



PROPEL™

Industry Training
Quarter 4 Report | March 31, 2008

About the Industry Training Organization for Tourism

In late 2006 go2 was sanctioned by the Industry Training Authority (ITA) to take on a new industry training mandate for the tourism industry in British Columbia.

The Industry Training Authority (ITA) was established in 2004 to significantly expand training participation in BC through the development of an industry-led training model. Industry Training Organizations (ITOs) are the primary way in which that leadership is being delegated, and have already been launched in the horticulture, automotive, residential and commercial construction, and resource sectors.

The mandate of go2's new training division is to establish an innovative and effective industry-driven training system serving BC's tourism industry. The work of go2's training division will focus on defining training needs, setting industry training standards, deploying effective delivery systems and measuring industry training results. It will achieve this through close consultation with industry and by interfacing with training providers.

Currently, the apprenticeship programs for Cook, Baker and Meatcutter fall under the jurisdiction of go2. Moving forward, go2 will conduct a training needs assessment and look at the development of new and improved industry credentials driven by the needs of the tourism industry.

About go2

Established by the BC tourism industry in April 2003, go2's mission is to assist the tourism industry address challenges in attracting employees, retaining and training its workforce in order to support industry growth. For more information about go2, visit www.go2hr.ca.

About The Industry Training Authority

The ITA is a provincial government agency with a mandate to govern, expand and improve BC's industry training system. The ITA works to create greater flexibility and accountability within the system, to better align training outcomes with industry requirements, and to meet BC's skilled training needs now and in the future.

As well, ITA Customer Service administers the industry training system and provides direct services to participants. This includes such things as registrations, assessments of previous experience, administration of examinations, and issuing of certifications. For more information please visit www.itabc.ca.



Quarter 4 2007/2008 Report: January 1–March 31, 2008

Start Up

Propel™ was officially unveiled as the name of the training division of go2 in January 2008. Minister Colin Hansen and Vancouver Canuck alumnus and local celebrity restaurant owner Kirk McLean faced off in a black box cooking competition to promote the launch. Presentations were also made by ITA CEO Kevin Evans and go2 CEO Arlene Keis.

Planning for the next fiscal year was completed with the development of the 2008/09 Service Plan. The decision was taken to delay the implementation of full-service status until the beginning of the 3rd quarter to ensure proper processes are in place for a successful transition.

Industry Training Needs Assessment

The RFP for Phase II was issued early in the quarter. Based on the guidance of the Industry Training Advisory Committee, it was decided that this phase should be conducted in two parts:

- Project A: Assess industry demand for a supervisory industry training program for tourism and hospitality;
- Project B: Assess industry demand for other tourism and hospitality industry training programs and credentials.

The vendor completed Project A by the end of the quarter and has begun work on Project B. Results of the research would indicate a very strong interest and demand for a supervisor credential:

Likelihood to enroll staff in an ITA sanctioned supervisory training program was high at 73%. Larger businesses (50+ employees) and those with more than one location displayed higher than average interest in the potential supervisor training program.

The complexity of the project will result in the completion of the remainder of the Needs Assessment being pushed into the next fiscal year. However, work can begin right away on the creation of the Tourism and Hospitality Supervisory industry training program and credential.

Current Industry Training and Certification Programs

The WorkSafe program is still on hold pending evidence of broader industry interest in and support for this program.

Decisions regarding the Tourism Essentials program will be subject to the findings of the Needs Assessment.

The Serving It Right Plus concept development has been delayed due to a lack of internal resources.

The appropriateness of including the WorkSafe and SIR projects in the ITA Service Plan has been re-evaluated, since these are not ITA funded projects.

Cook

Although the consultation process has been comprehensive, the cook project became more challenging in the fourth quarter, due to the potential implications of changes to the program structure and delivery model on training institutions.

Issues came to the forefront at a joint educator-employer forum in January, and the need for additional communication and consultation quickly became apparent. Under the leadership of the Program Manager, much progress had been made on this front by the end of the quarter.



Consultations will be held with the program advisory committees for all public training institutions in the next month, with final recommendations targeted for submission by mid-May.

As previously noted, the later-than-anticipated start to this project and unexpected delay will result in recommendations for improvement being pushed into the first quarter of next year.

