HOSPITALITY SECTOR
REGISTERED
APPRENTICESHIP

APPRENTICESHIP & CREDENTIALS
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Lettuce Entertain You® Restaurants
It’s an **employer-driven** training model that combines on-the-job training with job-related instruction.

This “**earn and learn**” approach helps workers start new careers and helps businesses recruit and retain a highly-skilled workforce.

**NRAEF** offers **customized support** to help design the registered apprenticeship program to meet each employer’s needs.
PROGRAM DEVELOPMENT PROCESS

BY INDUSTRY
FOR INDUSTRY
FOOD AND BEVERAGE SERVICE COMPETENCY MODEL

- 26 member industry Expert work group
- 21 member State Association Focus Group
- 54 Industry companies validated the work
- Careeronestop.org
INDUSTRY IDENTIFIED
KNOWLEDGE, SKILLS, AND ABILITIES

Restaurant Professional
Emerging industry professionals
Typical roles: Bartender, Cashier, Cook, Head Cook, Host, Server, etc.

Restaurant Supervisor
Professionals who supervise, direct, and train others
Typical roles: Assistant Manager, Kitchen Lead, Shift Leader, etc.

Restaurant Manager
Professionals who hire and manage staff, develop processes
Typical roles: Food Service Manager, Kitchen Manager, General Manager, etc.

CAREER ADVANCEMENT & PROGRESSION >>
Mastering skills
Learning to lead
Driving the business
WE HAVE TESTED AND VERIFIED THE INDUSTRY’S NEED AND REQUIREMENT FOR THREE KEY PROFESSIONAL CREDENTIALS.

PROFESSIONAL RESTAURANT CREDENTIALS

- **FOH Fundamentals Service / Salesmanship**
- **Back of House Fundamentals**
- **Understanding Quality and Cost Control**
- **Fundamentals of Food Safety and Sanitation**
- **Fundamentals of Manage Restaurant Operations**
- **Fundamentals of Restaurant Leadership**
- **Introduction to Restaurant P&Ls; Monitoring & Controlling Costs**
- **Managing Food Safety, Sanitation & Risk Management**
- **Leadership and Strategy**
- **Finance and Business Management**
- **Marketing & Sales**
- **HR & Performance Management**
CAREER PATH

RESTAURANT MANAGER

WORK READY
- Restaurant Ready

WORK READINESS
- Academic
- Work Readiness
- Personal Skills

PROFESSIONAL
- Military
- Apprenticeship
- ProStart

CERTIFIED RESTAURANT PROFESSIONAL
- FOH Fundamentals Service / Salesmanship
- Back of House Fundamentals
- Understanding Quality and Cost Control
- Fundamentals of Food Safety and Sanitation

CERTIFIED RESTAURANT SUPERVISOR
- Fundamentals of Manage Restaurant Operations
- Fundamentals of Restaurant Leadership
- Introduction to Restaurant P&Ls; Monitoring & Controlling Costs
- Managing Food Safety, Sanitation & Risk Management

SUPERVISOR
- College
- Military
- Apprenticeship

MANAGER
- College
- Military
- Apprenticeship

CERTIFIED RESTAURANT MANAGER
- Leadership and Strategy
- Finance and Business Management
- Marketing & Sales
- HR & Performance Management

EXECUTIVE
- Managers
- Operators
- Members

CERTIFIED RESTAURANT EXECUTIVE
- Assessment for Multi-Unit Managers and Above
COMPETENCY BASED PROGRAM

RESTAURANT MANAGER

Classroom Instruction & On the Job Learning

Estimated length of program
6 months - 2 years

Related Classroom Instruction
• Employer based training
• Manage First curriculum
• Community College courses
• Online coursework

Based on industry credentials and career pathway

20% variance on competency match for each employer program
<table>
<thead>
<tr>
<th>MINIMUM REQUIREMENTS</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>EDUCATION</strong></td>
<td>High School Diploma or GED</td>
</tr>
<tr>
<td><strong>WAGE INCREASE</strong></td>
<td>One wage increase during the term of the apprenticeship</td>
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<tr>
<td><strong>AGE</strong></td>
<td>18 years old</td>
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<tr>
<td><strong>APPRENTICE RATIO</strong></td>
<td>2:1 Two Restaurant Manager apprentices to one supervisor</td>
</tr>
<tr>
<td><strong>PROBATIONARY PERIOD</strong></td>
<td>6 months Restaurant Manager</td>
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</tbody>
</table>
Apprentices can test out of Level 1 – Restaurant Professional by:

- Demonstrate mastery of competencies on the job as approved by employer
- High School Students who complete the ProStart Certificate of Achievement (COA)
- Obtain a Certified Restaurant Professional (CRP) Certification.

