



CARIBBEAN
HOTEL
ASSOCIATION

APPRENTICESHIP OPERATIONS MANUAL





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Guidelines for the Establishment of a Culinary Apprenticeship Program

Special Acknowledgement:

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Caribbean Cuisine

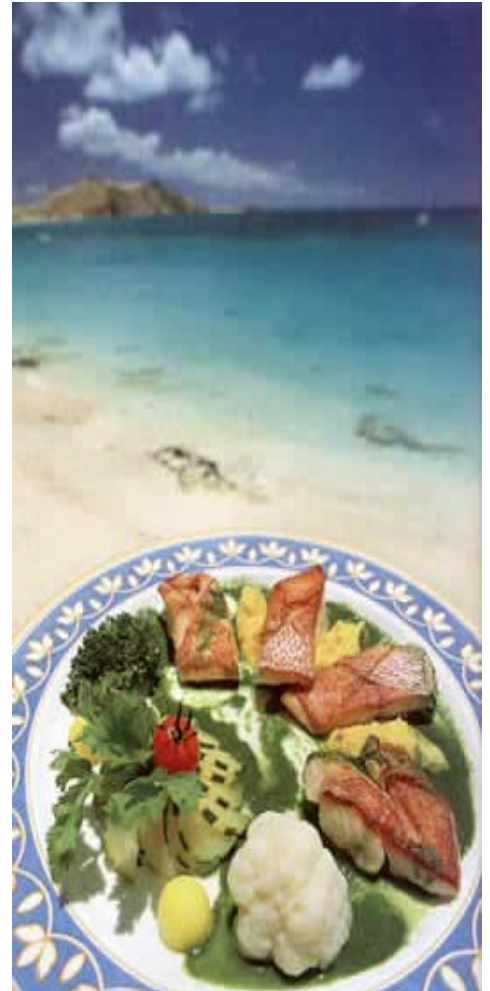
Introduction

With the globe spinning at cyber-speed and the New Millennium upon us, people around the world struggle to strengthen their roots and cope with change. Amid it all, reaching down to the depths of our cultures can provide the foundation and perspective we need to help keep our lives in balance. What better place to find those roots than in cuisine? And what cuisine better reflects the "melting pot" at the heart of its heritage than Caribbean cuisine?

Contemporary Caribbean Cuisine based on indigenous ingredients and cooking principles traditional to our region's cultures, has emerged as an important influence on international culinary trends.

The Caribbean Hotel Association (CHA) apprenticeship manual seeks to identify and develop Contemporary Caribbean Cuisine, with the twin purposes of enhancing the marketing capability of the region, based upon its rich heritage and culture, and improving training opportunities for professional development available to Caribbean nationals in the food and beverage industry.

Through education and in competition, Contemporary Caribbean cuisine seeks to set new standards in the global culinary community. This will be accomplished by using modern nutritional guidelines, state-of-the-art equipment and traditional cooking methods to revisit history and reinterpret it through cuisine. We are working daily, individually and as an organization, to set new world standards for the Caribbean in the global culinary community.



Apprenticeship General

The methodology of apprenticeship comes from Europe during the Guild Age. The act of indenturement meant that a person was under the direction of another person for a certain period of time. This indenturement allowed certain crafts such as cooking to be transferred from generation to generation.

Historically, the apprentice or parent of the apprentice would enter into an agreement with a master craftsman. Under these agreements, which typically lasted for 4 to 8 years, the apprentice would be under the direction of the master craftsman in exchange for basic food, shelter and clothing. Sometimes at the end of the apprenticeship a small payment would be given to the apprentice. This was indeed a difficult life; however one was assured that he would learn a craft and be an asset to the community.

Europe has a long history of apprenticeship. The procedure of indenturement comes from the contract that was executed. To bind the contract, a small tear indention or notches were made in copies of the contract. The uneven edge was the copy of the apprentice and the master retained the original.

Apprenticeship has evolved in Europe to be a career choice. Culinary apprenticeship has seen a vast improvement both in Europe and the United States. Improvements including educational objectives and on-the-job standards have made apprenticeship more efficient and more in tune with the society of the present.

A typical culinary apprenticeship program is 3-4 years in length with specific objectives that both the apprentice and the supervising chef must adhere to in order for the experience to be successful.

CHA Apprenticeship

The Caribbean Hotel Association in conjunction with the National Hotel Association has operated apprenticeship programs in the Region. This experience along with the experience from chefs throughout the region has given the culinary component of CHA the ability to design, organize and operate an apprenticeship program in the Region.

With the continued review of the industry, it was identified that many chefs and potential sponsoring houses would not be able to participate simply because those facilities lacked the entire set of industry standards. At the same time, the population in general has become increasingly mobile. A credential that could travel was something that was needed. Apprenticeship needed to evolve with the marketplace and the industry.

Apprenticeship needed to be flexible while maintaining that a graduate apprentice has a well-rounded foundation of the fundamentals of cooking. CHA through research took the idea of sequential training and has implemented this training into the CHA's apprenticeship program.

STEP Apprenticeship (Sequential Training and Educational Program) is a name given to the philosophy of looking at the different levels of training in the foodservice industry and developing programs for each level. There are three levels of STEP Apprenticeship. Each level is one year (2000 hours) in duration and offers a combination of related instruction and on-the-job experience (apprenticeship). The training competencies and educational competencies are industry developed.

This manual will explain the operation of a program of this magnitude. The intent of this manual is to put in place the policies and procedures of the program so each country within the Region may operate an apprenticeship program efficiently and give apprentices the ability to be mobile due to the consistency of the program.



Starting an Apprenticeship Program

Why start

There are many reasons to start an apprenticeship program. The idea of apprenticeship has many different results to many different people. The following will help identify what the reason may be for your specific area. Remember, to do something for the general good also must have “What’s in it for me” to the players involved.

