



NATIONAL
INDUSTRY
SKILLS INITIATIVE

A Commonwealth Government Initiative

COMMERCIAL COOKERY

ACTION PLAN



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STATEMENT OF AGREEMENT

This Statement of Agreement and Industry Skills Action Plan documents at a broad level the agreed actions for industry and government emerging from the National Industry Skills Initiative. The attached Industry Skills Action Plan outlines in more detail the initiatives to address identified barriers to skills development for which industry, supported by government, has taken responsibility. There may be further actions which will emerge as this Plan evolves and as elements are progressively implemented.

The Commercial Cookery Task Force agrees to undertake action against the attached Action Plan in five key areas:

- Leadership and Coordination – by adopting a “whole of industry” approach to the identification of the priorities and the continuous monitoring and review of progress;**
- Developing young people for careers in Commercial Cookery – through a focus on enhanced career information and advice, especially in respect of New Apprenticeship opportunities and by increasing industry-school linkages that support more effective pathways to skills;**
- Marketing and promotion of the industry – leading to enhanced career and training opportunities especially within non traditional sectors, increasing the profile of the industry to attract new entrants and retain current employees;**
- Making New Apprenticeships work for the industry – by simplifying access for employers in small and medium enterprises and for students, by enhancing recognition of prior learning, by developing models of flexible delivery and part time training, by supporting apprentices in the workplace and by working with the vocational education and training sector to ensure outcomes match industry needs;**
- Enhancing the professionalism of the industry – by establishing an industry consensus on skills recognition and certification for chefs, by developing easy access to lifetime professional development and by establishing specific initiatives to ensure those entrusted with the training and supervision of apprentices and trainees have the skills, knowledge and systems in place to attract and retain quality staff;**

and to report on achievements against these action areas through a progress report by June 2002, and a final report to the Commonwealth Government by June 2003.

The Commonwealth undertakes to assist with implementation of the Action Plan through support of the Commercial Cookery Task Force.

**Derrick Casey
Chair
Commercial Cookery Task Force
23 July 2001**

**The Hon Dr David Kemp
Minister for Education,
Training, and Youth Affairs**

Recommended Strategies for Action

Commercial Cookery

1. Leadership and Coordination

Recommended Strategy	Proposed Outcomes	Key Performance Indicators
<p>The Australian Hotels Association to establish a Commercial Cookery Task Force to overcome skill shortages in Commercial Cookery over time on a “whole of industry” basis. The Task Force will comprise relevant employer association, academic and government representatives with the following Terms of Reference:</p> <p>a) Develop an interim operational plan addressing the implementation of the Task Force to include issues related to the roles of members, the potential sources of funding, meeting procedures and communication with stakeholders.</p> <p>b) Facilitate a broad, industry-wide examination of what the future holds for those employed in Commercial Cookery and the best manner in which to portray this field of endeavour to potential new entrants. The review to consider what will be expected of those already employed in terms of career progression, skill acquisition, the effect of the introduction of new technology on work practices, emerging customer demands and cost imperatives.</p> <p>c) Identify priority items for action and a strategic, long term plan to address the skill shortages over time based upon its own review of the Report of the Working Group and this Action Plan. The Task Force, once established, is to review suggested targets and KPIs to ensure that they are, and through regular review of achievements and progress, remain, ambitious but realistic and achievable.</p>	<p>Prepare identifying structural and procedural guidelines and timelines for the Task Force</p> <p>Statement adopted by stakeholders</p> <p>Prioritise Action Plan to include both long term strategic initiatives and short term action items to respond in a timely fashion to critical needs</p>	<p>Operational Plan prepared by 30 September, 2001 Strategic direction ensured 1 December, 2001</p> <p>Benchmark provided to facilitate decision-making on initiatives at all levels by 15 November, 2001</p> <p>Prioritised Action Plan published by 1 October, 2001 Funding and other resources are identified and allocated to achieving priorities by 1 December, 2001</p>

