



**INDUSTRY TRAINING**

Quarter 1 Report  
June 30, 2007

# 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 and residential construction sectors. In addition to tourism, new ITOs were recently approved for the province's resource and industrial/commercial/institutional construction 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](http://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](http://www.itabc.ca).



## Quarter 1 Report: June 30, 2007

### START UP

Although there was progress during the first quarter, it was not at planned levels. The reasons for this are that the 2007/08 planning exercise, done in the last fiscal year, set targets that were based on the assumption that appropriate resources would be in place by March, 2007.

Recruitment of the Director of Industry Training commenced in November, 2006 but the process took longer than anticipated. As a result, the Director did not begin employment until May 22, 2007, more than half-way into the first quarter.

The delay in acquiring this critical resource had a domino-effect on the timing of development projects in the 2007/08 Service Plan, resulting in the possibility that not all targets will be reached by year end. Progress during the second quarter should give a clearer picture as to adjustments needed to the time frames for completion of the development projects.

Other than the timing issue, all other start-up activities were either completed or implemented in the first quarter. The Training Advisory Committee was recruited and an inaugural meeting was scheduled for early in Quarter 2. Meetings with industry and key stakeholders commenced, performance tracking systems are in place, financial systems for the new division have been created, and go2's organizational structure and capacity to integrate the training division has been established.

### INDUSTRY TRAINING NEEDS ASSESSMENT

Other than the identification of a high-level work plan with key milestones identified, there was less progress on

this project in Quarter 1. The training needs assessment is a critical component for planning the future of go2's training division and, as such, it was necessary to delay the kick-off of this project until the new Director was hired and oriented. Despite not being able to start work on this important area, we are confident we can complete it and meet its targets by year end.

### CURRENT INDUSTRY TRAINING AND CERTIFICATION PROGRAMS

Except for the Certificate of Recognition offered by WorkSafe BC, all activities in this area are on target. The WorkSafe program has been put on hold pending evidence of broader industry interest in and support for this program.

### COOK

This critical project is the most complex in go2's 2007/08 Service Plan and is the top priority for the new Director. Again, the later-than-anticipated start to the review will likely result in the year-end target of piloting changes and recommendations for improvement will need to be pushed into the first quarter of next year (FY 2008/09).

go2's approach to the review of the cook structure & delivery will be to form a working task group comprised of employers who are subject-matter experts, along with other key stakeholders such as members of the profession. The go2 Board of Directors, along with members of the Training Advisory Committee, will work with staff in identifying individuals to recruit for this task group and to ensure sectoral and regional representation is incorporated. Our goal is to make considerable progress in the second and third quarters.



Photo courtesy Pacific Institute of Culinary Arts

### **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 to attract people to tourism careers and training, but also to target specific demographic groups in addition to young people. These groups include older workers, persons with disabilities, aboriginals, new immigrants and others. The career awareness strategy is flexible and can target specific industry groups (such as ski areas, food & beverage or the accommodations sectors) and/or specific occupations (such as cooks, ski industry jobs, hotel 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 content.

There was a significant amount of activity in this area during the first quarter. Presentations at schools, employment agencies, career fairs met all targets, as did media coverage, newsletter subscribers and website visits.

Establishing specific targets for participation in cook and other training programs will be done after the cook structure review and the needs assessment are complete.

### **BAKER**

go2's approach to this project will be similar to that of the cook review project. A working task group comprised of employers and other stakeholders in the baking community will guide the work undertaken. The industry has expressed an urgent need to update the baker program standards, followed by a review of the structure and delivery methodology. In this quarter, work has begun on identifying and recruiting members for the task group with the goal to make significant progress in the second and third quarters.

### **MEATCUTTER**

Again, a working task group comprised of employers and other stakeholders in the meat cutting community will guide the industry review of the meatcutter trade. In the first quarter, work began on identifying and recruiting members for this group.

### **CONCLUSION**

Although we started later than we anticipated, we intend to work hard during quarters 2 through 4 to make up as much time as possible so we can achieve all of our goals by year end or early into the next fiscal year.

We are very excited about our new mandate, and have appreciated the guidance and support from the ITA as it contends with the uniqueness of go2 as compared to the other ITOs.

*“Taking on the industry training mandate for tourism is a natural fit for go2 as it dovetails in with programs go2 is already doing such as labour market research, career awareness and certification programs like emerit and Serving It Right.”*

—Arlene Keis, CEO go2



## Tops In Trades

Poyan Danesh is no stranger to cooking under pressure. A rising star in the Canadian culinary scene, Poyan has recently been honoured with the Top in Trades award in recognition of his career success, commitment to training and community involvement.

Created by the Industry Training Authority, in partnership with The Province newspaper, the awards are designed to highlight excellence in trades and to encourage young people to consider these careers by imparting success stories—and Poyan's success is indisputable.

Originally planning to study dental hygiene, Poyan had an epiphany while hiking the West Coast Trail. He decided to pursue his long-time passion, and enrolled in culinary arts at Vancouver Community College.