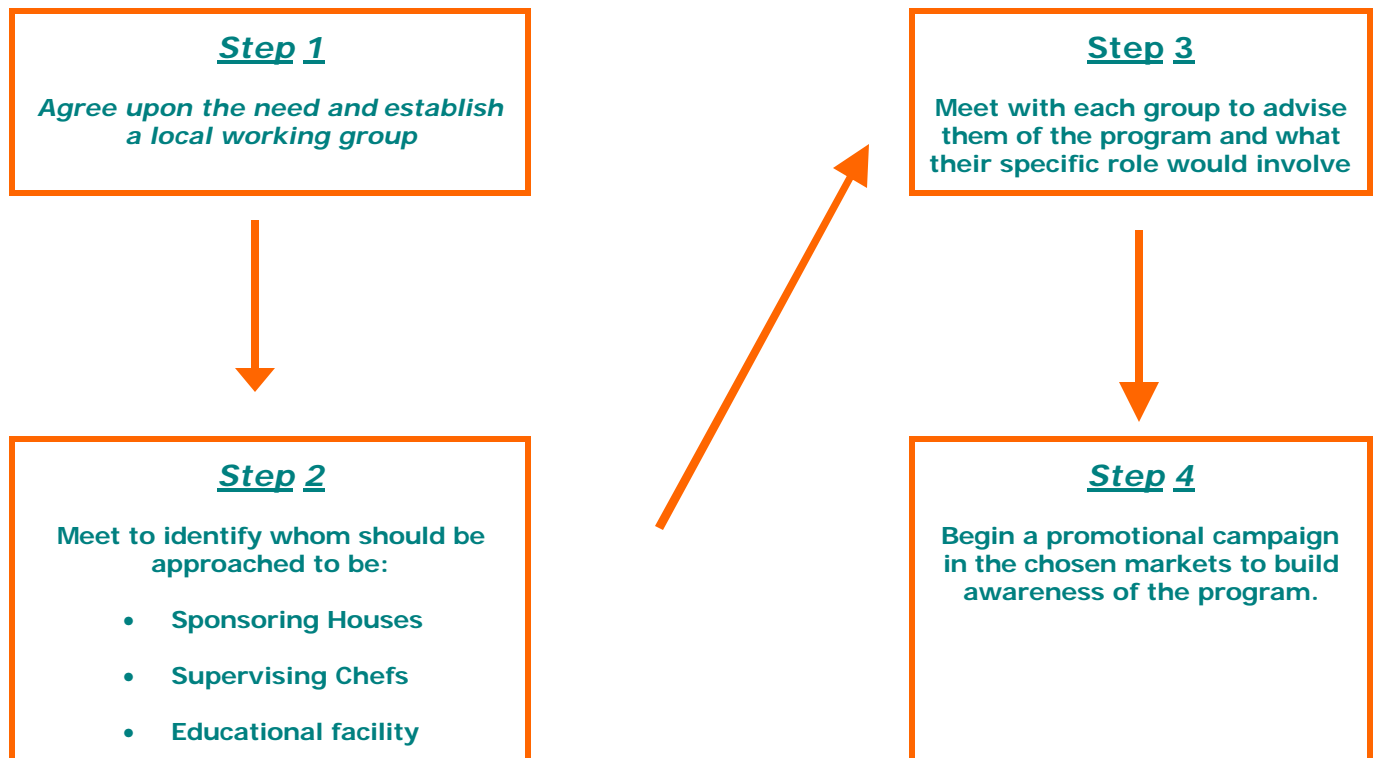
- One of the highest percentages of ex-patriate positions within management is the position of chef. Europe and even the United States produce chefs that take positions within the Caribbean. The reason for this is simple; there is a lack for an industry-driven training program for residence of the Caribbean.
- “The” product of the Caribbean is Tourism. A major component of tourism is the cuisine of the Region. CHA has made the development of Contemporary Caribbean Cuisine a major thrust of the organization. The sustainability of this thrust is directly linked to the training of the workforce. Thus, the sustainability of Tourism is not only linked to apprenticeship, but also vital to the future of the Region. Tourists want to experience the cuisine of the destination, not Continental Cuisine that is experienced in their own country.
- Educational facilities have a system (apprenticeship) that directly links education with industry. Many times an individual progresses through an educational environment without experience and that lack of experience is noticeable once that person reaches the workforce. Likewise, many people who have learned on the job reach a plateau in their career path without formal education. Apprenticeship blends the two learning philosophies together and requires that the two entities work together throughout the process.
- The success of the chef's profession depends upon a constant source of new, willing individuals who would like to make a career out of culinary arts; an apprentice program will supply a source for individuals trained in the basics of culinary arts. While culinary education exists, it is the experience of the kitchen, “the heat of the kitchen”, that gives apprentices the ability to perform immediately.
- For a country or a local area to become known for quality cuisine, skilled culinarians are needed. As an area’s culinary reputation increases, so does the demand for trained chefs. The demand for more chefs in an area causes chefs’ salaries to increase.
- The competitiveness of offering something different for guests becomes increasingly difficult. Guest consistently rate food and beverage high on the list of reasons to book. Hosting an apprentice can make no stronger guarantee to the quality of food. That apprentice naturally has a

higher standard for quality and a genuine sense of care about his place of employment because his employer has committed to training him.

- "To help your fellow man" is one of life's greatest rewards. When you and your members work with an apprentice for three years, see him graduate, and embark on a culinary career that will provide a means for his livelihood, it is one experience that will never be forgotten.
- As apprentices are trained, supervisors will soon discover that they sharpen their own culinary skills. Many chefs refer back to cookbooks they have not opened since they completed their apprenticeship. In other words, the apprentices keep their supervising chefs on their toes.
- As the years go by, many of the apprentice graduates will become regular members of Local Culinary Chapter.

How to start an Apprenticeship Program

The following is a listing of general steps in the process of starting an apprenticeship program. These steps are meant to be a guide. In essence, what is required is the agreement with the 'players'/decision-makers. Their commitment to make this work is also needed.



Detailed Steps

1. A period should be set-aside at a regular meeting to discuss forming an apprenticeship program. A simple majority is needed to start the formulation process.
2. The President should then appoint an apprenticeship committee made up of five to nine members. This committee should have industry representation (GM, F&B Directors, and HR Directors), Government representation (Ministry of Tourism) and educational representation (Director, educator.) The committee will be charged with the task of establishing and implementing program guidelines.
3. The President should appoint a local apprenticeship chairman. All chef members, the local industry and educational community should respect the individual appointed. This person should also have the time to devote to apprenticeship. This position will be vital to the success of the program.
4. A local community college or secondary school should be contacted about offering supporting courses for the program.
5. A Chapter Apprenticeship Handbook should be developed. A sample handbook of an ongoing apprenticeship program is included in this report. Local rules and regulations should be adopted to make the booklet workable for your chapter.
6. The governing committee should establish approved chef apprenticeship training sites. A training site must meet the following qualifications:
 - The supervising chef must hold a certification of at least Chef de partie or experience at that level.
 - The establishment must agree to rotate apprentices throughout the various workstations in the kitchen as outlined in the Work Processes.
 - The apprentice must abide by all rules for employees of the establishment. The first 500 hours on the job are probationary.
 - There may be one apprentice for every four (4) cooks/chefs.
7. Begin the process of selecting apprentices.

What is a CHA Apprenticeship Program?

STEP Apprenticeship

Sequential **T**raining and **E**ducational **P**rogram

STEP Apprenticeship (Sequential Training and Educational Program) is a name given to the philosophy of looking at the different levels of training in the foodservice industry and developing programs for each level. There are three levels of STEP Apprenticeship. Each level is one year in duration (2000 hours) and offers a combination of related instruction and on-the-job experience (apprenticeship). The training competencies will be industry developed. Each level requires a selection process and an exit process.

The individual certificates are progressively-transferable from one program to another program in a different country thus establishing a portable credentialing program that is accepted throughout the Region.

"Level One" would apply to nearly every entity of the foodservice industry including all small hotels with foodservice, country clubs, hotels, resorts, free-standing restaurants, etc. Level one seeks to provide basic competencies in related areas of instruction and practical experience. This level would be the base of a training pyramid. Every foodservice worker needs these basic skills.