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<p>d) Widely disseminate copies of the Working Group Report and Executive Summary to ensure stakeholders are aware of the seriousness of the problem and the actions that can be taken nationally and locally to contribute to the solution. The Task Force must earn the credibility and “whole of industry” support that will be required to achieve the objective. Stakeholders will include industry (employers, employees and peak bodies), government, schools and training providers in the VET network.</p>	<p>Report published and distributed to stakeholders. Executive Summary published and distributed widely throughout the industry. Report on the major findings delivered in appropriate forums, such as conferences and executive meetings of related bodies</p>	<p>All stakeholders are better informed, able to contribute to the long term solution by acting locally but with a larger perspective. By 30 June, 2002, all identified stakeholders are involved in an agreed regional or national activity leading to the elimination of skill shortages in Commercial Cookery over time</p>
<p>e) Identify appropriate Working Groups or Sub Committees to progress particular areas of responsibility. Such Working Groups to be either of an on-going nature (for example, publicity, research or funding) or established on an ad-hoc basis to implement specific initiatives or projects identified for action by the Task Force. Each Working Group to include at least one member of the Task Force and others with an interest or involvement in the area of responsibility. Each meeting of the Task Force to include a report on the activities and achievements of each Working Group to ensure coordination of effort, to ensure adequate resources are provided and that objectives and outcomes continue to contribute in a positive way to the overall strategy to reduce shortages in Commercial Cookery over time.</p>	<p>Principal standing Working Groups established and initial project oriented Working Groups formed</p>	<p>Structure in place to ensure effective communication and coordination of outcomes by 30 November, 2001</p>
<p>f) Monitor and review progress towards the overall objective by analysing published data on labour shortages at all levels and by commissioning original research as required, to identify emerging trends, local issues, reasons for attrition, employer and employee attitudes and best practice.</p>	<p>Monitoring and review mechanism established</p>	<p>Timely and responsive approach to issues with data received and analysed by Task Force on a semi annual basis</p>
<p>g) Develop specific responses to identified needs based on a regular review of the Action Plan.</p>	<p>Action Plan amended on regular basis</p>	<p>Action Plan is always current and relevant</p>

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2. Encourage Young People to Consider Careers in Commercial Cookery

Recommended Strategy	Proposed Outcomes	Key Performance Indicators
<p>Based upon agreement about how the profession wishes to portray itself, develop a comprehensive strategy to attract young people to Commercial Cookery. Initiatives to include:</p> <p>(a) An initial comprehensive review of career information currently available to identify best practice and “need” areas.</p>	<p>Collection and review of all existing careers advice material related to Commercial Cookery</p>	<p>Completed by 30 November, 2001</p>
<p>(b) The development, production, market testing and distribution of original quality and impartial career information in a variety of formats, for example, print, videos, interactive PC based programmes, interactive CD ROM with push/pull technology, web sites (fully maintained), material for inclusion in popular television series, packages for school consumption including project materials and curriculum awareness materials.</p>	<p>Products and materials available</p>	<p>Distributed by 30 June, 2002. Interest and inquiries for Commercial Cookery careers and enrolment in related study, Traineeships and Apprenticeships up by 13% (additional 1000 apprentices) by 30/12/02.</p>
<p>(c) The development, production, market testing and distribution of material suitable for intermediaries including teacher support material and material that can be used by careers professionals advising young people and industry for presentations to students and other groups of potential new entrants to Commercial Cookery.</p>	<p>Products and materials available and distributed following testing and endorsement</p>	<p>Products distributed by 30/6/02 Students considering career choices make better informed, quality decisions in time for 2003 school year</p>
<p>(d) The production of materials that will be relevant and accessible to Indigenous Australians.</p>	<p>Materials developed and endorsed</p>	<p>Take-up of training and employment opportunities in Commercial Cookery by Indigenous Australians increased by 20% by 31/12/02</p>
<p>(e) Strategic participation in career expos and markets, mentoring arrangements, scholarship programs, cadetship arrangements and work experience opportunities.</p>	<p>Attendance at careers expos and similar events by Task Force, Working Group and significant employer groups and associations</p>	<p>Increased interest in Commercial Cookery careers and take-up of training and employment opportunities</p>

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<p>(f) The organisation of professional development activities such as conferences and seminars for schools based careers advisors to provide accurate information on the industry, the variety of pathways to entry, the career opportunities and how to access and use the published materials to full advantage.</p>	<p>Conferences and seminars conducted to support new careers products</p>	<p>Careers advisors are more confident about discussing important career choices with students. Contributes to increase of take-up of training and employment opportunities by 13% by 31/12/02</p>
<p>(g) Identify the most appropriate predictors of success (personal qualities, skills and competencies) to develop a range of objective self-administered instruments to assist prospective new entrants to determine for themselves the likelihood of a career “match” and for employers and others to assess suitability of candidates.</p>	<p>Research results published, self assessment instruments available and distributed to employers</p>	<p>Students and others better informed about personal suitability leading to more informed careers choice. Lower attrition, higher quality workforce</p>

