



DELEGATION ORDER

**Training Proposal for:
Chef Works, Inc.**

Agreement Number: ET16-0442

Approval Date: April 19, 2016

ETP Regional Office: San Diego

Analyst: K. Campion

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 160	U.S.: 200	Worldwide: 210
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$99,630		\$0	\$0		\$99,630

In-Kind Contribution:	100% of Total ETP Funding Required	\$141,265
-----------------------	------------------------------------	-----------

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Continuous Impr., Business Skills	123	8-200	0	\$810	\$16.46
				Weighted Avg: 45			

Minimum Wage by County: \$16.46 per hour for San Diego County
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$1.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Accounting Staff		7
Customer Service Staff		23
Distribution & Production Staff		12
Professional Staff		32
Program Administrator		4
Sales & Marketing Staff		28
Technician		6
Supervisor & Manager		11

INTRODUCTION

Founded in 1994, Chef Works, Inc. (Chef Works) (<http://www.chefworks.com>) designs, manufactures, sells and distributes chef clothing apparel and accessory options for the culinary and hospitality industries across the globe. Chef Works’ products include chef coats, pants, aprons, shirts, headwear, knives, and shoes. Chef Works also custom designs and develops specific product options for corporate program clients across the country.

Chef Works has two facilities in Poway, California, both of which are sites for the proposed training.

Chef Works is a trend setter in the culinary apparel industry and dedicates its time to craftsmanship, design, durability, and style. To remain a culinary fashion trend setter and compete internationally, the Company must continually develop and release new and innovative products to remain the culinary uniform choice for the industry. As a result, Chef Work’s sales, design, and marketing teams must be trained on fabrics, threads, apparel design, and product marketing as the Company’s new styles are introduced to the market.

In order to increase sales and gain market share, Chef Works must streamline its processes to become more efficient with overall business processes. The Company has recently hired a certified Six Sigma Black Belt who is working with the product development department to help identify and remove the causes of defects and minimize variability in the production process. Therefore, through Six Sigma training to the entire workforce, Chef Works plans to implement new process improvements designed to enhance productivity, product quality, and overall efficiency of the organization.

The need for training is also driven by the implementation of a new Product Lifecycle Management software system (PLM) in third quarter 2016 that is designed to fully automate the entire lifecycle of Chef Works' products. The PLM will help integrate Chef Work's staff, data, processes, and business systems and support the Company's overall growth. Most employees must be trained to navigate the new system.

PROJECT DETAILS

Training will be delivered via class/lab by both outside vendors and in-house instructors.

Training Plan

Computer Skills (43%) – This training will be provided to all occupations for trainees to become proficient in navigating the new PLM software system and Client Services Associate System necessary to perform their job functions. Some trainees may receive MS Office and Illustrator/Photoshop based on job functions.

Continuous Improvement (35%) – This training will be offered to all occupations. Chef Works will use Kaizen principals to improve the Company's processes across all functions. Leadership Skills, Quality, Process Improvement and Six Sigma training will give trainees clearly defined roles and direction of the business processes, product, design, and decision making necessary for increased organizational efficiency.

Business Skills (22%) – This training will be provided to all occupations to improve trainees' skillsets in Client/Customer Service Skills, Communication Skills, Finance and Accounting Skills, Business Writing, and Sales systems.

Impact/Outcome

Training will increase job skills, business process efficiencies, and generate an estimated increase in sales. To truly develop the leadership and abilities of the leaders at the company, and to ensure full participation in training, Chef Works will provide a certificate of completion to those participants who attend all 12 sessions of Leadership Skills training.

Commitment to Training

Chef Works currently spends approximately \$143,300 per year for training in general safety, onboarding, new hire Client Services training, basic computer skills and sexual harassment prevention. This training will continue at the Company's expense.

ETP funds will help Chef Works offset the training costs of implementing and training in its new PLM and provide critical training in Continuous Improvement and Business Skills.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The VP, Human Resources will have program oversight of this training project. The HR department will be ultimately responsible for scheduling training, providing training to vendors and in-house instructors on how to record each training session using the ETP rosters. Chef Works will utilize an administrative subcontractor for enrolling and tracking trainees in the ETP online systems.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Chef Works retained RSM US, LLP (RSM) in Los Angeles to assist with development of this proposal for a flat fee of \$6,974.

ADMINISTRATIVE SERVICES

Chef Works also retained RSM to perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

- Info Tech of Vista, CA has been retained to provide MS Office training;
- GetAKlu of San Diego has been retained to provide Leadership Skills Training;
- New Horizons of San Diego has been retained to provide Business Writing training.

Other trainers will be identified as they are retained by Chef Works.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200

Trainees may receive any of the following:

COMPUTER SKILLS

- ✦ PLM Software Training – (Product Lifecycle Management)
- ✦ Client Services Associate Systems Training
- ✦ Inside Sales Associate Systems Training
- ✦ Microsoft Office Suite (Intermediate and Advanced)
- ✦ Illustrator/Photoshop (Intermediate and Advanced)

CONTINUOUS IMPROVEMENT

- ✦ Leadership Training
- ✦ Client Services Team Training
- ✦ Teambuilding
- ✦ Quality Control
- ✦ Process Improvement
- ✦ Problem Solving/Troubleshooting
- ✦ Decision Making
- ✦ New Product Knowledge Skills
- ✦ Six Sigma
- ✦ 5S
- ✦ Kaizen Events
- ✦ Supply-Chain Management
- ✦ Time Management
- ✦ Navigating Change

BUSINESS SKILLS

- ✦ Business Writing
- ✦ Customer & Client Service Skills / Upsell & Cross Sell
- ✦ Communication Skills
- ✦ Distribution Center Training
- ✦ Finance/Accounting Skills
- ✦ Sales Systems Training

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.