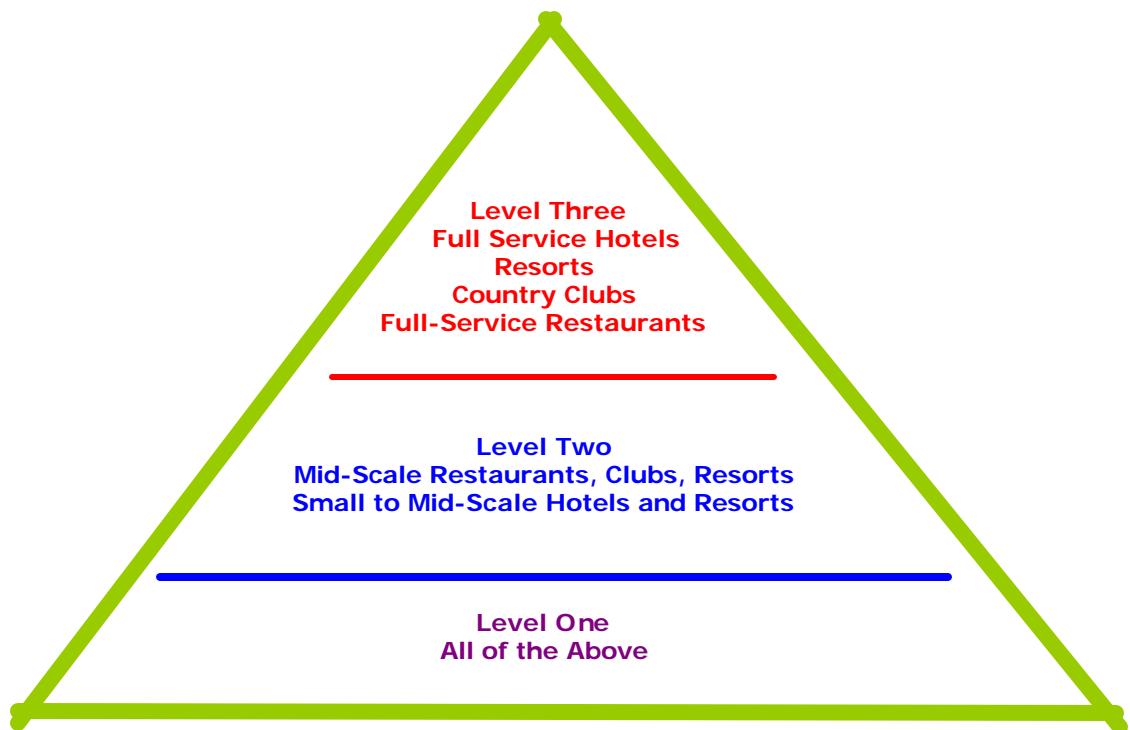
"Level Two" applies to operations that make use of more traditional culinary skills. This level will continue the level of competencies established in "Level One" and introduce new subject matter pertinent to the targeted skill level.

"Level Three" is designed to provide the apprentice with technical skills pertinent to the level of food quality. This level will provide classical training in the preparation of food from raw stage to finished product.



This pyramid of training will allow for a base number of apprentices to begin at level one with consistent training and related instruction. As the program progresses, apprentices will seek their own level of training. Each level provides a completion certificate recognized throughout the Caribbean. Should an apprentice not progress to "Level Two" immediately, they could exercise that right later in their career. Only individuals who have reached and completed level 3 are designated as Apprentice Graduates and eligible for certification at Certified Cook level.

The following pyramid reflects the different foodservice operations able to participate. Notice that just about every foodservice operation can participate in "Level One" due to the base amount of food handling competencies required in every operation.



Features of Program



- The Contracted Program-Program could be between the National Hotel Association (NHA); Local Culinary Chapter; educational institution (Secondary or Post-Secondary); or Private Corporation. This means that the management of the program is designated to the organization that is most capable.

- Contracted Agency reports directly to the apprenticeship committee.



- Practical and Theory testing at each level
- Progressive level assessment of sponsoring houses
- "Train the Trainer" to develop legacy for local chairs
- Certificate at each level

The related education competencies are as follows:

First Year Sequence

- Introduction to Foodservice/Industry Survey
- Sanitation and Safety
- Basic Food Preparation/Introductory Cooking
- Business Mathematics/Food Cost Accounting

Second Year Sequence

- Food and Beverage Service
- Nutrition
- Garde Manger
- Menu Planning and Design

Third Year Sequence

- Baking
- Purchasing
- Supervisory Management
- Advanced Food Preparation

Operating the Program

The operation of an apprenticeship program is dependent on the participation of the key stakeholders. The key stakeholders include chefs, management of sponsoring houses, apprenticeship chairman, educational facility representative and government representatives.

The sustainability and quality of the program is directly dependent on the local apprenticeship committee, supervising chefs and sponsoring houses. This group is the active ingredient in the community that will make the apprenticeship program work. To do this, everyone must understand and accept the role that they play.

The following details the responsibilities of the chefs, sponsoring houses, educational facility, apprenticeship committee, and apprenticeship chairman.

Guidelines for Supervising a Chef

1. The chef must be a Certified Working chef or higher, or have the work experience (four years as a chef with a staff/brigade of 4 or more kitchen).
2. The chef must allow the apprentice the time off from work to attend the related instruction classes and other related activities.
3. The chef must be willing to review and sign the Apprentices' Training Log on a monthly basis.
4. The chef must provide the opportunity for the Apprentice to complete all of the work processes listed in the Training Log.
5. The chef must provide full time employment of 40 hours per week to the apprentice.
6. The chef must notify the chairman of the apprenticeship committee when there are any changes pertaining to the apprentice's employment (i.e. termination, lay off, medical leave, desire to transfer to another sponsoring house, etc.)
7. The chef must agree to whatever decision is made by the apprenticeship committee for any grievance brought before it that relates to the supervising chef and their apprentice.
8. The chef will keep current with the lessons and assignments that the apprentice is receiving in related instruction, trying as best as is possible to relate those to job duties, and assisting whenever possible.

Guidelines for a Sponsoring House

1. The establishment must employ a chef who meets the qualifications for a supervising chef as listed above.
2. The establishment must have a full service menu with at least 51% of the items prepared "from scratch".
3. The establishment must serve at least two of the following meal periods: breakfast, lunch, dinner, or banquet.
4. The establishment must be a clean, sanitary, and safe work place.
5. The establishment must agree to allow the apprentice time off to complete the related instruction and other related activities.
6. The establishment must hire the apprentice as a full time employee and provide a 40-hour workweek.
7. The establishment must provide the opportunity for the apprentice to complete all of the work processes listed in the Training Log.
8. The establishment must guarantee the apprentice all the rights, privileges, and benefits that other employees receive.

Guidelines for an Educational Facility

1. Must implement the related instruction as defined in this manual.
2. Provide scheduling of class time relative to the seasonality of the industry.
3. Provide counseling and other services to apprentices.
4. Provide coordinator to assist apprenticeship chairman with site visits of sponsoring houses.
5. Attend apprenticeship committee meetings.
6. Provide facilities to meet educational standards including professional kitchens.



Duties of the Apprenticeship Committee

- Establish the guidelines for the local apprenticeship program. These guidelines should be printed in the form of an apprenticeship handbook. An example of such can be found in section 'Handbook' of this manual.
- Establish a listing of Sponsoring Houses and Supervising Chefs eligible to have an apprentice.
- Work with the school providing the related instruction classes to ensure appropriate curriculum as outlined in 'Related Instruction' tab of this document.
- Promote and sell the apprenticeship program to the general public and to the business sector.
- Lead the interview, selection, placement, and registration of the apprentices.
- Ensure semi-annual visitations with each of the apprentices and their supervising chefs at the sponsoring houses. This is the time for the review of the Apprentices' Log Book and to discover any potential problems in the apprenticeship relationship.
- Listen to grievances and resolve such, facilitate transfers, and settle problems of ethics.
- Lead the graduation procedures for apprentices and authorize the official completion for each apprentice.



