



76982065

REVIEW REPORT

on the

**RETAIL MEAT PROCESSING
PROGRAM**

OCTOBER, 1999

LE
3
.C34
A6
MEAT
1999

EXECUTIVE SUMMARY

The Retail Meat Processing Program was last reviewed in 1992, when it received a glowing report. The 1999 Review Committee, however, was concerned to see that several of the equipment and facility renovation needs identified during the 1992 review have still not been addressed after seven years. Facilities and equipment needs, then, are the priority recommendation in this report, and the Review Committee urges that these be dealt with in the upcoming Food Training Centre renovation planned for 2000.

Alleviation of the Retail Meat Instructor's workload is a second priority. For 18 years, the program has been a one-man show, with the instructor performing not only his instructional duties as per the contract but, in addition, all the duties of a retail meat manager: selecting, negotiating for and purchasing meat; performing inventory; tracking invoices; advertising the meat store; taking customer orders; and merchandizing the product. It is little wonder that the instructor feels over-taxed and is going on leave in 2000-2001. The Committee recommends as a long-term solution the hiring of a lab demonstrator to assist the instructor.

Some adjustments are also suggested to the Retail Meat Processing curriculum, and exploration of two avenues for the future: the possibilities of offering the program on-line, and of constructing a Retail Meat Processing/Business Diploma, along the lines of the Horticulture/Business Diploma, to respond to industry demand for more managerial/business skills.

Overall, the Committee found the Retail Meat Processing Program to be held in as high esteem by students, graduates and industry as it was in 1992, and commends the energy, resourcefulness and tireless work of the instructor.

UNIVERSITY COLLEGE OF THE CARIBOO LIBRARY
BOX 3010, KAMLOOPS, B.C.
V2C 5N3

TABLE OF CONTENTS

EXECUTIVE SUMMARY	i
TABLE OF CONTENTS	ii
REVIEW COMMITTEE MEMBERS	iii
CHRONOLOGY OF PROGRAM REVIEW	1
PROGRAM BACKGROUND	2
ADMISSIONS DATA AND PERFORMANCE STATISTICS	3
UTILIZATION RATES	6
COMPLETION RATES	7
GENDER RATIO	7
GRADE DISTRIBUTIONS	8
EMPLOYMENT PROSPECTS	10
EMPLOYMENT DATA OF FORMER STUDENTS	13
SALARIES OF FORMER STUDENTS	13
EVALUATION OF EDUCATION	14
TABULAR SUMMARY OF QUESTIONNAIRE RESPONSES	15
SUMMARY OF QUESTIONNAIRE RESPONSES:	16
- Former Students	
- Current Students	
- Faculty	
- Program Advisory Committee	
- Employers	
STRENGTHS OF THE PROGRAM	18
AREAS OF THE PROGRAM WHICH CAN BE IMPROVED (WITH RECOMMENDATIONS)	19
APPENDIX A - METHODOLOGY	25

UNIVERSITY COLLEGE OF THE CARIBOO LIBRARY
BOX 3010, KAMLOOPS, B.C.
V2C 5N3

RETAIL MEAT PROCESSING PROGRAM REVIEW
COMMITTEE MEMBERS

CHAIR

Doug Baleshta
Instructor, Physics and
Distributed Learning Group, UCC

ASSISTANT CHAIR

Denis Morin
Instructor, Carpentry, UCC

EXTERNAL REPRESENTATIVE

Doug Mauger
Program Head, Meat Cutting Program, VCC

EXTERNAL REPRESENTATIVE

Norm Gill
Meat Specialist, Overwaitea Food Group, Langley

RESOURCE PERSON

Ken Jakes
Instructor, Retail Meat Processing Program, UCC

DEPARTMENTAL CHAIR

Peter Nielsen
Chair, Food Training Programs, UCC

ASSOCIATE DEAN

David Twynam
Associate Dean, School of Tourism, UCC

REVIEW COORDINATORS

Alastair Watt
Director, Institutional Research and Planning, UCC

Karen Grigoleit, Research Analyst,
Institutional Research and Planning, UCC

CHRONOLOGY OF THE RETAIL MEAT PROCESSING PROGRAM REVIEW

The second Retail Meat Processing Program Review was launched on March 12, 1999, with a meeting between Heather Shand, Acting Director, Institutional Research and Planning, and Ken Jakes, Instructor, Retail Meat Processing, to discuss program review procedures and questionnaire design. As a result of further consultation, questionnaires were tailored and refined for the program and sent or administered to the following stakeholders on the dates indicated:

Former Students (1995-98)	April 15, 1999;
Employers	April 28, 1999;
Faculty	May 4, 1999;
Advisory Committee	May 5, 1999;
Current Students (1998-99)	May 7, 1999.

In addition to the UCC-designed Former Student Survey, data on Retail Meat Processing Program graduates over the four-year period 1995-1998 were assembled from the Provincial Student Outcomes Survey, using the Student Outcomes Reporting System (SORS).

Telephonic follow-up with non-respondents from the Former Student, Employer and Advisory Committee groups took place between May 28 and June 4. A third round of calls was made on June 21-22. Both faculty members responded by May 25.

The cut-off date for all responses was July 20, 1999. Information packages were sent to the Retail Meat Processing Program Review Committee members on July 27, and the committee met on August 26 and 27 to analyze the data and formulate its report on the program.

PROGRAM BACKGROUND

The Retail Meat Processing Program was first offered at Cariboo College in 1975 as an eight-month program. In fall, 1984, the program was reduced to six months, facilitating two intakes per year of 14 students each; for a short period, there were three intakes per year. In 1988 entry dates were shifted from September and March to October and April. In 1992, after its first review, the program was extended to nine months, with only one intake (in September).

Also as a result of the review, the program was re-organized to include Seafood (M104), Sausage Manufacturing (M108), an expanded math component (M109), and Employment Skills (M107). The last of these contains extensive résumé writing instruction and an Industry Work Experience component of six weeks at two locations, and is the main driving force behind the high employment rates that the program has enjoyed for several years.

The program is similar in content to the one offered at Vancouver Community College. It is consistent with programs offered at SAIT, NAIT (five-month programs) and Olds College in Alberta, SIAST in Saskatchewan, and Algonquin College in Ontario. However, the UCC program offers a larger variety of courses than the others, and twice the industry work experience time.