Increasing Participation In Cook Training And Other Tourism Training Programs

go2 has already established and implemented a comprehensive, multi-channelled career awareness strategy that is designed not only attract people to tourism careers and training, but also to target specific demographic groups in addition to young people. These groups include older workers, people with disabilities, aboriginals, new immigrants and others. The career awareness marketing strategy is flexible and can be used to promote jobs and careers in specific industry groups (such as ski areas, food & beverage or the accommodations sectors) and/or specific occupations (such as cooks, ski jobs, hotel supervisory staff, etc.). In 2006, before taking on the industry training mandate, go2 partnered with the BC Chefs' Association to spotlight cook and chef careers and this trade continues to be key in the career awareness activities.

Aligning go2's career awareness activities with the new industry training division began with the launch activities for the new division in early January. Propel had a strong presence at the B.C. Foodservice Expo, and the inaugural Culinary Tourism BC conference in Q4. Propel also sponsored a number of cooking competitions. Materials have been prepared to educate career seekers about our apprenticeship programs; promotional activities will ramp up next fiscal year culminating in the move to full-service in Q3.

Baker

The baker standards project wrapped up as planned late in the quarter. The new Program Outline includes an updated Occupational Analysis and Table of Specifications, based on the 2006 National Occupational Analysis (NOA). The Program Profile was also updated.

New level exam banks of 300 questions were created. On the recommendation of the Baker Task Group, these will be peer-reviewed and field tested early in the next fiscal year. A final report detailing an implementation strategy, credentialing, PLAR, future program enhancements and future work was reviewed and endorsed by the Baker Task Group before submission to the ITA.

Following the field testing work, curriculum and resource material development will commence, followed by communications activities around the program changes. Implementation of changes is planned for January 2009.

Meatcutter

The Meatcutter Task Group vetted the final report and recommendations, and these were submitted to the ITA. The report documented the overall desire from industry represented for the continuation of training and certification programs for this industry. The recommendations submitted to the ITA proposed a program standards review be conducted next fiscal year.

Conclusion

In the last half of the fiscal year, in particular, Propel made significant progress on all goals. We are confident that we have the right resources in place to move forward on our mandate as the ITO for tourism and hospitality. We look forward to continuing this journey into full-service status by Q3 of next fiscal year.

Apprentices Fill Void in the Kitchen

By instituting apprenticeships, pubs are finding a way to combat BC's skilled labour shortage while helping to educate and inspire the next generation of chefs.

As the tug of war for skilled labourers continues to intensify, many restaurants and pubs are grappling for cooks, unable to compete with deep-pocketed industries like oil and construction. But it's not all bad news. The Longwood Brew Pub, located in Nanaimo, is one example of an enterprising organization that has risen to the challenge by instituting an apprenticeship program.

While owner Barry Ladell concedes there is an industry-wide shortage of qualified cooks, he says that the Longwood's apprenticeship program is a keystone in the pub's successful staff attraction and retention strategy. Ladell, who has been operating the Longwood for almost eight years, says he implemented the apprenticeship program from day one, thereby increasing staff retention.

"I support [the apprentice's] time in school, help with the paper trail that accompanies their schooling, and guarantee them employment as they work to achieve their Red Seal. From an employer's standpoint I know how long I will retain each of these apprentices," says Ladell, who notes that apprenticeships make sense both pragmatically and creatively.

"People that are in a learning scenario are usually looking for avenues to express their creative flair. We give them the opportunity to do this within a supervised environment and they're able to tap into their passion," explains Ladell. And this creativity has manifested itself in a menu that boasts an array of selections beyond what you might expect at your typical neighbourhood pub.

Ladell explains that the nature of learning to become a chef involves incorporating cooking styles from all over the world. "We constantly challenge our apprentices to come up with new recipe ideas daily, whether it's a sandwich for the lunch special or an entrée feature for dinner's fresh sheet," he says. Patrons appreciate knowing that their food is prepared by a certified Red Seal Chef, and word has quickly spread about the pub's superior quality food.

"Our contact with the chef's training program at the local college has helped spread the word amongst the up-and-coming cooks that there is a pub within their region that supports their skills. The instructors are quick to use us as an example of an establishment that offers a stable future in their chosen field," explains Ladell, who is obviously proud of the way the apprenticeship program has boosted the pub's reputation.

Longwood's good reputation extends beyond members of the broader community into the heart of the establishment—the kitchen.