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3. Marketing and Promotion of the Industry

Recommended Strategy	Proposed Outcomes	Key Performance Indicators
<p>Develop a skilled and sustained public relations and marketing campaign to enhance the image of the industry in the minds of employers, employees, and students contemplating careers, others considering a career change and the public at large. Initiatives to include:</p> <p>(a) Identify and utilise existing marketing channels to communicate with youth and the community at large. Identify opportunities for exposure of Commercial Cookery and associated career pathways in popular television series, movies and public events.</p> <p>(b) Issue press releases, organise media events and make available skilled, high profile spokespersons to showcase the Report findings, the Action Plan and other initiatives of the Task Force and industry in general.</p> <p>(c) Identify and promote industry role models and celebrity chefs.</p> <p>(d) Publicise and promote the use of the term “Commercial Cookery” as opposed to “Food Trades”</p>	<p>Identification of suitable media in a database and a strategic plan developed to improve and enhance image of the industry over time</p> <p>Regular appearance of positive stories, increased profile and enhanced image of Commercial Cookery</p> <p>List of high profile, articulate chefs willing to act as spokespersons for the industry</p> <p>General adoption of new terminology</p>	<p>Contributes to increase of 13% in inquiries and take-up of training and employment opportunities by 31/12/02. Increased exposure of Commercial Cookery and careers in media</p> <p>Inquiries and take-up of training and employment opportunities are increased and there is increased exposure of Commercial Cookery and associated career paths in media</p> <p>Inquiries and take-up of training and employment opportunities are increased and there is increased exposure of Commercial Cookery and associated career paths in media</p> <p>Media releases and conference presentations by 31/10/01 Increased attraction of industry and pride in profession as measured by employee attitudes</p>

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<p>(e) Provide regular editorial copy to mainstream and specialist magazines and newspapers to promote positive messages about the industry and the profession. Such positive messages to highlight the global recognition of skills and qualifications, the diversity of the industry and employment options including entrepreneurial pathways.</p>	<p>Regular appearance of copy and stories with positive messages for Commercial Cookery</p>	<p>Contributes to an increase of 13% in inquiries and take-up of training and employment opportunities by 31/12/02</p>
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Recommended Strategies for Action

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4. Making New Apprenticeships Work for the Industry

Recommended Strategy	Proposed Outcomes	Key Performance Indicators
<p>The Task Force will agree on realistic, achievable targets for additional Traineeships and Apprenticeships above and beyond current levels to alleviate shortages and to keep pace with industry growth. Initiatives to include:</p> <p>(a) Develop a methodology involving published materials including templates and simple “how to” guides, supplemented by face to face contact, to inform employers in small and medium sized enterprises (SMEs) about the benefits and opportunities available through New Apprenticeships and to how to access them.</p> <p>(b) With the support of government and other partners, create a streamlined procedure for employers in SMEs to access recruitment, placement, training and funding to access New Apprentices.</p> <p>(c) Simplify student and new entrant access to New Apprenticeships by facilitating Group Training and introductions to suitable employers.</p> <p>(d) Strengthen competency based apprenticeships to ensure training remains relevant, contemporary and appropriate.</p> <p>(e) Develop part-time employment options and Group Traineeships and Apprenticeships to provide a range of options to facilitate entry to Commercial Cookery careers for those of mature age, for Indigenous Australians and for those from regional areas. Develop strategies to assist those having to re-locate within Australia to pursue careers in the industry.</p>	<p>Materials produced, funding identified and resources allocated</p> <p>Streamlined procedure agreed by all parties (government, employers and RTOs)</p> <p>Streamlined procedures developed for access, documentation available and well communicated</p> <p>Perception that time based apprenticeships are required is replaced with recognition of skill acquisition</p> <p>Increased use of Group Training schemes and take-up of traineeships and apprenticeships</p>	<p>Materials produced and disseminated by 30/6/02 Take-up of Traineeships and Apprenticeships in SMEs increased by 13% by 31/12/02</p> <p>Contributes to an increase of 13% in the take-up of Traineeships and Apprenticeships in SMEs by 31/12/02</p> <p>New procedures in place by 30/6/02. Contributes to the increase of 13% in the take-up of Traineeships and Apprenticeships in SMEs by 31/12/02</p> <p>Discussions with all States and Territories to adopt competency based assessment and introduce any facilitating industrial changes by 30/06/02</p> <p>Access from non-traditional employment sources increased by 20% to alleviate shortages</p>