ADMISSIONS DATA AND PERFORMANCE STATISTICS

Program Description

The main goal of this nine month full-time program is to provide the knowledge and skills required to enter employment as a meat cutter in custom cutting, curing and sausage operations, and in supermarkets or megamarkets with their own curing and sausage manufacturing facilities. To achieve this goal, the program places special emphasis on productivity training and on the business factors of the meat cutting industry. A part of the students' preparation for the industry, specialized training is provided in the accuracy of cutting, knife handling, portion control, merchandising and the utilization of all products. Safety, sanitation, punctuality, attendance and personal appearance are stressed throughout the program.

To ensure that the program meets provincial and local industry needs and standards, it is supported by an Advisory Committee with broad representation from the meat cutting industry.

Admission Requirements

- a) Educational Requirements
 - 1) BC Grade 10 or equivalent, however, Grade 12 is strongly recommended.
 - 2) Successful completion of College pre-test.
- b) General Requirements
 - 1) Successful College medical (form obtained from Admission Office).
 - 2) Instructor interview.
 - 3) Submission of completed industry interview and recommendation form to instructor.
 - 4) Strong, positive attitude.
 - 5) Good manual dexterity.
 - 6) Strong physical build.

Costs

- Textbooks, tools, and supplies: \$450.
- Uniforms are supplied and laundered during training: \$75 laundry deposit required.
- A \$16.50 per month lab/studio fee.

Orientation Session

Students are required to attend an orientation session for any courses offered by the Tourism Department. The purpose of these sessions is to provide valuable information about courses, programs, entrance requirements, admission procedures and to allow prospective students to have pertinent questions answered. Retail Meat Processing orientations take place in May and June.

Program Outline

The Retail Meat Processing Program will include the following courses:

MEAT 101	Safety and Sanitation
MEAT 102	Beef and Veal Processing
MEAT 103	Pork, Lamb and Poultry Processing
MEAT 104	Seafood Merchandising
MEAT 105	Beef and Pork Merchandising
MEAT 106	Cooking and Carving
MEAT 107	Employment Skills
MEAT 108	Processed Meat
MEAT 109	Business Calculations and Procedures

Note: While the basic components of the program are standard, the program is designed to keep pace with industry demands, and is subject to change without notice.

Theory sessions are supplemented with guest speakers, including:

- Canadian Food Inspection Agency Inspectors
- Animal Health Veterinarians
- BC Livestock Representatives
- Brand Inspectors or RCMP Livestock Branch
- Supermarket Meat Managers
- Wild Life Branch Wardens

In addition, special lectures by UCC staff will include:

- Résumé Writing
- Cooking

About half way through the program there will be seminars on Public Relations, Customer Contact and Advertising. Visits to some local meat cutting operations will take place early in the program to help familiarize the student with the industry. Other field trips may include visits to slaughter house operations and/or chicken processing plants.

Note: Students will be advised of special guest, lectures and field trips in advance wherever possible. All of these are subject to change depending upon availability.

All practical courses consist of instructor demonstrations followed by the student applications. Except for the recognition of animal bone structure and of primal and secondary cuts, practical subjects are followed by supporting theory sessions that may then be combined with practical demonstrations.

Productivity

The program places great emphasis on preparing students to meet the high standards and productivity level demanded by the industry. Students in every phase of the program are given varied work assignments and increased cutting responsibilities that match their growth in skill.

Practical Work Experience

During the program, students will be required to undertake two three-week work practicums to gain industry experience. The instructor helps arrange this in collaboration with businesses through BC. About half of the students are assigned to work experience somewhere in Kamloops or other areas of BC, while other students continue with cutting activities, sausage manufacturing and with theory portions of the program in preparation for their own field work.

Students from outside of the immediate Kamloops area are encouraged to do their work experience in their home communities.

Program Development

This program has been developed with the consultation of the Ministry of Advanced Education, Training and Technology, other Colleges and Institutes in BC and across Canada, members of our Professional Retail Meat Processing Advisory Committee and Business Operators not only in BC, but also throughout Canada.

Graduation Credentials

Graduates who successfully complete the program will receive a Retail Meat Processing Certificate from UCC.

