.*
- *Employers should be subsidized to take apprentices (ie wages for apprentices), to support the process. Wages are low in the industry (even following JP status), and support for labour market up-skilling is essential in these times of labour supply crises.*
- *Some incentives for the JP taking on apprentices should be considered. This might be in the form of professional development opportunities (such as Train the Trainer or other topics of interest, or in assistance in the JP continuing their learning towards a higher Qualification). This could be a win-win situation in promoting the value of Qualifications and lifelong learning.*
- *Could use an industry person to administer black box at program end for practical assessment. Instructors need criteria for competency sign offs to ensure consistency in assessment.*
- *PTAC - These Advisory Committees are not involved enough in the process, development of training, and marketing of trades qualifications. In some cases meetings are rarely called. There needs to be a complete shift here to increase numbers of qualified trades people and change the profile of the PTACS. They must be included in discussion and decision making on an ongoing and regular basis. They must be seen as key partners in the process. They should include current industry members with good reputations in the industry; JP who are taking*

apprentices, industry association reps, educators, and apprentices (ie include all key stakeholders).

- *Industry credentials (emerit Line Cook, CWC, CCC and CMC) are not known and/or recognized by regulating bodies and employers. There are no recognized linkages leading to a clear career path.*

Training and Skill Development

- Quality standards are not in place in the current system.
 - It is felt that the consistency of Apprentice knowledge and skill is not there (ie no consistency on graduate skill levels). Often skills gained are dependent on the environment/location they have worked in -- don't necessarily receive skills training in all areas of the trade.
 - Not all learners in Vocational Programs are achieving Level 1 standards. Quality assurance in graduate level knowledge and skills is lacking.
- Lack of quality assurance and standard of skills of those gaining Qualifications. Red Seal is transferable across Canada, but Red Seal graduates are not necessarily skilled at the same level coming from different jurisdictions (or from different programs in MB); partly because of lack of consistency in training delivery and partly due to no assessment of practical skills.
- As noted in the previous section the lack of a list of employers who have JP willing to take apprentices limits the ability for apprenticeship training in the industry. Awareness of who the pool of qualified cooks and chefs are is low.
- There is a need for time, resources and financial support for employers to be able to support apprentices in the program (ie wage support for time it takes to train to the standard on the job). Often for those in the Apprenticeship program and other training programs, the cost of training is not recovered with the wage rate after completion. It is difficult to cover the investment in training once qualified.
- Red Seal needs to be the benchmark for the industry -- other certifications should be referenced to Red Seal level.
- Need clearly defined levels to be recognized -- eg Level 1, Level 2 etc to allow for more efficient and effective transferability and lifelong learning.

- Need consistency in number of hours required for theory and practical (work experience) in all jurisdictions in Canada to ensure mobility and the ability for employers to know that Red Seal portrays a standard of performance.
- The content included in the current program is the minimum training needed for Apprentices, and should not be shortened/reduced. It is felt that some vocational programs are almost too fast, as they don't produce graduates to a common skill level in all cases, and are not equivalent in length of training. There need to be standards developed and monitored for the programs.
- There should be a standard practical exam after each competency module during both levels of Apprenticeship training to ensure the practical application skill level. Then a Black Box exam at end of the program (vocational programs) should be implemented.
- Need monitoring and support for apprentices in the workplace by Apprenticeship Board to ensure Return on Investment of training time. Also need support for JP with apprentices. Apprenticeship needs more resources to enable this, and greater partnerships with industry could assist. Workplace training needs a more formalized process checklist and resources to ensure exposure to the full range of skills. Need Quality monitoring for Apprenticeship learning
- Industry work experience JP needs to sign off on competencies not just hours. Need to establish criteria of performance for JP to use.
- Skills required may vary by operation -- can now buy pre-packaged products so may not need all the skills in the operation (eg meat cutting, soups)... Therefore, as previously noted there needs to be a process than can facilitate movement of apprentices between various JP to ensure exposure to most skills required for Cook.
- School time should be ensuring consistency of skills and gap filling for individuals not able to complete in the workplace.
- Hours cooking in a school restaurant should be able to be credited for experience hours.
- Consider the assessment of Cook and Baker to be separate skill testing and possible separate certification for JP. Everyone needs the basics of both, but at advanced levels become more specialized.
- Some online training is needed for flexible access, but then individuals need to be able to apply it (practice it) in workplace... i.e. need follow up by employer

Key Opportunities:

- *Develop a communication strategy to promote Apprenticeship and other Qualifications. It might help to 're-brand' Apprenticeship and add value for individuals and for employers. Concept (theoretical) of apprenticeship not as well known as it was years ago. Possibly we should change the name to reflect today's learning?*
- *Promote the stories of qualified Chefs, and why their training/qualifications have helped them. i.e. Marketing, case studies.*
- *More industry support like Delta's tuition reimbursement and partnerships in rotating apprentices to gain broad skill exposure.*
- *Include opportunities for upgrading and gap training through smaller modules in the larger training scheme. Need more options in taking individual modules (Wpg Tec does this now), so that if an industry person needs up-skilling in one area they can take that specific course only.*
- *Developing greater true partnerships with Industry Associations would provide value and return on investment. Partnerships are a strong opportunity for Associations to provide specific modules of training using Qualified JP and as an endorsed deliverer. This could encourage those participating to continue learning in the Apprenticeship program. Partnerships could also provide efficiencies in the workplace learning portion and the assessment of workplace learning in Apprenticeship.*
- *Provide more options in MB for Level 2 training (only RRC now) and industry learning through JP.*
- *Allow transferability of hours between jurisdictions and operations in efficient, transparent and defined manner. Detailed competency log books or skills checklists could assist with this.*
- *Change block release to more flexible process - look at possibility of day release (eg 1 day/week). This also allows opportunity (& responsibility) of JP to help Apprentice practice those specific skills immediately on return to workplace.*
- *Government facilities should require cooks in their facilities to have Qualifications if they want to model good practice and promotion of apprenticeship.*