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<p>(f) Develop a mentoring and/or pastoral care support mechanism for apprentices and trainees in SMEs.</p>	<p>System or systems in place, adequately resourced</p>	<p>New system in place by 31/12/02 Attrition amongst apprentices and trainees reduced. Higher quality on the job training</p>
<p>(g) Investigate issues related to the availability and take-up of Recognition of Prior Learning and the return to industry or to formal training of those with partially completed formal studies and/or industry or related industry qualifications and competencies to establish mechanisms to provide flexible pathways to re-enter the industry.</p>	<p>Improved access for and take-up by mature age and/or partially trained cooks and chefs in place</p>	<p>Increase in numbers of former employees returning to the industry and/or accessing further study</p>
<p>(h) Examine VET/Industry relationships to ensure the system produces quality outcomes that reflect industry requirements</p>	<p>Industry Working Group established to liaise with VET sector to ensure industry input and to monitor performance</p>	<p>Improved communication and better quality outcomes based on better use of resources</p>
<p>(i) Develop practical and accessible pathways for mature age people, for women and those from rural and regional areas.</p>	<p>Careers advice material and other published material highlights opportunities</p>	<p>Increased access from non-traditional employment sources helps alleviate shortages</p>
<p>(j) Promote Commercial Cookery as a pathway to the Diploma level program.</p>	<p>Resource material highlights benefits of this pathway</p>	<p>Reduced wastage at Diploma level and increased take-up in Commercial Cookery</p>

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5. Enhancing the Professionalism of the Industry

Recommended Strategy	Proposed Outcomes	Key Performance Indicators
<p>Develop and implement a range of strategies and initiatives in support of the Stakeholder' Statement that the industry sets for itself to engender pride, professionalism, a focus on continuous improvement in the quality of outcomes and a culture of personal and professional development. Initiatives to include:</p> <p>(a) Establish a Working Group to examine and obtain industry consensus on the recognition of skill grades within Commercial Cookery and the competencies required to achieve those grades. A starting point may well be to seek industry recognition of a professional structure which includes a distinction between "Chef" and "Trade Qualified Cook", and a review of the associated competencies and qualifications within the National Training Framework.</p> <p>(b) Develop and implement a coordinated strategic and practical approach to the identification and continuing professional development of those trade qualified cooks with potential to take on senior training, supervisory and managerial roles.</p> <p>(c) Develop and implement a strategic plan to provide all Cooks and Chefs, employers and others charged with the training and supervision of trainees, apprentices and non-trade qualified cooks, the essential skills required to attract and retain quality staff through effective supervision and interpersonal skills. Encourage personal and professional development of those entrusted with the nurturing of apprentices and trainees who are, arguably, the industry's most valuable resource.</p> <p>(d) Examine emerging industry trends, monitor and commission original research to ensure early strategic intervention on a local or more wide-spread level, as required, to ensure industry understands the issues and adopts appropriate strategies to address the issues.</p>	<p>Establishment of a professional qualification structure or other certification of achievement through appropriate training packages</p> <p>Professional development program in place for future leaders</p> <p>Products and materials published and distributed to inform, educate and develop those responsible for developing the next generation of cooks and chefs.</p> <p>Working Group established to monitor research and recommend short and long term action to address issues as identified on national or regional level</p>	<p>New structure in place by 31/12/02. Enhanced industry prestige and encouragement of professional development</p> <p>Improved training and supervision and reduction in the attrition of trainees and apprentices</p> <p>Higher quality training outcomes and lower levels of attrition</p> <p>More immediate response to local issues and industry recognition that it must be part of the solution</p>

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<p>(e) Identify opportunities to assist all stakeholders to modernise and adopt world best practice in terms of education, vocational training, the introduction of new technology and workplace relations. Consider an annual conference specifically to address the issues of concern to Commercial Cookery.</p>	<p>Mechanisms in place to inform, educate and motivate stakeholders to ensure innovation and best practice</p>	<p>Increased professionalism and early adoption of best practice. First conference held by 31/12/01</p>
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