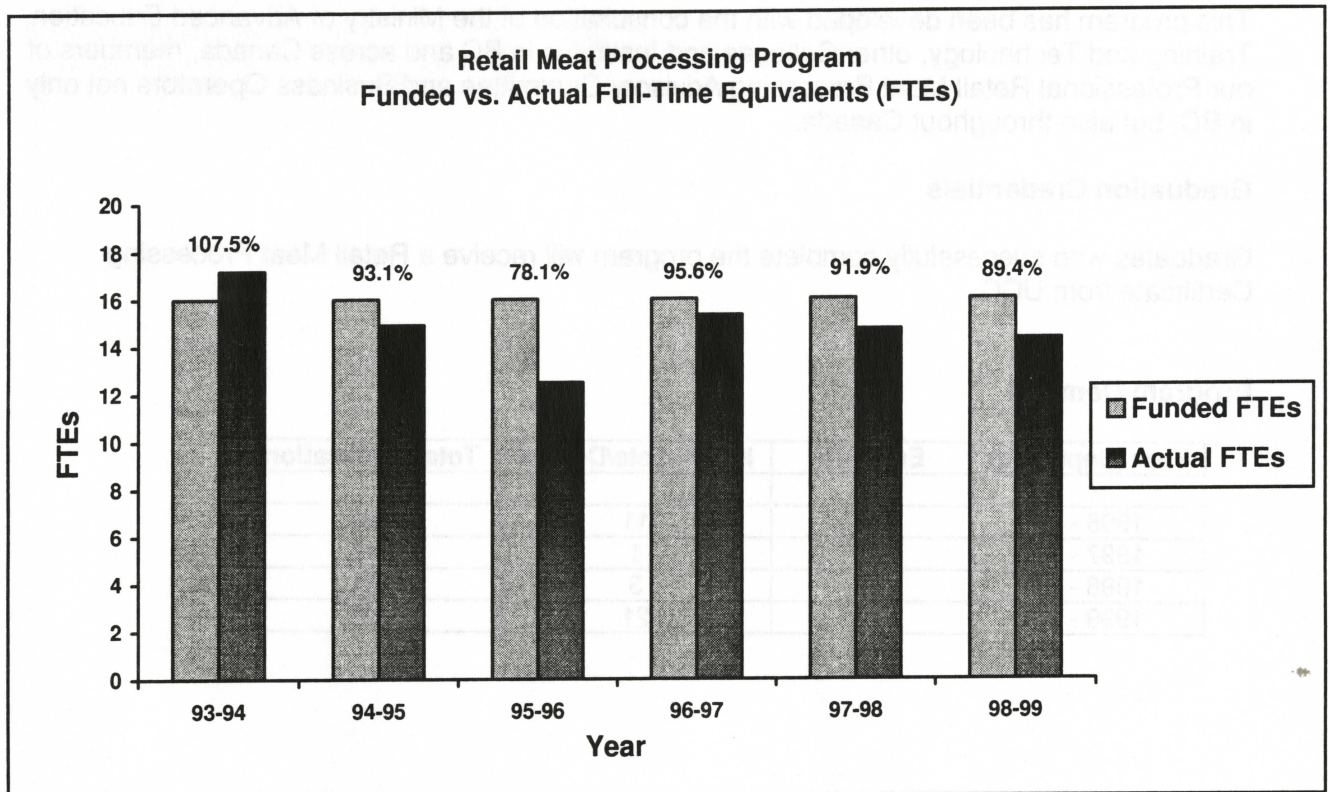
Program Demand

Year (Sept-Aug)	Enrolled	Incomplete/Denied	Total Applications
1996 - 97	17	11	28
1997 - 98	15	1	16
1998 - 99	18	3	21
1999 - 00	17	21	38

RETAIL MEAT PROCESSING PROGRAM

UTILIZATION RATES: 1993 - 1998

	1993 - 94	1994 - 95	1995 - 96	1996 - 97	1997 - 98	1998 - 99
Funded FTE:	16.0	16.0	16.0	16.0	16.0	16.0
Actual FTE:	17.2	14.9	12.5	15.3	14.7	14.3
Utilization Rate:	107.5%	93.1%	78.1%	95.6%	91.9%	89.4%



RETAIL MEAT PROCESSING PROGRAM COMPLETION RATES

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Enrolled	17	15	18
Completed	14	11	13
Completion Rate	82.4%	73.3%	72.2%

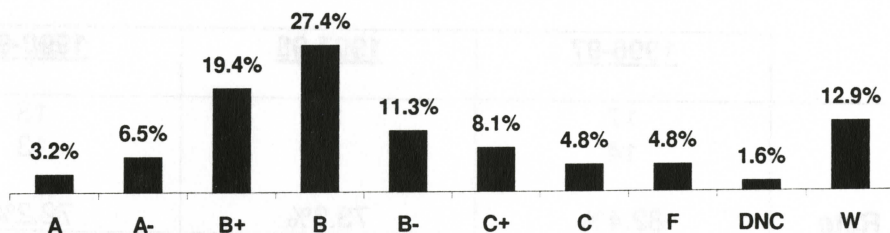
GENDER RATIO OF PROGRAM GRADUATES

(Source: UCC Convocation Guide)

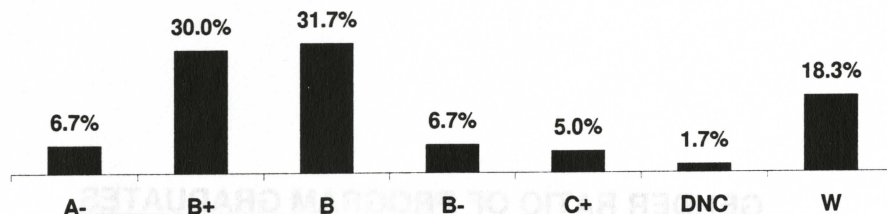
YEAR OF GRADUATION	% OF MALE GRADUATES	% OF FEMALE GRADUATES
1995	93%	7%
1996	100%	0%
1997	86%	14%
1998	73%	27%
1999	85%	15%

GRADE DISTRIBUTIONS: 95/FA - 99/WI

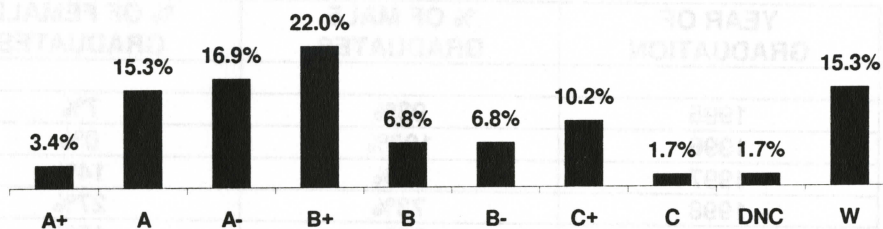
MEAT 101 - SAFETY AND SANITATION



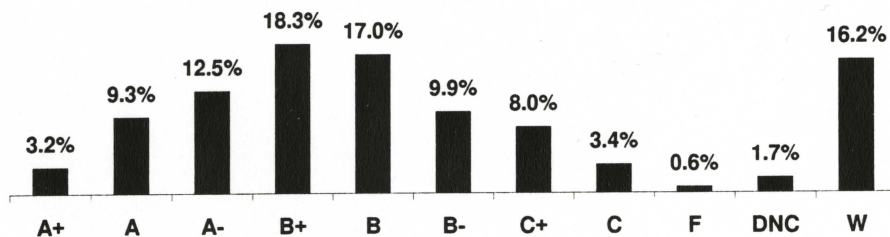
MEAT 102 - BEEF AND VEAL PROCESSING



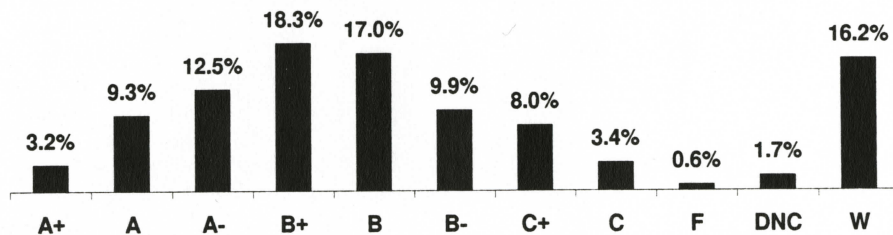
MEAT 103 - PORK, LAMB AND POULTRY PROCESSING