In 2003, Poyan graduated at the top of his class, but he says the program taught him more than just the fundamentals of cooking.

"I learned the basics of modern cooking, but I also learned that it takes more than a good cook to become a chef. It takes a person of vision and passion—and one with a positive attitude," says Poyan.

Upon graduation, he was immediately hired by the Marriott Pinnacle Hotel in downtown Vancouver. After putting in a full day cooking for hotel guests, Poyan would often spend his free time honing his competition skills for Culinary Team Canada. Over the past four years, he has participated in more than 12 competitions in locations as diverse as Chicago and Switzerland.

As if that weren't enough, Poyan also teaches food techniques to high school home economics teachers and takes the time to educate high school students about the culinary arts.

"[The culinary arts are ideal] if you want to find a rewarding career that is exploding in this country. You will have to be prepared to put in a lot of time in order to excel, but if you are willing to work hard, and have a good attitude, the world is at your doorstep," says Poyan.

Most recently, Poyan has begun work as a chef at a fishing lodge in the Queen Charlotte Islands, which he welcomes as an opportunity to broaden his skill set.

"Working in diverse environments forces you to step out of your comfort zone—from working in different kitchens, to competing and participating in fundraisers—a chef should be able to adapt to his environment and still be able to create his masterpiece," says Poyan.

When asked where he envisions his career in 10 years, his answer reflects the truly limitless possibilities of his career choice.

"I would love to write a cook book someday or possibly host a TV show, but I believe that at this stage in my career, I should concentrate on refining my craft."

## Goals, Targets & Results

go2 has 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 first 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 June 30/07 (Q1)
<b>Human resource and organizational capacity</b>	<p>Training Committee formed and operating.</p> <p>go2 staff roles defined.</p> <p>Annual operational plan completed and additional staff requirements identified.</p> <p>Annual operational plan implemented.</p>	<p>Complete.</p> <p>Complete.</p> <p>Complete.</p> <p>Complete.</p>
<b>Organizational maturity</b>	<p>Progression from development stage to full service stage by meeting the requirements of the operational audit.</p>	<p>Analysis and preparation for audit underway.</p> <p>Clarification of ITA's requirements and definition of "full service" underway.</p>
<b>Performance measurement system</b>	<p>Adequate data to measure performance of Training Division (full scope of data required TBD).</p>	<p>Data tracking systems in place for current data needs.</p> <p>Further data needs still under review.</p>
<b>Communications strategy</b>	<p>Reporting documents (quarterly and annual) prepared and submitted to ITA as required.</p> <p>Reporting documents accessible to industry stakeholders.</p>	<p>Complete.</p> <p>Posted on ITA website; available from go2 upon request.</p>
<b>Best practices applied</b>	<p>Research and document best practices.</p>	<p>Underway. Trip to New Zealand planned for Q2.</p>

## 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 June 30/07 (Q1)
Needs assessments	Needs assessment completed.	High-level milestones identified.
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.	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 June 30/07 (Q1)
Tourism Essentials Program	Review of whether program should possess a stand alone certificate or ladder into an existing or new program completed.	New Director briefed, preliminary review under way.
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.	Internal project owner identified. Base SIR program launch the focus in Q1. Scoping of this project will commence in Q3 or Q4.

## 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 June 30/07 (Q1)
<b>Cook training program updated to established standards</b>	<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>	New Director fully briefed. Contact and consultation with stakeholders underway. Formation of task group underway.
<b>Cook training program structure and delivery model enhanced</b>	Review of structure and delivery model completed. Recommendations for improvement developed and approved by the ITA. Pilot changes / recommendations for improvement.	New Director fully briefed. Contact and consultation with stakeholders underway. Formation of task group underway.
<b>Stakeholder satisfaction based on ITA Customer Stakeholder Satisfaction/Awareness Survey</b>		
<b>Apprentice Employer</b>	Maintain or improve. Maintain or improve.	TBD after annual ITA stakeholder survey. TBD after annual ITA stakeholder survey.
<b>Stakeholder satisfaction based on go2's Branding Awareness Survey</b>	Establish baseline.	Survey postponed until 2008/09 for budgetary reasons.



Photo courtesy Pacific Institute of Culinary Arts



Photo courtesy Adam Stein, Sun Peaks Resort

## 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 June 30/07 (Q1)
<b>TCAP</b>		
Number of industry speakers	80	82
Number of high school presentations	100	15
Number of other presentations	20	9
<b>Career Fairs</b>		
Number fairs attended	6	2
Number of attendees engaged at fair	1,800	665
<b>MOVE ON UP</b>		
Number of visits to MOU.ca	55,000	14,182
Number of new subscribers to MOU newsletter	1,500	734
<b>Industry Events</b>		
Number of attendees	2,000	90
<b>Media Coverage</b>		
Number of articles and other promotional pieces	20	6
<b>Number of times covered in the media</b>		
Public	55	17
Industry	30	10
<b>Stakeholder awareness based on ITA Satisfaction / Stakeholder Awareness Survey</b>		
Apprentice	Maintain or improve.	TBD after annual ITA stakeholder survey.
Employer	Maintain or improve.	TBD after annual ITA stakeholder survey.
<b>Cook Training Program</b>		
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	
Actual % of utilization	TBD	