Barry Ladell, Owner/Operator, Longwood Brew Pub & Restaurant

Ladell credits his apprenticeship program with fuelling a team spirit among his kitchen staff by helping to attract a core of Red Seal Chefs who enjoy sharing their knowledge with industry newcomers. "My senior chefs each have two apprentices and they take pride in the knowledge that we are making a difference in this industry by turning out qualified and experienced chefs who will take their passion into the workplace and hopefully pass it on to other young apprentices."

When asked if he would recommend apprenticeships to other pubs struggling to attract cooks, Ladell emphasizes that due diligence is an essential part of any retention strategy, including implementing apprenticeships. While there are challenges, like ensuring that there are an adequate number of cooks to cover shifts while apprentices are away fulfilling their schooling obligations, he asserts that the extra effort is worthwhile.

"It's a win-win scenario. We, the employer, benefit from the skill, passion, and stability of our apprentices, while the apprentice has a venue to achieve his or her personal goal of becoming a chef. The industry, as a whole, is perpetuated and benefits from an increased workforce of talented and proven chefs."

Goals, Targets & Results

go2 set seven separate goals for the Industry Training Division as outlined in the 2007/2008 Service Plan. The following describes each goal, target and result for the fourth quarter.

Goal 1

Establish a new training department to drive strategies that meet the training needs of the BC tourism industry and meets the standards of the ITA, resulting in the attainment of a full service Industry Training Organization by March 31, 2008.

Measure	2007/08 Target	Results March 31/08 (Q4)
Human resource and organizational capacity	Training Committee formed and operating.	Complete.
	go2 staff roles defined.	Complete.
	Annual operational plan completed and additional staff requirements identified.	Complete.
	Annual operational plan implemented.	Complete.
Organizational maturity	Progression from development stage to full service stage by meeting the requirements of the operational audit.	Analysis and preparation for audit delayed to next fiscal year.
Performance measurement system	Adequate data to measure performance of Training Division (full scope of data required TBD).	Data tracking systems in place for current data needs. Integration with RITA to be explored in next fiscal year.
	Communications strategy	Reporting documents (quarterly and annual) prepared and submitted to ITA as required. Reporting documents accessible to industry stakeholders.
Best practices applied	Research and document best practices.	Benchmarking trip to New Zealand and Australia completed. Report produced. Research reports and documents received and under review.

Goal 2

Establish appropriate training and certification programs for key professions in the tourism industry, through the development and implementation of a training needs assessment and strategy.

Measure	2007/08 Target	Results March 31/08 (Q4)
Needs assessments	Needs assessment completed.	Phases 1 and 2A complete. 2B underway. Phase 3 delayed to next fiscal year.
Industry training strategy	Industry training strategy completed.	Subject to completion of needs assessment.
Implementation of the training strategy	Implementation plan completed.	Subject to completion of training strategy.
Number of new tourism training programs	Establish baseline based on needs assessments.	Phase 2 revealed strong demand for a Tourism and Hospitality Supervisor training program which will be developed next fiscal year. Other programs subject to completion of training strategy.

Goal 3

Enhance existing training and certification programs for the tourism industry based on industry needs.

Measure	2007/08 Target	Results March 31/08 (Q4)
Tourism Essentials Program	Review of whether program should possess a stand alone certificate or ladder into an existing or new program completed.	Review will be included in development of Training Strategy after the needs assessment is complete.
Certification of Recognition (“COR”)	Recommendations on program revisions to WCB. Marketing and delivery of the program commenced.	Program put on hold until broader industry determines if it wants to proceed or not.
“Serving It Right Plus” Program	Establish baseline.	Due to reassignment of internal project owner, this project, timing and resourcing is under review.

Goal 4

Ensure that high-quality standards, as well as an effective structure and delivery model, exist and are maintained for the BC ITA accredited cook training program.