MEAT 104 - SEAFOOD MERCHANDISING

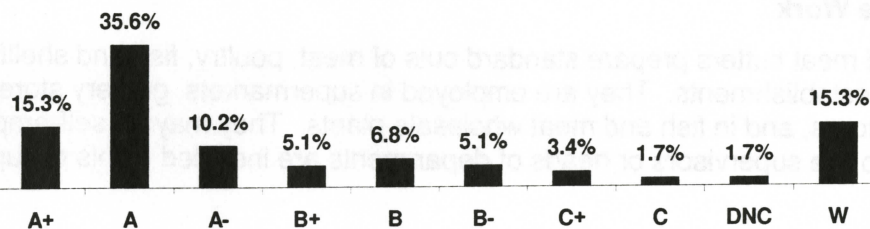


MEAT 105 - BEEF AND PORK MERCHANDISING

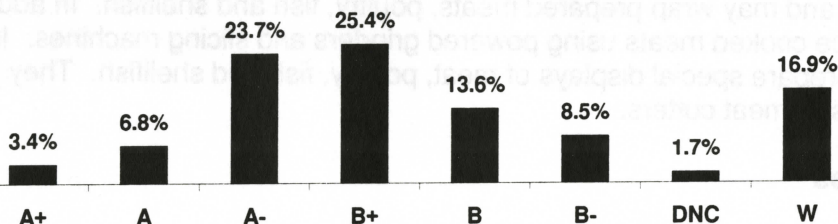


GRADE DISTRIBUTIONS: 95/FA - 99/WI

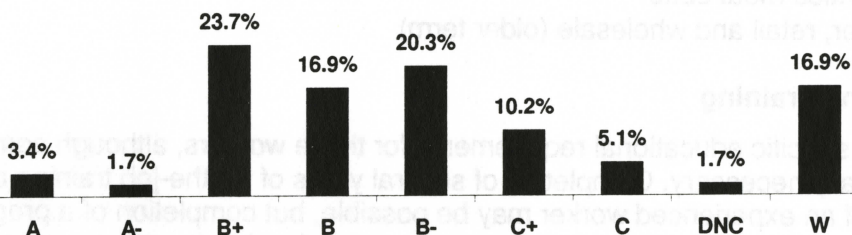
MEAT 106 - COOKING AND CARVING



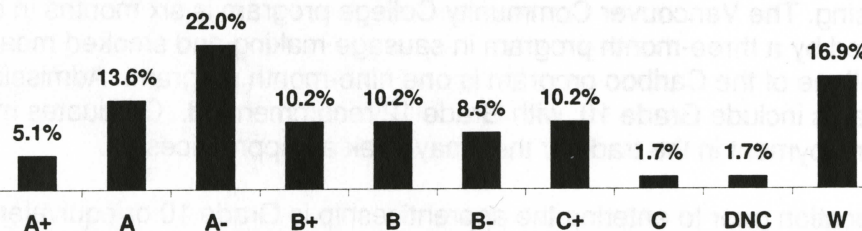
MEAT 107 - EMPLOYMENT SKILLS



MEAT 108 - PROCESSED MEAT



MEAT 109 - BUSINESS CALCULATIONS AND PROCEDURES



EMPLOYMENT PROSPECTS

(Source: BC WORK Futures, NOC 6251)

BUTCHERS AND MEAT CUTTERS (RETAIL AND WHOLESALE)

Nature of the Work

Butchers and meat cutters prepare standard cuts of meat, poultry, fish and shellfish for sale in various food establishments. They are employed in supermarkets, grocery stores, butcher shops, fish stores, and in fish and meat wholesale plants. They may be self-employed. Butchers who are supervisors or heads of departments are included in this occupational group.

Main Duties

Butchers and meat cutters have to cut, trim and otherwise prepare standard cuts of meat, poultry, fish and shellfish for sale at self-serve counters. They may also work according to customers' orders. Butchers and meat cutters shape, lace and tie roasts and other meats, poultry or fish and may wrap prepared meats, poultry, fish and shellfish. In addition they grind meats and slice cooked meats using powered grinders and slicing machines. In the retail setting, they prepare special displays of meat, poultry, fish and shellfish. They may supervise other butchers or meat cutters.

Example Titles

- Meat manager; assistant meat manager
- supermarket meat cutter
- meat cutter, retail and wholesale
- apprentice meat cutter
- butcher, retail and wholesale (older term)

Education and Training

There are no specific educational requirements for these workers, although completion of high school is usually necessary. Completion of several years of on-the-job training under the supervision of an experienced worker may be possible, but completion of a program at a college or technical institute or a three-year meat cutter apprenticeship is common and generally preferred by industry.

Vancouver Community College and University College of the Cariboo offer programs in Retail Meat Processing. The Vancouver Community College program is six months in duration and can be followed by a three-month program in sausage making and smoked meats. The University College of the Cariboo program is one nine-month program. Admission requirements to both programs include Grade 10, with Grade 12 recommended. Graduates may look for entry-level employment in the trade or they may seek an apprenticeship.

Minimum education prior to entering the apprenticeship is Grade 10 or equivalent, including English, Mathematics and Science, although Grade 12 is recommended. The apprenticeship includes two technical training periods at Vancouver Community College. Completion of an entry-level training program may confer credit towards some of the required technical training. Those who complete the apprenticeship receive a Certificate of Qualification.

Working Conditions

Workers in these jobs need strength, good hand-eye coordination, depth perception, colour vision, and manual dexterity. A good understanding of cleanliness and safety procedures is important. Comfort with computerized equipment may be necessary. Good communication and interpersonal skills are generally required.

In meat-packing plants and in larger food retail outlets, butchers and meat cutters generally work in large rooms equipped with power machines and conveyors. In small retail markets, they work in a space behind the meat counter. These work areas must be kept clean and sanitary in order to avoid viral and bacterial infections.