Duties of the Apprenticeship Chairman

- Working with apprenticeship committee, supervising chefs, apprentices, and a local educational facility. Organize and direct the apprenticeship program.
- Prepare and deliver a status report to the Local Culinary Chapter as requested by the President.
- Work with the Local Culinary Chapter in conducting activities as requested, including the completion of apprenticeship reports.
- Appoint an interview committee to interview new apprenticeship applicants and coordinate the selection process for new apprentices.
- Assist in the placement of apprentices upon initial entry into the program.
- Oversee personnel files for each apprentice making sure that all the required documents are in each file.
- Coordinate the program with the educational facility; making sure the required curriculum is being presented.
- Coordinate all public appearances made on behalf of the apprenticeship program.
- Coordinate with the Local Culinary Chapter fundraising activities for apprenticeship.
- Conduct periodic supervising chef's meetings to keep the program running smoothly.
- Sign final approval of all transfer forms of apprentices.
- Review the Training Log prior to graduation to insure all areas have been covered and approved by the supervising chef.
- Coordinate apprentice graduation procedures including the appointment of chef judges for apprentice practical examination at graduation.

Policies and Procedures

The policies and procedures are set in place to give guidance to local apprenticeship programs. The following details each policy and procedure.

Apprenticeship Qualifications

- **Age:** Prospective apprentices must be at least seventeen years of age. Applicants may be required to submit reliable proof of birth date if deemed necessary by the Apprenticeship Committee.
- **Education:** Applicants shall be high school graduates, or have an equivalent degree.
- Applicants must possess a speaking and reading ability as essential for personal and co-worker safety on the job as well as being able to read or understand written or oral instructions which are equivalent to the literacy and comprehension found among persons of eight years of general schooling. Applicants must satisfy the Committee that they have sufficient education to satisfactorily complete the required related instruction.
- **Physical Fitness:** Applicants must be physically fit to perform the work of the trade and may be subject to a medical examination prior to being employed.
- **Aptitude:** The applicants shall satisfy the Committee that they have the ability and the aptitude to master the rudiments of the trade.
- Previous work experience is not a prerequisite for entering this apprenticeship program. However, previous work experience will be one aspect considered during the selection process.



Selection of Apprentices



1. The recruitment, selection, employment, and training of apprentices during their apprenticeship shall be without discrimination because of race, color, religion, national origin, or sex.
2. Prospective apprentices, including current employees, applying to a sponsoring house will be referred to the committee for initial screening to determine eligibility and credit, if any, for previous experience. The committee will be notified of available openings by sponsoring houses.
3. Applicants meeting entrance requirements will be provided a list of all sponsoring houses and available openings.

Entrance Requirements

1. All applicants receiving 70 to 100 points in the evaluation below shall be considered acceptable to be placed in training if an opening arises.
2. Applicants receiving less than 70 points are considered not acceptable and should be notified in writing.
3. The file of applicants that are acceptable shall be kept in relative position to others in this category with regard to score.
4. As openings occur, the highest rated applicant will be notified to contact the committee to be placed in the program.

EVALUATION FORM:

<u>Item</u>	<u>Points</u>
1. Arithmetic aptitude test	10
2. Previous related work experience	10
3. Work habits (references)	10
4. Character (references)	10
5. Attitude and motivation (references)	10
6. Interview (physical adaptability, interest, and sincerity)	30
7. Written essay (Why I want to be a chef)	20
Total	100

Placement Process

Placement of apprentices on the job is a key factor in a successful apprenticeship program. The governing committee should establish a list of approved establishment where an apprentice may work. Factors to consider when approving an establishment as an apprentice workstation are as follows:

1. The chapter gives apprentice applicants a list of approved work locations. The apprentices then contact prospective employers for an interview. Once a job is obtained, the apprentice notifies the school and apprenticeship chairman.
2. The second method involves the apprenticeship chairman. The apprentice contacts the apprenticeship chairman or Local Culinary Chapter and is told which properties have openings. The apprentice sets up an interview. The supervising chefs notify the apprenticeship chairman of openings they have in their operation.
3. In both methods the employer is under no obligation to hire the apprentice. By the same token, the applicant does not have to take the position. There could be instances in which the applicant does take the position when offered.
4. It is important for an apprentice to present a good appearance. If their personal appearance projects an unprofessional image, they should be told prior to the interview. The best time to address the problem is during the candidate's initial interview. The majority of apprentice applicants are very responsible individuals who will be a credit to our profession.
5. One area of concern that comes up in most apprenticeship programs is the apprentice who drops out of school and in effect is not an apprentice, but continues to work his same job. This in reality plugs up a position for another apprentice to train.



Registration Process

Immediately upon placement the apprentice must be registered with the Local Culinary Chapter. It is suggested that a registration fee be secured before an apprentice begins.

The local apprenticeship chairman should contact the Local Culinary Chapter and provide the following:

- Name, address, phone, and other relevant information of each apprentice.
- Supervising chef and Sponsoring House for each apprentice.
- Registration Fee.

The Local Culinary Chapter will provide the following:

- Official registration documentation.

The apprenticeship committee will provide the following:

- Apprenticeship Handbook.
- Books and materials.

It is essential that the process begin with a positive experience. Meeting the expectations of the apprentice, supervising chef, and sponsoring house will determine the perception of the program. A supervising chef that waits too long for materials will tell the apprentice, 'we'll do it my way!' This will create an uphill battle for consistency with the program, and is only created from the lack of meeting the expectations of the program.

The first three months of the program are crucial and the apprenticeship committee should be active during this time.

Related Instruction

The areas of related instruction set guidelines for what will be taught in the educational environment. Likewise, the apprenticeship standards set the guidelines for what will be taught in the workplace.

The educational facility should use the guidelines to prepare curriculum for each class. It is the responsibility of the educational facility to select the highest trained/educated individual to lead the class as the instructor. In addition, the commitment to professional kitchens and other facilities must be made by the educational facility.

The related instruction component of the apprenticeship program is equally important. This setting allows apprentices to learn about concepts, policies and procedures. In addition, the educational environment should foster the feeling of freedom to experiment and freedom to fail. Apprentices will have the time to test theories, relate experiences on the job, and experience a group dynamic.