Measure	2007/08 Target	Results March 31/08 (Q4)
Cook training program updated to established standards	<p>Progress achieved to date with regard to the standards review documented and assessed.</p> <p>Industry wide review completed to address specific issues, such as technical training duration; introduction of a distinct BC CofQ; ELTT; and credentialing.</p> <p>Recommendations developed and approved by ITA.</p> <p>Implementation of recommendations commenced.</p>	<p>Industry consultations conducted via online surveys, employer forums, education forums, individual meetings and task group discussions. New model developed. Due to concerns raised, consultation process will continue into next fiscal year.</p>
Cook training program structure and delivery model enhanced	<p>Review of structure and delivery model completed.</p> <p>Recommendations for improvement developed and approved by the ITA.</p> <p>Pilot changes / recommendations for improvement.</p>	<p>New model developed. Recommendations in process; to be submitted in May.</p> <p>Full implementation planned for Fall 2009 intakes.</p>
Customer Satisfaction* Apprentice Employer	<p>Maintain or improve: 92 (6 points above average) 80 (1 point below average)</p>	TBD in 2008 survey.
Stakeholder Awareness* Apprentice Employer	<p>Maintain or improve: 78 (3 points above average) 82 (6 points above average)</p>	TBD in 2008 survey.
Stakeholder satisfaction based on go2's Branding Awareness Survey	Establish baseline.	go2 survey postponed until 2008/09 for budgetary reasons.

*Based on ITA Customer Satisfaction and Stakeholder Awareness Survey.

Goal 5

Increase participation in the cook training program and other tourism training programs identified by the industry needs assessment (see Goal 2).

Measure	2007/08 Target	Results March 31/08 (Q4)
TCAP		
Number of industry speakers	80	86
Number of high school presentations	100	103
Number of other presentations	20	41
Career Fairs		
Number fairs attended	6	10
Number of attendees engaged at fair	1,800	2,725
MOVE ON UP		
Number of visits to MOU.ca	55,000	69,477
Number of new subscribers to MOU newsletter	1,500	17,640*
Industry Events		
Number of attendees	2,000	1,458
Media Coverage		
Number of articles and other promotional pieces	20	30
Number of times covered in the media		
Public	55	40
Industry	30	41
Customer Satisfaction**		
Apprentice	Maintain or improve: 92 (6 points above average)	TBD in 2008 survey.
Employer	80 (1 point below average)	TBD in 2008 survey.
Stakeholder Awareness**		
Apprentice	Maintain or improve: 78 (3 points above average)	TBD in 2008 survey.
Employer	82 (6 points above average)	TBD in 2008 survey.
Cook Training Program		
Number of apprentices registered	TBD	Targets not established – will be subject to results in Goal 4.
Number of employers	TBD	
Completion rate	TBD	
Number of credentials issued	TBD	
Total capacity	TBD	
Percentage utilization	TBD	

*Includes 1,696 Move On Up subscribers, as well as 15,944 Serving It Right subscribers added from cross-marketing efforts.

**Based on ITA Customer Satisfaction and Stakeholder Awareness Survey.

Goal 6

Ensure that high-quality standards, as well as an effective structure, exist and are maintained for the BC ITA accredited bakers' training program.

Measure	2007/08 Target	Results March 31/08 (Q4)
Bakers' training program updated to established standards	Industry review of program standards completed Recommendations for improvement developed and approved by ITA	Vendor completed scheduled program standards work.
Bakers' training program structure enhanced	Review of program structure completed Recommendations for improvement developed and approved by the ITA	Program structure to be reviewed again in 2009/10 fiscal year.
Baker Training Program		
Number of apprentices registered	TBD	Targets not established – will be subject to the review targets above.
Number of employers	TBD	
Completion rate	TBD	
Number of credentials issued	TBD	
Total capacity	TBD	
Percentage utilization	TBD	
Customer Satisfaction*	Maintain or improve:	
Apprentice	92 (6 points above average)	TBD in 2008 survey.
Employer	80 (1 point below average)	TBD in 2008 survey.
Stakeholder Awareness*	Maintain or improve:	
Apprentice	78 (3 points above average)	TBD in 2008 survey.
Employer	82 (6 points above average)	TBD in 2008 survey.

*Based on ITA Customer Satisfaction and Stakeholder Awareness Survey.

Goal 7

Review and assess the training and certification needs related to BC’s meatcutting profession.