Photo courtesy Pacific Institute of Culinary Arts



Photo courtesy Aboriginal Tourism Association of BC

## 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 June 30/07 (Q1)
<b>Bakers' training program updated to established standards</b>	Industry review of program standards completed  Recommendations for improvement developed and approved by ITA	New Director fully briefed. Formation of industry task group underway.
<b>Bakers' training program structure enhanced</b>	Review of program structure completed  Recommendations for improvement developed and approved by the ITA	New Director fully briefed. Formation of industry task group underway.  Results will be subject to the review noted above.
<b>Baking training program</b> Number of apprentices registered Number of employers Completion rate Number of credentials issued Total capacity Percentage utilization	TBD TBD TBD TBD TBD TBD	Targets not established – will be subject to the review targets above.
<b>Stakeholder satisfaction based on ITA Stakeholder Satisfaction/Awareness Survey</b>  Apprentice Employer	Maintain or improve Maintain or improve	TBD after annual ITA stakeholder survey. TBD after annual ITA stakeholder survey.



## Goal 7

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

Measure	2007/08 Target	Results June 30/07 (Q1)
<b>Status of training and certification needs of meat cutting profession understood and documented.</b>	Industry consultation completed. Results submitted to the ITA.	New Director fully briefed. Formation of industry task group underway.
<b>Meat Cutting Training Program</b> Number of apprentices registered Number of employers Completion rate Number of certificates issued Total capacity Actual percentage of utilization	TBD TBD TBD TBD TBD TBD	No targets established – will be subject to industry consultation noted above.



# Statement Of Operations

For the 3 Periods Ending June 30, 2007

	MONTH ACTUAL	MONTH BUDGET	YTD ACTUAL	YTD BUDGET	VARIANCE	ANNUAL BUDGET
<b>Revenue</b>						
ITO Core Contribution: Operational (See notes 1 & 2)	35,000	35,000	79,675	84,675	(5,000)	279,675
ITO Development Funding			-	-	-	215,000
<b>Total Revenue &amp; Funding</b>	<b>35,000</b>	<b>35,000</b>	<b>79,675</b>	<b>84,675</b>	<b>(5,000)</b>	<b>494,675</b>
<b>Expenditures</b>						
<b>Core &amp; Program Maintenance Expenses</b>						
Board, Committee & Staff Expenditures	19,024	14,781	33,908	34,665	757	224,675
<b>Professional Services</b>						
Program Enhancement & Maintenance	-	1,925	-	1,925	1,925	5,000
Marketing & Communications	-	1,250	-	1,250	1,250	19,925
Start Up		-	2,575	2,575	-	2,575
<b>Facilities &amp; Supplies</b>						
Rental/Lease Costs/Insurance	2,000	1,000	3,416	3,416	-	17,000
<b>Other</b>						
Operational/Office Service Costs	1,850	850	2,650	2,650	-	10,500
<b>Total Core &amp; Maintenance Expenses</b>	<b>22,874</b>	<b>19,806</b>	<b>42,549</b>	<b>46,481</b>	<b>3,932</b>	<b>279,675</b>
<b>Development Expenses</b>						
Development Expenses	-	-	-	-	-	215,000
<b>Total Development Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>215,000</b>
<b>Total Core &amp; Development Expenses</b>	<b>22,874</b>	<b>19,806</b>	<b>42,549</b>	<b>46,481</b>	<b>3,932</b>	<b>494,675</b>
<b>Net Revenue</b>	<b>12,126</b>	<b>15,194</b>	<b>37,126</b>	<b>38,194</b>	<b>(1,068)</b>	<b>0</b>

Note 1: Revenue received includes \$14,675 for contract ending May 15, 2007 and \$65,000 for Quarter One contribution for current year.

Note 2: \$5,000 variance between actual and budgeted revenue pertains to funding receivable pending review of initial contract deliverables.

## 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

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

**Jeff Fielding**, Director, Industry Training, go2

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

**Dennis Green**, Executive Chef, Bishops Restaurants

**Denise Kellahan**, National Staff Rep, CAW Canada

**Troy Lucas**, President, TPL Consulting

**Rocky Ozaki**, Director HR, Capilano Group of Companies

**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

**Sue Singer**, President and Founder, Pacific Institute of Culinary Arts

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

## 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**, Director, Experience Development and Delivery, Whistler Blackcomb

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

**Paul Dyck**, VP, Human Resources, Armstrong Hospitality Group Ltd.

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

**Mariana Fiddler**, Owner/Operator, Rhino's Pub & Liquor Store

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

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

**Diane Mombourquette**, General Manager, Economic Viability, Resort Municipality of Whistler

**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

**Sue Singer**, Founder & President, Pacific Institute of Culinary Arts



For more information, please visit us online at [go2hr.ca](http://go2hr.ca) or contact:

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