Course Requirements

First Year Sequence

Introduction to Foodservice/Industry Survey

Introduction to the Hospitality Industry, Lattin

Introduction to Management in the Hospitality Industry, Powers

Sanitation and Safety

ServSafe®, EDF

Basic Food Preparation/Introductory Cooking

Art and Science of Culinary Preparation, Chesser

Introductory Foods, Bennion

Business Mathematics/Food Cost Accounting

Math Principles for Food Service Operations, Haines

Principles of Food Beverage and Labor Controls, Dittmar

Cost Control for the Hospitality Industry, Coltman

Second Year Sequence

Food and Beverage Service

Professional Table Service, Meyer

Waiter and Waitress Training Manual, Dahmer

Nutrition

Nutrition for the Foodservice Professional, Drummond

Contemporary Nutrition, Wardlaw

Garde' Manger

Art of Garde Manger, Sonnenschmidt

Menu Planning and Design

Menu Pricing and Strategies, Miller

Management by Menu, Kotschevar

Third Year Sequence

Baking

Professional Baking, Gisslen

Purchasing

Purchasing for Food Service Managers, Cremer

Quantity Food Purchasing, Kotschevar

Supervisory Management

Supervision in the Hospitality Industry, Miller

Foodservice Supervision, EDF

Advanced Food Preparation

New Professional Chef, CIA



Transfers

The traditional apprenticeship program did not even address the concept of transfers. It was thought that one must stay with the master craftsman to learn the entire craft/profession. Today, the marketplace has no boundaries and thus people have no boundaries.

The transferability of this program is what makes it meaningful to the apprentice and beneficial to the business community. To ensure the integrity of the apprenticeship program, certain policies must be adhered to. STEP Apprenticeship allows for a separate start and finish point for each level. This allows apprentices to move, relocate, or simply transfer to another location within their country or within the Caribbean Region.

An apprentice is not at liberty to transfer to another house of employment during the period of training. In an extreme situation, the following procedures must be followed to effect employment transfer:

1. Apprentice is to submit a Transfer Request Form to the Apprenticeship Committee via the Apprenticeship Chairman. This request must state in detail all information relating to the request for transfer and must be signed by the supervisory chef involved.
2. At the next scheduled meeting, the Apprenticeship Committee will review this request and determine appropriate action. The decision will reflect a concern for the best interest of both apprentice and employer.
3. The apprentice will be notified of this decision.
4. The decision of the committee is final.
5. Apprentices are not to change employment prior to the approval of the Apprenticeship Committee.

Apprenticeship Handbook

The tabbed section, 'Handbook' is an example of a handbook for the apprenticeship program.

Graduation Process

First-year apprentices will be expected to perform numerous skills related to the Work Processes. These skills will include, but are not limited to the following: fundamental knife cuts, mopping techniques, simple salads and fundamental sanitation techniques.

Second-year apprentices will be expected to plan, prepare and serve lunch/dinner, which may be scheduled as a regular monthly meeting of the National Hotel Association (NHA) chapter during the quarter in which the course is offered.

Third-year apprentices will be evaluated during this practical examination and will be responsible for the planning and preparation of a five-course dinner. Second-year apprentices will function as service and kitchen staff. They will be responsible for dining room set-up, service of the meal, bussing the tables, washing dishes, and cleaning of the dining room following the dinner.

Third-year apprentices are responsible to have competed in at a minimum of one culinary competition within the three-year apprenticeship process.

Outstanding Apprentice Award

For each graduating class of apprentices, one apprentice will be identified as the outstanding apprentice. The Apprenticeship Committee based on a review of the following will make the decision for this selection.



1. Hospitality Cooperative Work Experience
2. Grade Point Average
3. Performance in Culinary Competition
4. Final Practical Examination Evaluation
5. Professional Activities
6. Overall Character & Professionalism

Naming of the outstanding apprentice and award presentation will take place at the annual graduation dinner.



Areas of Related Instruction

1. Introduction to Culinary Arts/Foodservice Industry

The students will examine the Culinary Arts/Foodservice career opportunities. The student will become acquainted with the organization and functions of a professional kitchen. The students will learn basic functions of foodservice math, culinary terms and basic cooking methods.

Competencies: The apprentice will be able to:

- ⇒ Define the industry as a whole and the philosophy of the industry.
- ⇒ Trace the growth and development of the hospitality industry to the tourism product of the Caribbean.
- ⇒ Describe the various cuisines of the Caribbean.
- ⇒ Identify the professional organizations of the hospitality industry within the Caribbean.
- ⇒ Evaluate industry trends and the career opportunities that exist in the Caribbean.

2. Sanitation and Safety

The students will develop an understanding of basic sanitation and safety principles and be able to apply them in the foodservice operation. The student will reinforce personal hygiene habits and food handling practices.

Competencies: The apprentice will be able to:

- ⇒ **ServSafe®** certified with an 80% or above pass rate and accept/be responsible for the learning objectives of the ServSafe® program.
- ⇒ Understand and produce a HACCP system from a kitchen within the apprenticeship.
- ⇒ Perform 'Drill' session for a food borne illness outbreak.
- ⇒ Perform 'inspection' of educational facility using the guidelines of the ServSafe® program.
- ⇒ Train a minimum of 2 other employees in basic food handler principles.
- ⇒ Demonstrate knife skills and equipment operation.
- ⇒ Identify and demonstrate proper sweeping, mopping and other cleaning techniques.
- ⇒ Perform general first aid techniques including the Hemlique maneuver.

3. Introductory Cooking

The students will develop knife skills, tool and equipment handling and apply principles of food preparation to produce a variety of food items.

Competencies: The apprentice will be able to:

- ⇒ Demonstrate cooking methods including sauté, roasting, baking, broiling, stir-fry, deep-frying, braising and smoking.
- ⇒ Identify herbs, spices, oils/fats, and vinegars, and distillations.
- ⇒ Identify basic meats, fish/seafood, poultry/fowl, and game.
- ⇒ Demonstrate how to use a standardized recipe.
- ⇒ Identify and prepare breakfast meats, eggs, cereals, and other breakfast products
- ⇒ Identify and prepare stocks, soups, and sauces.

4. Culinary Math/Food Cost Accounting

Students will perform mathematical functions related to foodservice operations. Students will learn the importance of food cost control and how it applies to the kitchen and learn how to cost out various menus from à la carte, to banquet menus.

Competencies: The apprentice will be able to:

- ⇒ Perform basic math functions including addition, subtraction, multiplication and division.
- ⇒ Demonstrate food & Beverage percentages.
- ⇒ Demonstrate labor cost percentages.
- ⇒ Perform an adjustment to a standard recipe.
- ⇒ Cost a standard recipe.
- ⇒ Demonstrate the ability to set the selling price of menu items.
- ⇒ Convert metric to English measurements and vice versa.
- ⇒ Analyze a foodservice financial statement.

5. Food and Beverage Service

Students will perform dining room service functions using a variety of types of service. Students will learn and demonstrate the understanding of quality customer service.

Competencies: The apprentice will be able to:

- ⇒ Perform various types of table service.
- ⇒ Demonstrate suggestive selling and other sales techniques.
- ⇒ Recite the general rules of table service.
- ⇒ Demonstrate an understanding of hospitality/conviviality, including the ability to handle difficult situations.
- ⇒ Perform tableside cookery/service.
- ⇒ Recite the workflow between the kitchen and dining room and the relationship of the two entities.
- ⇒ Discuss training procedures for the dining room staff.
- ⇒ Perform table and place settings.

6. Nutrition

Students will examine nutrition as it relates to daily food production in commercial kitchen. The students will learn how to maximize nutrient retention in food preparation and storage.