Butchers and meat cutters often work in rooms that are refrigerated to prevent meat from spoiling, permeated with meat odours and damp from blood and fat. The cold temperatures combined with having to stand for long periods can make this work tiring. These workers can be susceptible to injuries from working with knives, cleavers and power tools. The repetitive nature of their duties can also lead to muscle pains and cumulative trauma disorders. To address these occupational risks, many employers have adjusted workloads, redesigned tasks and tools and have made efforts to increase awareness of early physical symptoms.

- In 1994, the estimated average annual earnings in this occupation were \$27,900. For those working full time, full year, the average annual earnings were \$34,200. Entry-level earnings for full-time meat cutters range from \$24,000 per year to \$34,800. For experienced, qualified meat cutters, full-time annual earnings range from \$27,000 to \$43,200.
- This is a medium sized occupational group which is projected to grow slowly over the period 1995 to 2005.
- Only 5% of butchers and meat cutters are self-employed compared to the BC average of 11%.
- Industry sources expect self-employment and the number of part-time workers to increase.
- This occupation has an unemployment rate that is well below average.
- The major seasonal pattern in this trade is a slow-down in work during January and February, when consumer spending is low after the holiday season.
- Only about 30% of these employees are women versus a 45% female representation in the overall labour force.
- At 38 years, the average age of butchers and meat cutters is the same as the average BC worker. There is a slight under-representation of the under-25 year old group in this occupation.

Employment Prospects

Butchers and meat cutters are not members of a new trade but they have seen their workplaces altered in the postwar era by the arrival of the supermarket, a trend which has now fully matured. In BC, major employers are reducing positions and wages and more meat cutting is being done by the packing industries, with the resulting "retail-ready" cuts being shipped into BC from the United States and Alberta.

Health and fitness concerns have reduced per capita demands for meat. An aging population and changing tastes towards fish and poultry are all factors in reducing demand. However, the greatest impact on employment opportunities is the movement towards pre-prepared and ready-to-heat packaged foods.

Total employment among butchers and meat cutters is projected to grow more slowly than the average for all occupations from 1995 to 2005. This projection would result in a total of about 800 job openings when attrition (replacement need) is included.

As with many other consumer products, some opportunities do occur as a population becomes more diversified and, for example, an ethnic group reaches a sufficient size to support specialized product preparation. Local, specialty butchers and those who prepare special meat products will supply some employment openings.

Trends and Projections

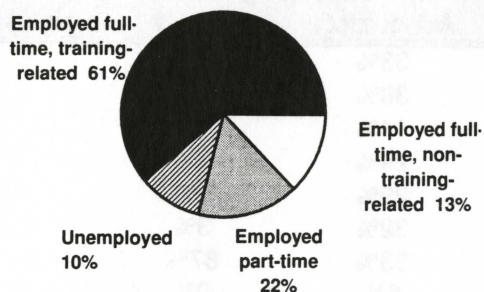
	<u>1990</u>	<u>1995</u>	<u>2005</u>
Number Employed	3,200	3,540	3,790
Estimated Openings 1995-2005	Growth (Net) 260	Attrition 550	Total 810

Annual Growth 1995-2005	0.7%
Main Industries of Employment	
Retail Trade	83%
Other Food Processing	11%
Wholesale Trade	3%
Employment by Region	
Lower Mainland	54%
Vancouver Island	18%
Northern B.C.	11%
Okanagan/Kootenay	17%
Self-employment	5%

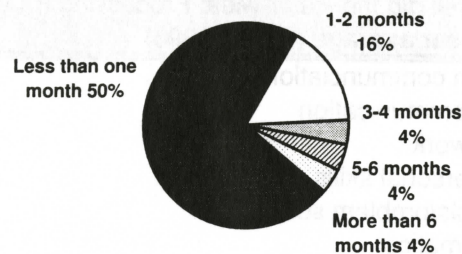
EMPLOYMENT DATA OF FORMER STUDENTS

(Source: Student Outcomes Reporting System, 1995-1998)

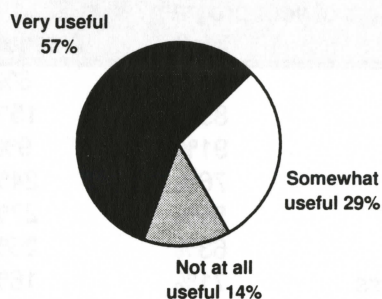
**Labour Force Statistics
(n=31)**



**Length of Job Search
(n=25)**



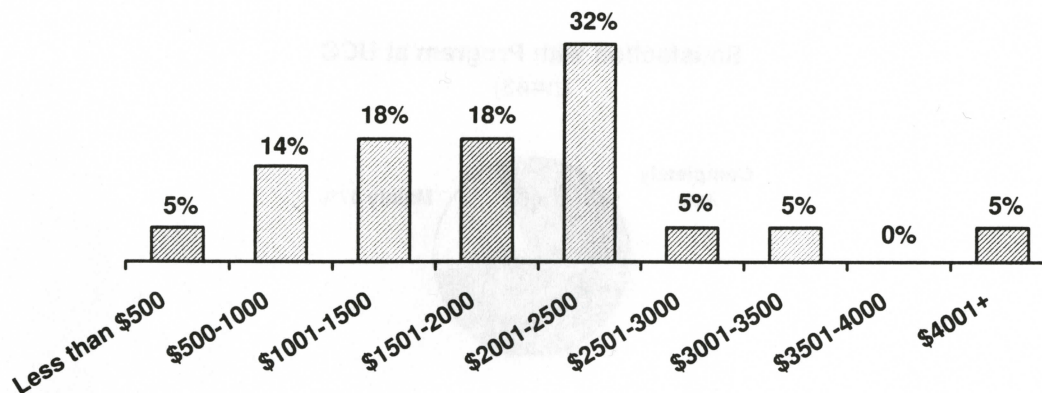
**Usefulness of Training in Performing Job
(n=28)**



SALARIES OF FORMER STUDENTS

(Source: Student Outcomes Reporting System, 1995-1998)

Gross Monthly Salary (n=22)



EVALUATION OF EDUCATION

(Source: Student Outcomes Reporting System, 1995-1998)