Apprentices can test out of Level 2 - Restaurant Supervisor by:

- Demonstrate mastery of competencies on the job as approved by employer.
- Obtain a Certified Restaurant Supervisor Certification (CRS).
CURRENT STATE

APPRENTICESHIP PROGRAM

58
EMPLOYERS

176
YTD COMMITMENTS

1144
TOTAL ENROLLED

96% RETAINED IN PROGRAM

58% FEMALE

42% MALE

20% NEW

80% EXISTING EMPLOYEES
Review Competencies and Standards

Sign Employer Agreement and Commitment Letter

Identify potential apprentices and quality supervisors

NRAEF ensures your training meets standards

Report on skills mastered, wage increases, and apprentice status
LETUCE
ENTERTAIN YOU
RESTAURANTS

OPEN ON EARTH
SINCE 1971

120+ RESTAURANTS, 9 STATES, COUNTLESS CUISINES
FAST FACTS

➢ Celebrating 48 years in June, 2019
➢ Independent, family-owned restaurant group
➢ Based in Chicago with locations in seven states
➢ Divided into Several Divisions
➢ Over 7,500 employees strong
➢ James Beard Lifetime Achievement Award 2015
LEYE Recruiting Breakdown

➢ Recruiting Team
➢ Current strategies to recruit Management & Culinary teams:
  • Internal promotions
  • Referrals
  • Sourcing
  • Posting advertisements
  • Summer Internship
    ▪ 20 year-old program
    ▪ Over 100+ Retained from program
  • College recruiting targeting graduating Seniors
  • Culinary Programs for Externships
  • Apprentice Program
How Would the NRAEF’s Program Fit into Lettuce?

➢ Existing Management in Training (MIT) program

➢ Which Brands, if not all would be best fit for Pilot Program?
  ➢ Legacy?
  ➢ Fast Casual?
  ➢ Multi location (Beatrix/RAMEN-SAN)?
  ➢ Fine Dining?

➢ Quality vs. Quantity

➢ “Our goal, not to be the biggest. Not to be the fastest. But to be the best we can be.” – Rich Melman, Founder & Chairman
The LEYE Manager Apprenticeship Program

➢ Worked with Training & Development team to match competencies between the NRAEF and the LEYE MIT program

➢ Placed external ads for LEYE Apprenticeship opportunity

➢ Interview Process – 3 interviews prior to Offer

➢ Program Outline – 3 phases
The LEYE Manager Apprenticeship Program Continued…

➢ Benefits
  • Training
  • Exposure

➢ Challenges
  • Definition
  • Time commitment
APPRENTICESHIP QUESTIONS

JOHN SHORTT
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202-331-5911
FAST FACTS

➢ Celebrating 48 years in June, 2019

➢ Independent, family-owned restaurant group

➢ Based in Chicago with locations in:
  • Illinois
  • Minnesota
  • Maryland
  • Nevada
  • California
  • Virginia
  • Washington, D.C.

➢ Divided into Several Divisions
  • Based on Partners/Chef Partners involved
  • Variety of candidates
  • Service style

➢ Over 7,500 employees strong

➢ James Beard Lifetime Achievement Award 2015
LEYE Recruiting Breakdown

- LEYE has three, full-time Recruiters based out of the Chicago corporate office

- Current strategies to recruit Management & Culinary teams:
  - Internal promotions
  - Referrals
  - Sourcing
  - Posting advertisements
  - Summer Internship
    - 20 year-old program
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The LEYE Manager Apprenticeship Program

- Worked with Training & Development team to match competencies between the NRAEF and the LEYE MIT program
- Placed external ads for LEYE Apprenticeship opportunity
- Interview Process:
  - Recruiter
  - General Manager (GM)
  - Partner
  - Offer
- Program Outline:
  - 3 months in an hourly capacity
    - Check-ins with GM every 3 weeks
    - Weekly projects to get ready for MIT program
    - Breakout sessions with Leadership & C-Suite teams
  - 3 months as a Manager in Training
  - Graduation to Management: Celebration Dinner with National Restaurant Association Immediate Past Chair, Jay Stieber.
- Created guides for management and training teams in addition to Apprentice workbooks
The LEYE Manager Apprenticeship Program Continued...

- Hired three Apprentices within two divisions
  - Two recruited internally, one recruited externally

- Benefits
  - We are seeing an increase in better trained entry-level managers from a longer, more dedicated program
  - Apprentices have exclusive time with our Executive Partners to learn what it means to be a leader in the company

- Challenge
  - What does it mean to be an Apprentice?