Competencies: The apprentice will be able to:

- ⇒ Discuss the dietary guidelines and adapt recipes accordingly.
- ⇒ Demonstrate cooking and storage techniques that maximize nutrient retention.
- ⇒ Describe the process of human digestion.
- ⇒ Identify the food guide pyramid and discuss the major nutrient contributions to the diet.
- ⇒ Describe the characteristics, functions, and food sources of each major vitamin and mineral.
- ⇒ Demonstrate the scientific definition of a calorie.
- ⇒ Plan a menu applying the exchange system.

7. Garde Manger

The students will develop skills in providing a variety of cold food products. The students will prepare a variety of hors d'oeuvres, appetizers and salads. The students will learn and prepare a variety of forcemeats and use these various items in cold buffet service.

Competencies: The apprentice will be able to:

- ⇒ Describe and identify tools and equipment used in garde manger.
- ⇒ Demonstrate fundamental skills in cold soups, salads, sauces, and dressings.
- ⇒ Demonstrate the ability to use secondary products to produce edible salads, and hors d'oeuvres.
- ⇒ Produce basic garnitures.
- ⇒ Describe the fundamental techniques for pâtés, terrines, and sausages.
- ⇒ Perform cure, smoke, cure, and other techniques.
- ⇒ Perform decorative carvings of fruit, vegetables, and tubers.
- ⇒ Set buffet for presentation using platters, trays, bowls and other containers.

8. Menu Planning and Design

The student will acquire knowledge and demonstrate skills in a variety of menu planning, costing and pricing menu items, and designing menu format.

Competencies: The apprentice will be able to:

- ⇒ List basic menu planning principles.
- ⇒ Describe principles of menu layout and design.
- ⇒ Apply principles of Nutrition to menu planning.
- ⇒ Produce menu descriptions.
- ⇒ Determine menu pricing and perceived value of menu items.
- ⇒ Produce a menu using basic principles of menu planning.
- ⇒ Produce a cycle, à la carte, holiday, classical, themed, and buffet menu.

9. Baking

The student will utilize the proper equipment, tools and standardized recipes to prepare yeast breads, rolls, pastries and cakes in the food service kitchen. **Competencies:** The apprentice will be able to:

- ⇒ List baking terms.
- ⇒ Identify tools and equipment used for baking.
- ⇒ Describe basic ingredients used for baking
- ⇒ Describe properties, list functions of various ingredients in baked products.
- ⇒ Explain the basic principles and fundamentals of baking.
- ⇒ Produce crusty, soft, and specialty yeast dough.
- ⇒ Produce pies, tarts, cookies, and other items.
- ⇒ Produce cakes, tortes, ice cream, and other pastry items.
- ⇒ Prepare the three basic meringue types.
- ⇒ Produce puff pastry, Danish, croissant and other dough.
- ⇒ Prepare sauces, creams, fillings, topping for pastry and baking products.
- ⇒ Evaluate all baking and pastry items.

10. Purchasing

The student will examine product availability and foodservice distribution of food products. The student will examine procedures for ordering, receiving, issuing and inventory. The student will learn about and write purchase specifications. **Competencies:** The apprentice will be able to:

- ⇒ Discuss the flow of goods in the kitchen.
- ⇒ List and analyze the various purchasing methods.
- ⇒ Analyze the legal and ethical considerations of purchasing.
- ⇒ Explain and demonstrate the process of receiving, confirming specifications and quality of food products.
- ⇒ Write bid specification for a minimum of 3 items.
- ⇒ Receive and store fresh, frozen, refrigerated and dry storage goods.
- ⇒ Perform a yield and cost comparison test of meat products.
- ⇒ Perform an inventory of an actual kitchen.
- ⇒ Discuss procedures for FIFO and other purchasing/receiving techniques.

11. Supervisory Management

The student will study, develop and demonstrate skills necessary to perform in management functions of a foodservice facility. Students will explore hiring, evaluating and training techniques, and evaluate methods of dealing with stress and conflict.

Competencies: The apprentice will be able to:

- ⇒ Describe the role of job descriptions and performance standards.
- ⇒ Perform 'mock' interviews.
- ⇒ Discuss the process of management by objective and other management techniques.
- ⇒ Identify personality traits and management techniques to correspond to the traits.
- ⇒ List and discuss various training techniques.
- ⇒ Discuss the necessity of change and ways of implementing change.
- ⇒ Discuss methods of conflict resolution.
- ⇒ Discuss ways of dealing with stress in the workplace.
- ⇒ Discuss time management and other organizational management techniques.

12. Advanced Food Preparation

The students will utilize what they learned in basic food preparation. The students will demonstrate the use of equipment, cooking methods and safety and sanitation. The students will produce a variety of food items using different cooking methods learned in basic food preparation.

Competencies: The apprentice will be able to:

- ⇒ Demonstrate classical techniques of cookery.
- ⇒ Write a classical continental menu.
- ⇒ Produce a themed menu utilizing advance techniques.
- ⇒ List and discuss food products indigenous to a minimum of 5 countries in the Caribbean.
- ⇒ Write a classic Caribbean menu and Contemporary Caribbean Cuisine Menu.



Apprenticeship Handbook

The handbook following should be used as an example for the development of local apprenticeship program handbooks.

Front Cover:



APPRENTICESHIP HANDBOOK



Inside Cover & Table of Contents:

CARIBBEAN
HOTEL
ASSOCIATION

APPRENTICESHIP HANDBOOK

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Contents:

I. Introduction

The Apprenticeship Program has been designed to provide apprentices with a solid foundation of cooking skills, techniques, and knowledge. This foundation is provided by combining 6,000 hours of on-the-job training in a cooperating foodservice facility with academic study at an educational facility. The program is structured in three independent STEPS for ease of training.

The Apprenticeship Committee monitors six thousand hours of on-the-job training. During this time, the apprentice attends classes at an educational facility one full day each week. Upon completion, the graduate will receive a certificate of completion. The graduate will receive a certification as a Certified Cook at the end of Level 3. A Certified Cook is the first level of certification leading to the maximum level of certification, Certified Executive Chef.

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II. Definitions and Abbreviations

Local Culinary Chapter is the organization representing chefs and cooks.

Cooperative Work Experiences are supervised and evaluated on-the-job training experiences designed to provide practical application of the skills and methodology of the skilled apprentice.

On-The-Job-Training is supervised and evaluated work experience at a local participating foodservice establishment.

Local Hotel College is the cooperating educational facility for the local apprenticeship program.

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III. Registration

It will be necessary for each apprentice to become registered with the Local Culinary Chapter when entering the program. Completion of a 500-hour probationary period in the program is required.

IV. Course Requirements

This cooperative program combines credits of academic course work with 6,000 hours of supervised on-the-job training in a participating restaurant, club, hotel or institution.

Classes are scheduled at Local Hotel College preferable on Mondays, so that apprentices have a sufficient block of uninterrupted time to complete the 40 hour work week. Each year's class has its own school day to accommodate cooperating foodservice facilities employing several apprentices. The program is intensive and spans a three-year period, including summers.

The recommended sequence follows:

FIRST YEAR SEQUENCE

- Introduction to Foodservice/Industry Survey
- Sanitation and Safety
- Basic Food Preparation/Introductory Cooking
- Business Mathematics/Food Cost Accounting

SECOND YEAR SEQUENCE

- Food and Beverage Service
- Nutrition
- Garde Manger
- Menu Planning and Design

THIRD YEAR SEQUENCE

- Baking
- Purchasing
- Supervisory Management
- Advanced Food Preparation

If extenuating circumstances should make it necessary for an apprentice to drop classes, it should be reported to the Apprenticeship Coordinator.