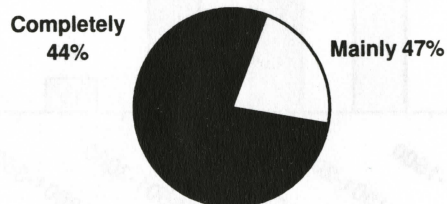
How well did the Retail Meat Processing Program prepare you in the following skill areas? n = 32				
four-year average (1995 - 1998)*	Well	Adequately	Poorly	Not Applicable
Written communication	63%	33%	4%	25%
Oral communication	62%	38%	0%	12%
Teamwork	81%	14%	5%	28%
Interpersonal skills	76%	24%	0%	0%
Analysis/problem solving	71%	29%	0%	3%
Mathematics	65%	32%	3%	6%
Use of computers	0%	33%	67%	91%
Use of tools & equipment	94%	6%	0%	0%
Skills for independent learning	66%	34%	0%	12%
Reading and comprehension	44%	44%	11%	25%
Entrepreneurial skills	92%	8%	0%	0%

How would you rate the following aspects of your program? n = 33				
four-year average (1995 - 1998)*	Well	Adequately	Poorly	Not Applicable
Quality of teaching	94%	6%	0%	0%
Organization of program	85%	15%	0%	0%
Practical experience	91%	9%	0%	0%
Textbooks and learning materials	76%	24%	0%	0%
Library materials	55%	27%	18%	29%
Library services	63%	25%	13%	27%
Availability of instructors outside of class	71%	16%	13%	6%
Computer hardware and software	33%	33%	33%	81%
Equipment other than computers	84%	16%	0%	6%
Study facilities on campus	86%	11%	4%	13%
Program and career counselling	79%	17%	4%	20%
Places on campus for socializing	72%	25%	3%	0%

* Please note:

1998 questions used a 5-point scale - "Very Well" is included in "Well" category and "Very Poorly" is included in "Poorly".

Satisfaction with Program at UCC (n=43)



TABULAR SUMMARY OF QUESTIONNAIRE RESPONSES
RETAIL MEAT PROCESSING PROGRAM REVIEW

Recipient	# Sent	# Completed & Returned	% Returned
Advisory Committee	15	10	67%
Faculty	2	2	100%
Employers	40	15	38%
Students			
Current	13	13	100%
Former	64	20	31%
TOTAL	134	60	45%

SUMMARY OF QUESTIONNAIRE RESPONSES

FORMER STUDENTS

Of the twenty former students surveyed, 18 (90%) were male. Eighty-five percent of respondents reported full-time employment and 75% were working in training-related employment. Of those working, 33% reported monthly salaries of \$1,501- \$2,000 and another 33% reported salaries of \$2,001-\$2,500. In addition to their basic knowledge of meat processing, former students reported working the most with supermarket work/boxed products (70%) and counter ready/block ready products (60%). Former students rated the program's effectiveness, content and delivery very highly. In written comments, 55% specifically identified the instructor as the strength of the program, describing him as "extremely informative", "very patient" and "show[ing] good attitude, strength, support and discipline". They identified lack of product to work with and the need for the instructor to have assistance as the main limitations of the program.

Additional former student data (obtained from the 1995-1998 Student Outcomes Reporting Survey) revealed that 85% of former students were employed in training-related jobs and most (72%) took less than one month to find employment. Of those employed, 75% were working 31 hours or more per week and 32% reported monthly salaries of \$2,001- \$2,500, while 18% were making \$1,501- \$2,000 and another 18% \$1,001 - \$1,500.

CURRENT STUDENTS

All 13 students enrolled in the Retail Meat Processing Program were surveyed. Like the former student, current students rated the program's effectiveness, content and delivery very highly. Current students identified the instructor and the "hands-on experience" as the major strengths of the program. Again, the limited product available for cutting as well as the need for another instructor in the lab was identified as the program's major limitation.

FACULTY

The faculty consists of one full time instructor and one part time instructor who provides assistance on a limited basis. Both responded to the survey.

Generally, the instructors rated the program highly, with the following exceptions:

- Students do not have regular opportunities to evaluate the program and instruction
- Shop facilities are not satisfactory and appropriate for the program
- Department meetings are not held on a regular basis
- Department meetings are not productive.

In the general comment section, the lack of facility/classroom/lab/freezer and retail space was highlighted as well as the requirement for an additional lab demonstrator or instructor. Several of these items are addressed in the recommendations.

PROGRAM ADVISORY COMMITTEE

Ten members of the Program Advisory Committee responded to the questionnaire. The majority of responses on the program were extremely positive. In the general comment section, the lack of instructional support and space was highlighted as a problem. There was also a suggestion to include basic computer skills in the curriculum and to examine the possibility of an upgrade program for the graduates.

EMPLOYERS

The results are based on a response from 15 employers of whom 67% had hired graduates from the Retail Meat Processing Program in the past five years. The majority of the responses (13) are from supermarket chains and rate the graduates' skills between "Exceeds" and "Meets Expectations". They have concerns about the production rate (cutting/speed) of graduates but speed takes time to develop and the program is not geared to high capacity production. Several respondents mentioned that they see lower wages, reduced full time work, centralized cutting operations, and counter ready products as market trends. They also see further emphasis in the industry on customer contact and customer service.

STRENGTHS OF THE RETAIL MEAT PROCESSING PROGRAM

The Review Committee identified the following strengths in the Retail Meat Processing Program:

1. Employment Outcomes

Of the former students surveyed, 75% are currently employed in training-related employment. According to the Student Outcomes data from 1995-1998, 85% of former students reported that their main job was either "very related" or "somewhat related" to their studies. Both data sets are well above the provincial standard for training-related employment for vocational and career/technical programs. Furthermore, this year the program had 100% job placement for its graduates.

2. Industry Demand

As indicated by the Program Advisory Committee and supported by External Representatives, the demand for graduates of UCC's Retail Meat Processing Program is expected to increase in the next few years because of the aging population of meat cutters and the strength of UCC's program.

3. Training Manual

The Training Manual used by the Meat Cutting Program is co-authored and edited by UCC's instructor and is used at other institutions across Canada and by Federal food inspectors. (There is a companion workbook that also is part of the Manual.)

- Revenue is realized by UCC's selling the manual
- Plans are afoot to sell to industry
- The Training Manual is printed at UCC (400-500 per year)
- The Training Manual is updated every two years, the workbook every year.