Measure	2007/08 Target	Results March 31/08 (Q4)
Status of training and certification needs of meatcutting profession understood and documented.	Industry consultation completed. Results submitted to the ITA.	Complete.
Meatcutting Training Program		
Number of apprentices registered	TBD	No targets established – will be subject to industry consultation noted above.
Number of employers	TBD	
Completion rate	TBD	
Number of certificates issued	TBD	
Total capacity	TBD	
Actual percentage of utilization	TBD	

Statement Of Operations

For the 12 periods ending March 31, 2007

	YTD ACTUAL	ANNUAL BUDGET	VARIANCE
Revenue			
ITO Core Contribution: Operational ¹	279,675	279,675	-
ITO Development Funding	194,949	215,000	(20,051)
Total Revenue & Funding	474,624	494,675	(20,051)
Expenditures			
Core & Program Maintenance Expenses			
Board, Committee & Staff Expenditures	190,187	224,675	34,488
Professional Services			
Program Enhancement & Maintenance ²	23,364	5,000	(18,364)
Marketing & Communications ³	36,049	19,925	16,124
Start Up	2,575	2,575	-
Facilities & Supplies			
Rental/Lease Costs/Insurance	17,000	17,000	-
Other			
Operational/Office Service Costs	10,500	10,500	-
Total Core & Maintenance Expenses	279,675	279,675	-
Development Expenses			
Development Expenses	194,949	215,000	20,051
Total Development Expenses	194,949	215,000	20,051
Total Core & Development Expenses	474,624	494,675	20,051
Net Revenue	0	-	0

Note 1: Revenue received includes \$19,675 for contract ending May 15, 2007 and \$260,000 for current year funding.

Note 2: Contract services for Cook, Baker and Meatcutter Program Enhancement & Maintenance including Cook Survey.

Note 3: Quarterly reports, Branding Project and Propel Launch expenses.

Advisory Committee

Functioning as a sub-committee of go2's board of directors, the advisory committee is comprised of industry professionals from accommodations, food and beverage, recreation, attractions, education, and union representatives. The advisory committee members listed below will each serve a one year term.

2007-08 Advisory Committee

Kate Dodd (Chair), *Director of Finance, Mt. Washington Alpine Ski Resort*

Kirby Brown, *President & COO, Panorama Mountain Village*

Charmaine Carswell, *Director of Human Resources, Grouse Mountain Resort*

Jason Forbes, *Director of Training, Keg Restaurants Ltd.*

Denise Kellahan, *National Staff Rep, CAW Canada*

Troy Lucas, *Bar and Hospitality, Cara*

Jim Pearson, *President/Administrator, Unite Here! Local 40*

Lissa-Maria Pietracupa, *VP of People and Culture, Coast Hotels*

Ian Powell, *Managing Director, Paul's Restaurants & GM of Laurel Point Inn*

Heidi Romich, *Owner, Heidi's Restaurant*

Jonathan Rouse, *Dean, School of Hospitality, Vancouver Community College*

Geoff Stevens, *VP, Industry Relations, Industry Training Authority*

go2 Staff

go2 is pleased to announce the internal team working on our industry training mandate.

Debbie Yule
Director, Industry Training, go2

Dennis Green
Program Manager, go2

Linda Halington, *Meatcutter Project Manager, emerit Products & Certification, go2*

go2 Board of Directors

The go2 board represents a cross-section of BC's tourism industry including tourism operators, industry associations, and educational institutions from a variety of regional areas of the province.

2007-08 Board Of Directors

Mark Von Schellwitz, *Chair*
VP, Western Canada, Canadian Restaurant and Foodservices Association

Taj Kassam, *Vice Chair*
President and COO, Sandman Hotels, Inns and Suites and Senior VP, Northland Properties Corporation

Simon Evans, *Past Chair*
CEO, British Columbia Human Resources Management Association

Kirby Brown, *President & COO, Panorama Mountain Village*

Kate Dodd, *Director of Finance, Mt. Washington Alpine Ski Resort*

Rob Fussey, *Director of Operations, A&W Food Service of Canada Inc.*

Kim Haakstad, *Executive Director, ABLEBC*

Walt Judas, *VP, Marketing Communications and 2010 Strategies, Tourism Vancouver*

Rick Lemon, *Vice President, Visitor Services, Tourism BC*

Rusty Noble, *Director of Guest Experience and Resort Operations, Kicking Horse Mountain Resort*

Jonathan Rouse, *Dean, School of Hospitality, Vancouver Community College*

Heather Schroeter, *General Manager, Manteo Resort*

PROPEL™

For more information, please visit us online at go2hr.ca or contact:

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