ANY APPRENTICE FAILING TO ATTEND CLASSES FOR MORE THAN ONE QUARTER WILL BE TERMINATED FROM THE PROGRAM.

V. Placement

The Apprenticeship Committee cannot guarantee employment, but will suggest foodservice operations that have been previously approved for training. When a potential employer is recommended to the apprentice, it is the responsibility of the apprentice to arrange an interview with that prospective employer. He or she will be considered for employment as any other applicant. The prospective employer is under no obligation to hire the apprentice.

Each apprentice is encouraged to maintain employment within the same approved foodservice facility during the three-year period of training. It should be noted that each apprentice must assume responsibility for attaining employment. Therefore, it is to the apprentice's advantage to properly present him/her during the interview.

VI. Probation

The first five hundred (500) hours of apprenticeship shall be a period of probation. During that time either party may terminate the agreement of apprenticeship by notifying the other. After this period, the apprenticeship agreement may be canceled for cause, and the supervising chef will notify the committee.

VII. Advanced Standing

An apprentice may be granted credit for previous work experience that is equivalent to any that would be received under the Standards of Apprenticeship. A maximum of 500 hours is allowed. Apprentice must still maintain educational sequence.

The apprentice must submit in writing a request for advanced standing. The request must be documented with name and address of previous employer(s), job title(s), job description(s), and date(s) of employment.

Previous experience credit will be granted only after the record of the applicant has been checked and approved by the Apprenticeship Committee, agreement with supervising chef and upon completion of the Probationary Period.

Transfer credits from other accredited colleges are subject to approval by Local Hotel College.

VIII. Transfers

An apprentice is not at liberty to transfer to another house of employment during the period of training. In an extreme situation, the following procedures must be followed to effect employment transfer:

1. Apprentice is to submit a Transfer Request Form to the Apprenticeship Committee via the Apprenticeship Coordinator or Apprenticeship Chairman. This request must state in detail all information relating to the request for transfer and must be signed by the supervisory chef involved.
2. At the next scheduled meeting, the Apprenticeship Committee will review this request and determine appropriate action. The decision will reflect a concern for the best interest of both apprentice and employer.
3. The apprentice will be notified of this decision.
4. The decision of the committee is final.

Apprentices are not to change employment prior to the approval of the Apprenticeship Committee.

IX. Ethics

As an apprentice of Local Hotel College, each apprentice must follow the guidelines listed in the Apprentice Handbook.

Additionally, it is expected that all apprentices will show courtesy and respect for each other and for all supervisors, instructors, and fellow employees. As an employee of a sponsoring facility, the apprentice must always follow the "House Rules" of that establishment. The apprentice must always govern himself/herself according to the guidelines of the "Culinarians Code."

If an employer terminates an apprentice after the 500-hour probationary period, or if the apprentice leaves a job voluntarily without proper transfer, an inquiry will be conducted by the Apprenticeship Committee to determine if further work placement and continuation in the program are to be permitted. It is the responsibility of the supervising chef to contact the Apprenticeship Chairman or Apprenticeship Coordinator regarding a termination or resignation.

X. Attire & Hygiene

1. Proper attire for apprentices includes chef's coat and pants, chef's hat or appropriate head wear, and sturdy work shoes. No tennis shoes or sandals are permitted to be worn.
2. Uniform must be clean and well pressed.
3. Neatness and cleanliness are imperative.
4. Nails are to be manicured; no nail polish is to be worn.
5. Hair must be under control at all times. Mustaches and beards are to be neat and trimmed.
6. Bracelets, necklaces, large earring and jewelry are not to be worn.
7. Hands must always be washed before beginning to work and as necessary thereafter.
8. House rules may vary from operation to operation.

XI. Activities

Each apprentice must participate of the Local Culinary Chapter activities.

1. Apprentices are encouraged to attend the monthly meetings of the Chapter. This attendance will help keep the apprentice informed of local and national activities.

In addition, guest speakers are invited to these meetings to update the membership on new products and/or techniques in the field.

2. Apprentices are encouraged to assist on committees and participate in activities such as apprentice applicant interviews, social function planning, culinary salon staffing, telephoning, newsletter writing, etc.
3. One junior member from each year's class will be elected and invited to attend Chapter Board meetings as non-voting members and report back to his/her class.

XII. Log Book & Entry Schedule

To log the activities of the program, record the apprentices' schedule and any cooperative work experience.

XIII. Culinary Competition

It is recommended that an apprentice enter at least one approved culinary salon during the apprenticeship. Procedures for application and preparation for culinary activities will be available at Chapter meetings and in Garde Manger Classes.

Apprentices may make application for a Local Hotel College culinary team to participate in selected competitions.

XIV. Final Practical Examination

First-year apprentices will be expected to perform numerous skills related to the Work Processes. These skills will include, but are not limited to the following: fundamental knife cuts, mopping techniques, simple salads and fundamental sanitation techniques.

Second-year apprentices will be expected to plan, prepare and serve lunch/dinner, which may be scheduled as a regular monthly meeting of the National Hotel Association (NHA) Chapter during the quarter in which the course is offered.

Third-year apprentices will be evaluated during this practical examination and will be responsible for the planning and preparation of a five-course dinner. **Second-year apprentices** will function as service and kitchen staff. They will be responsible for dining room set-up, service of the meal, bussing the tables, washing dishes, and cleaning of the dining room following the dinner.

Third-year apprentices are responsible to have competed in at a minimum of one culinary competition within the three-year apprenticeship process.

XV. Outstanding Apprentice Award

For each graduating class of apprentices, one apprentice will be identified as the outstanding apprentice. The Apprenticeship Committee based on a review of the following will make the decision for this selection.

1. Hospitality Cooperative Work Experience
2. Grade Point Average
3. Performance in Culinary Competition
4. Final Practical Examination Evaluation
5. Professional Activities
6. Overall Character & Professionalism

Naming of the outstanding apprentice and award presentation will take place at the annual graduation dinner.

XVI. Guidelines for the Supervising Chef

The supervisor of an apprentice must be a member of the sponsoring Local Culinary Chapter, and must be certified or actively working toward certification. It is desired that a supervising chef will have completed an official apprenticeship program plus at least one year of work experience following that program, or other formal culinary training plus two years work experience as a chef or equivalent. Responsibilities of the supervising chef/employer include the following:

- Provide adequate and safe facilities for training the apprentice.
- Provide the time off necessary for the apprentice to attend the classroom instruction.
- Provide a necessary working uniform and its maintenance.
- Schedule a workweek of as close to 40 hours as possible.
- Evaluate the work performance of the apprentice as requested.
- Sign Log Book entries at least monthly and certify if the apprentice has obtained adequate proficiency. The apprentice must submit the Log Book to the Apprenticeship Committee March 31 and September 30 of each year.
- Closely monitor the progress of the apprentice by rotating him/her through all work stations and provide instruction in each.
- Provide guidelines to monitor the progress of the apprentice as he/she completes assignments throughout the educational program.
- Provide funds and/or raw food products need by the apprentice participating in the final practical examination.
- Encourage and guide the apprentice in culinary exhibition.
- Attend group meetings of supervising chefs' call by Apprenticeship Chairman.
- Work through the Apprenticeship Committee if personnel changes are necessary.