4. Faculty

The UCC Retail Meat Cutting Program Instructor received an extremely high satisfaction rating from Industry, peers, students and alumni. He has fostered strong liaisons with industry which are evidenced by capital equipment donations and positive support for the program review process. The instructor is recognized for his professionalism, which he inculcates into his students.

5. Meat Store

The retail meat store is an innovative, "hands-on" component of the Retail Meat Processing Program. The Meat Store operates every Thursday from October to May and has the following characteristics:

- It is revenue-generating
- It provides students with practical retail experience
- It provides a service to the UCC community and the public.

AREAS OF THE RETAIL MEAT PROCESSING PROGRAM WHICH CAN BE IMPROVED (WITH RECOMMENDATIONS)

The Review Committee identified the following aspects of the Retail Meat Processing Program as being in need of improvement. **Recommendations are prioritized.**

1. FACILITIES/EQUIPMENT

The Food Training Centre facility was built in 1971, with some kitchen renovation done in 1986, but none in the meat cutting area. In 1991, the program intake was set at 14; in 1998, 18 students started. In other words, program enrolments have grown by over 28%, but there has been no corresponding expansion of facilities. As a result, the current laboratory space is so confined that the instructor must move heavy equipment in order to conduct his classes. As well, the inadequate ventilation over the smokehouse is a health and safety hazard. The Committee noted that the Retail Meat Processing classroom's threefold function as a storage area, as a meat store, and as a place of instruction translates into crowding and over-utilization. In addition, the male washrooms, currently equipped with only two toilet stalls and no urinal, are totally inadequate for the 40-50 male students from the Retail Meat Processing and Professional Cook Training Programs who use them daily. In sum, the facility was not designed to accommodate the number of students or the amount of production taking place to meet program requirements.

Aware that a preliminary proposal has been formulated by the Food Training Department to renovate the Food Training Centre in 2000, the Review Committee urges:

a) that the following concerns be addressed in the renovation plans for the Food Training Centre:

- the need for venting to be installed above the smokehouse;
- the need for an additional wash station sink [requested in the 1992 review];
- the need for proper ventilation in the meat lab;
- the need for adequate classroom space on the ground floor;
- the need for adequate storage room;
- the need for adequate freezer and cooler space [requested in the 1992 review];
- the need for improved washroom facilities (including ventilation): at least two more toilet stalls or a urinal could be installed in the existing male washroom;
- the need for a designated retail store;
- the need for an upgrade of water system pressure or the installation of a high pressure sprayer [requested in the 1992 review].

ACTION: Associate Dean, School of Tourism; Chair, Food Training Department; Retail Meat Processing Instructor

Until the problems of inadequate classroom space are addressed by the Food Training Centre renovations in 2000, the Committee recommends:

b) that, as an interim measure, the Retail Meat Processing Program explore the possibility of accessing some of the classroom space on the ground floor of the Food Training Centre (currently occupied by College Access classes).

ACTION: Associate Dean, School of Tourism; Chair, Food Training Department; Retail Meat Processing Instructor

The Committee also noted that the two dumpsters located at the west side of the Food Training Centre are highly visible and odorous. As they detract from the aesthetic appeal of the campus, the Committee recommends:

c) that, for reasons of cosmetics, the two dumpsters located by the loading areas outside of the Meat Store entrance be enclosed in some type of fenced structure.

ACTION: Associate Dean, School of Tourism; Director, Facilities

2. WORKLOAD

For the past 18 years the Retail Meat Processing instructor has been running the program without assistance. In addition to his 30 hour instructional week, he has all the responsibilities of a full-time retail meat manager built onto his workload: selecting, negotiating for and purchasing the product on which his students will practise; performing inventory; keeping and tracking accounts; advertising; taking orders; and supervising customer relations—in short, double the workload of most other trades instructors. Moreover, as noted above, program enrolments have increased from 14 to as many as 18 students since 1991, without any corresponding increase in the instructor ratio. For the last year or so, the instructor's workload has been somewhat alleviated by the two-days-per-week secondment of an instructor from the Professional Cook Training Program to help with lab supervision and store training and to demonstrate value-added product preparation. Although this is merely a band-aid solution, the Committee recommends:

a) that the current arrangement with the Professional Cook Training Program whereby the Cook Instructor assists the Instructor, Retail Meat Processing, for two days a week be continued until such time as a lab demonstrator position can be allocated to the program.

ACTION: Associate Dean, School of Tourism; Chair, Food Training Department; Retail Meat Processing Instructor

The best solution would be the provision of a lab demonstrator to supervise meat cutting and thus free the instructor to attend to the business side of the operation. A parallel to this solution may be found in the Professional Cook Training Program, in which a relief instructor has been hired to allow the department chair to perform his administrative duties. The Committee points to this model and the similarities between the workload issues in the two programs, and recommends:

b) that the Associate Dean, School of Tourism, secure funding for a lab demonstrator position for the Retail Meat Processing Program.

ACTION: Associate Dean, School of Tourism

Taking customer orders by telephone is demanding on the instructor's time and interrupts instruction. To alleviate this pressure and distribute the task of taking orders, the Committee recommends:

c) that the phone-line currently dedicated to the Retail Meat Processing Instructor become the Meat Store line and that a separate line be established for the Instructor's office.

d) that the Meat Store phone line henceforth be monitored by students.