The Culinarian's Code



- ❑ Pledge my professional knowledge and skill to the advancement of our profession and to pass it on to those that are to follow.
- ❑ Foster a spirit of courteous consideration and fraternal cooperation within our profession.
- ❑ Place honor and the standing of our profession before personal advantage.
- ❑ Not use unfair means to effect my professional advancement or to injure the chances of another colleague to secure and hold employment.
- ❑ Be fair, courteous and considerate in my dealing with fellow colleagues.
- ❑ Conduct any necessary comment on, or criticism of, the work of fellow colleagues with careful regard for the good name and dignity of the culinary profession, and will scrupulously refrain from criticism to gain personal advantage.
- ❑ Never expect anyone to subject himself to risks which I would not be willing to assume myself.
- ❑ Be just and enthusiastic about the success of others as I am about our own.
- ❑ Be too big to worry, too noble for anger, too strong for fear, and too happy to permit the pressure of business to hurt anyone, within or without the profession.

Apprentice Grievance Procedures

1. First, any problem that arises on the job should be discussed between the apprentice and the supervising chef. If the problem can not be resolved, then:
2. The problem should be brought by the apprentice or Chef to the attention of the apprenticeship coordinator who will work to resolve the problem. If the problem cannot be resolved in this manner, then:
3. The apprenticeship coordinator will meet with the chef to work on a solution. If the problem can not be resolved in this manner, then:
4. The apprenticeship coordinator will bring the matter to the grievance and counseling representative of the apprenticeship committee for resolution. If the problem still can not be resolved, then:
5. A hearing before the apprenticeship committee is scheduled. The governing committee hears both sides of the problem then renders a decision.
6. It is rare when a problem has to be taken before the apprenticeship committee as it is considered a resolution of last resort.

RESOLUTION STEPS

- Apprentice to Chef
 - Apprentice/Chef to Apprenticeship Coordinator
 - Apprenticeship Coordinator to Chef/Apprentice
- Apprenticeship Coordinator to Grievance Representative on Committee
 - Grievance Representative to Full Apprenticeship Committee

NOTE: This grievance policy is the official policy of the apprenticeship program. A grievance may involve other parties such as the educational institution and/or the sponsoring house. Should this occur a simultaneous grievance should be filed under the appropriate parties guidelines.

Outline of Standards

Apprenticeship Standards

Steward

- Sanitation
- Equipment
- Product Identification
- Production

Breakfast Station

- Sanitation
- Equipment
- Product Identification
- Production
- Garnishment
- Nutrition

Vegetable Station

- Sanitation
- Equipment
- Product Identification
- Production
- Garnishment
- Nutrition

Garde Manger

- Sanitation
- Equipment
- Product Identification
- Production
- Garnishment
- Nutrition

Meat Fabrication Station

- Sanitation
- Equipment
- Product Identification
- Production
- Garnishment
- Nutrition

Grill Station

- Sanitation
- Equipment
- Product Identification
- Production
- Garnishment
- Nutrition

Saucier Station

- Sanitation
- Equipment
- Product Identification
- Production
- Garnishment
- Nutrition

Sauté Station

- Sanitation
- Equipment
- Product Identification
- Production
- Garnishment
- Nutrition

Baking/Pastry Station

- Sanitation
- Equipment
- Product Identification
- Production
- Garnishment
- Nutrition

Commis Station/ Rounds man Station

- Sanitation
- Equipment
- Product Identification
- Production
- Garnishment
- Nutrition

Glossary

Definitions

Apprentice.

An individual at least 17 years of age with a high school diploma or its equivalent who has signed an apprenticeship agreement for training in an apprenticeable occupation as outlined in the standards, and who is registered with the appropriate registration agency.

Apprenticeship Agreement.

A written agreement between sponsor and apprentice that establishes the terms of apprenticeship and which has been registered with the registration agency.

Apprentice Chairperson.

That person who is a member chef of the chapter designated by the president of same chapter to head the apprenticeship committee.

Apprenticeship Committee.

A committee to act on behalf of the sponsor to administer the apprenticeship program.

Local Culinary Chapter.

The local chefs forming a group who sponsor the apprenticeship program and who subscribe to and endorse these standards.

Related Instruction.

Classroom and other form of instruction to reinforce the on-the-job training.

Sponsor.

The chapter operating an apprenticeship program and in whose name the program is or is to be registered.

Sponsoring House.

Any foodservice establishment approved and recognized by the apprenticeship committee and agrees to hire an apprentice.

Standards, Local.

The document that is developed for operating a local apprenticeship program and that is registered with the appropriate registration agency.

Supervising Chef.

That person who is, or will be, a member chef of the Local Culinary Chapter who has agreed to supervise the training of an apprentice within a sponsoring house.

Training Log.

That book which each apprentice must maintain throughout the term of apprenticeship containing work processes and log pages.

Standards.

Tasks learned on-the-job in which the apprentice must be proficient before a completion certificate is granted.

Application for Apprenticeship – Page 2**EMPLOYMENT RECORD****Last or Present Position**

Company _____
Address _____
From _____ to _____
Immediate Supervisor & Title _____
Nature of Work at Start _____
Nature of Work at Leaving _____
Reasons for Leaving _____
If you are now employed do you wish to leave? _____

Next to Last Position

Company _____
Address _____
From _____ to _____
Immediate Supervisor & Title _____
Nature of Work at Start _____
Nature of Work at Leaving _____
Reasons for Leaving _____

REFERENCES

List three references to which we can refer (Not Relatives)

Name _____
Address _____
Position _____
Telephone _____

Name _____
Address _____
Position _____
Telephone _____

Name _____
Address _____
Position _____
Telephone _____

Transfer Form

CHA APPRENTICE TRANSFER APPLICATION

Name of Apprentice _____

Address _____

Home Telephone # _____

Place of Work _____

Date of Employment _____

Work Telephone # _____

Supervising Chef _____

STEP Apprenticeship

STEP 1: Practical_____ **Written:** _____

STEP 2: Practical_____ **Written:** _____

STEP 3: Practical_____ **Written:** _____

The above Apprentice has discussed transferring from my supervision to work for another Supervising Chef. I have discussed the transfer with the Apprentice and the future Supervising Chef and I approve _____ or disapprove _____

PRESENT SUPERVISING CHEF

DATE

I have discussed the proposed transfer of the above Apprentice with the Supervising Chef and the Apprentice. I approve _____ or disapprove _____ the transfer and will follow the Apprentice training rules.

FUTURE SUPERVISING CHEF

DATE

Starting Date of Apprentice with Future Supervising Chef _____

Name of Establishment _____

Address _____

Telephone # _____

I have reviewed this transfer and approve _____ disapprove _____

CHAPTER APPRENTICESHIP CHAIRMAN

DATE

Apprenticeship Seminar

An Apprenticeship Seminar can be developed to train the active working group and provide it with the skills required to implement an apprenticeship program. The seminar will explain the program to the stakeholders and participants.



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