ACTION: Retail Meat Processing Instructor

3. CURRICULUM

The Committee notes that the instructor has made every effort to supply students with as much course content as possible to help them succeed in industry. Since the 1992 review, the program has been modified to include sausage-making, increased emphasis on résumé-writing and math skills, and the practicum experience has been lengthened from one two-week period to two three-week periods. Screening of candidates for the program has also been improved, particularly in respect to math skills: those who fall below Math 050 standard are given the opportunity to upgrade before being accepted into the program. Plans are afoot to include Foodsafe and Workplace Hazardous Materials Information System (WHMIS) certification in the program admission requirements. Employers and Advisory Committee members, however, identified computer and business skills as desirable employability attributes. The Committee accordingly recommends:

a) that the Retail Meat Processing Instructor investigate ways of including computer operation skills and introductions to relevant software (such as Scalemaster), in the program curriculum;

b) that at down times when product is scarce, the Retail Meat Processing Instructor teach business skills such as ordering, inventory-taking, invoice-tracking, etc.;

ACTION: Retail Meat Processing Instructor

c) that in view of the demand from the meat processing industry for more business and managerial skills, the Retail Meat Processing Instructor and the Associate Dean, School of Tourism investigate the possibility of implementing a Retail Meat Processing/Business Diploma similar to the Horticulture/Business Diploma;

ACTION: Retail Meat Processing Instructor; Associate Dean, School of Tourism

d) that, to reinforce the job search, communication and customer relation skills that he is already teaching, the Retail Meat Processing Instructor arrange for his students to avail themselves of the following:

- i) résumé-writing workshops available through the Counselling Department
- ii) assistance with English skills available through the Writing Centre
- iii) Superhost training

ACTION: Retail Meat Processing Instructor

4. PROGRAM DELIVERY

Currently, program theory is held during a 5-hour block on Fridays. Teaching research shows that learning diminishes progressively and retention drops off beyond the first 20 minutes unless alternative activities (practice, buzz groups, discussion, etc.) are intercalated with lecture delivery. The Review Committee suggests:

a) that the Retail Meat Processing Instructor consider scheduling his five hours of theory either in blocks of one hour per day for five days or on a 2, 2, and 1 vector three days per week;

ACTION: Retail Meat Processing Instructor

As pointed out in "STRENGTHS", the Retail Meat Processing Training Manual is being used by several institutions throughout Canada, including Vancouver Community College, Southern and Northern Alberta Institutes of Technology, Olds College, SIAST in Saskatchewan, and Algonquin College in Ontario. Using Distributed Learning technology, an on-line program would increase access and be a cost-effective means of delivery. Moreover, the apprenticeship level curriculum, currently offered only by Vancouver Community College, could be made available on-line. The Committee therefore recommends:

b) that an application be made to the Industrial Training and Apprenticeship Commission (ITAC) to secure funding for developing an on-line site for the program curriculum, the apprenticeship curriculum, and a supplementary test bank.

ACTION: Retail Meat Processing Instructor; Associate Dean, Tourism; Vice-President, Community and Distributed Learning Services

5. PROFIT-SHARING

The Instructor should be commended for developing a meat store concept that is providing benefits to the students and generating revenue for UCC-- a 15% profit margin in 1998-99 alone. However, such profit is channeled back into General Revenue, with no benefit returning to the program that generated it. Because the Retail Meat Processing Program is not operated on a cost-recovery basis, it is not obliged to show a profit. But it does so voluntarily, and a strong argument could be made for returning at least some of the profit to the program for equipment purchase, etc. A model for this exists in Trades and Technology Extension

Services, which are allowed to use part of their revenue for equipment upgrade. The Committee recommends:

a) that the Associate Dean, School of Tourism, initiate discussions with the Vice-President, Administration & Finance, to explore opportunities for at least partial re-distribution of the profit from the Meat Store to the Retail Meat Processing Program.

ACTION: Associate Dean, School of Tourism

6. INTERNAL AND EXTERNAL COMMUNICATION

The relocation of the Retail Meat Processing Program in the Food Training Department in the School of Tourism was a logical move, but has in practice isolated the instructor from the Professional Cook Training instructors because there are no formal meetings. To alleviate this communication problem, the Committee feels that it is worth repeating a recommendation made in the recent **Professional Cook Training Program Review Report (September, 1999)**:

a) that the Food Training Department chair and faculty implement more regular and formal department meetings, at a minimum on a monthly basis.

ACTION : Chair and faculty, Food Training Department

As a member of the Food Training Department, the Retail Meat Processing Instructor should participate in those meetings.

The Retail Meat Processing Instructor, through resourcefulness, has been able to secure donations of much-needed equipment from commercial operations such as Coopers, Overwaitea, and Hobart. Although "thank you" letters have been sent by the UCC Foundation, a more permanent display of acknowledgement seems appropriate. The Committee accordingly recommends:

b) that permanent acknowledgement of equipment donors be made by either adhering a name plate on the donated equipment, or by providing other appropriate signage in the lab identifying supporters of the program.

ACTION: Retail Meat Processing Instructor; Associate Dean, School of Tourism

One of the Industry Training and Apprenticeship Commission's criteria for funding trades and vocational programs is occupational demand, measured by job postings. However, often employers approach the Retail Meat Processing instructor directly instead of via public agencies such as Human Resources Development Canada, with the result that the job request is not logged and fails to show up in official totals. To ensure a count more accurately reflective of the demand for meat processors, the Committee recommends:

c) that the Retail Meat Processing instructor keep records of all employer requests and job postings for, and placements of, meat cutters, and that he forward these figures regularly to the Canada Employment Centre for the record.

ACTION: Retail Meat Processing Instructor

Interviews with two former students revealed a desire to be better connected to fellow alumni and potential employers. The Committee accordingly recommends:

d) that in conjunction with the Alumni Association and the Instructor and Learner Support Group, the Retail Meat Processing Instructor explore means by which on-going contact among alumni and employers can be maintained, e.g. Internet, WebCT.

ACTION: Instructor, Retail Meat Processing Program; Instructor and Learner Support Group; UCC Alumni Association

APPENDIX A **METHODOLOGY**

The data were collected in the following ways:

- 1) Consultation took place with Ken Jakes, Instructor, Retail Meat Processing, on the design of the surveys.
- 2) Surveys were administered to Retail Meat Processing Program faculty, current students, former students, employers, and program advisory committee members. All data were processed using SPSS to achieve frequency rates and mean responses. Subjective comments for each group were recorded separately and anonymously. Additional former student data from 1995-1998 graduates of the program were summarized from Student Outcomes Reporting System (SORS) data, as provided by the Ministry of Advanced Education, Training and Technology.
- 3) "Descriptive Data" on the Social Service Worker Program's objectives, course outlines, etc., were solicited from Ken Jakes, Instructor, Retail Meat Processing Program.
- 4) Data on annual FTE utilization rates, graduation rates, gender and grade distributions were provided by the Office of Institutional Research and Planning.
- 5) Former students of the Retail Meat Processing Program participated in interviews during the program review committee meetings.

[illegible]

Printed in U.S.A.

U.C.C. LIBRARY



71646905

