

**Report on the Employment Situation and Occupations
of Trainees Completing Professional Cookery Courses
in 2008 and 2009**

Prepared for Fáilte Ireland

by



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EXECUTIVE SUMMARY

Recently, concerns have been expressed that there is a shortage of trained personnel available to work as chefs, particularly in the restaurant sector. National statistics concerning the issue while strongly indicating that a skills shortage does not exist at national level are, nevertheless, not totally unambiguous regarding the situation. Figures from the Expert Group on Future Skills Needs supporting the view that no shortage exists include an 11% decrease in the number of chefs employed between 2009 and 2010 followed by a further decrease of 4% between 2010 and 2011. In absolute terms the number of persons employed as chefs decreased by 3,400 between 2009 and 2011 putting the most recent figure on the number of chefs in employment at 20,200.

Indications that there are skills shortages for chefs at certain positions (e.g., Chef de Partie), in certain sectors (e.g., restaurants), and for certain cuisines (e.g., ethnic cuisine) are provided by the observations of the Expert Group on Future Skills Needs that vacancies exist for chefs and that chefs continue to be sourced under the Employment Permit system. It must be noted, however, that the number of chefs being recruited from non-EEA countries under the Employment Permits system has substantially declined in recent years. For example, the number of new permits issued fell to 263 in 2011 down from over 1,000 in all years prior to 2009. This decrease in itself suggests a fall in demand for chefs previously recruited under the Employment Permits system.

One aspect of the concerns recently expressed regarding the presence of skills shortages for chefs concerns the output of trained personnel from the education and training sector. National training and development for entry to the occupation of professional chef is provided mainly by Institutes of Technology. These third level institutes provide a number of courses leading to the Advanced Certificate in Professional Cookery (FETAC Level 6), the Higher Certificate in Culinary Arts (HETAC Level 6), and degree level qualifications such as the BA in Culinary Arts. In-career training and professional development is also provided by the Institutes of Technology notably through the National Apprenticeship Programme and the recently introduced National Traineeship in Professional Cookery. The number of persons completing both entry level and in-work professional development programmes on an annual basis has been of the order of a minimum of 500 over the past two years. This figure will increase to a minimum of 570 in 2012.

The figures discussed above do not provide any insight as to why there may be difficulties in recruiting chefs at particular levels, in particular sectors, or for particular cuisines. Possible reasons for the presence of recruitment difficulties are varied and range from migration of qualified personnel, lack of fit between the skills and experience of persons seeking employment and those being sought, occupational change among persons trained to be professional chefs resulting in a decrease in supply, and a reserve

wage higher than wages being offered in the sector. To contribute to an understanding of the situation data from the Fáilte Ireland Panel Study of Trainees Completing Fáilte Ireland Supported Training Courses in 2008 and 2009 - collected during 2009 and 2010 respectively - were re-analysed and a new survey was undertaken in June of this year. This study provides data on the careers of 391 trainees who completed professional cookery courses in 2008 and 335 trainees who completed professional cookery courses in 2009. The qualification secured by trainees is the Advanced Certificate in Professional Cookery (FETAC Level 6). The results of the research provide an insight into the employment related decision-making of persons trained to be professional chefs and their actual employment situations two to three years after completing their training.

The findings presented in the body of this report show that, even during a period when employment was contracting, in the region of 75% of trainees who completed courses in professional cookery in 2008 and 2009 were in employment at the time of each of the follow-up surveys. Moreover, the employment rate increased over time and, in the most recent follow-up survey undertaken in June of this year, reached 83.6% for the 2008 cohort of trainees and 77.0% for the 2009 cohort of trainees. This shows that the majority of trainees completing courses leading to qualifications in the area of professional cookery can expect to obtain employment following the successful completion of their courses.

Given the context for this report a key finding is that in the region of 80% of persons in employment were working as chefs at the time of each of the follow-up surveys and that typically at least 25% were working as chefs in restaurants. In other words, it is clear that there is a high rate of progression from completing training in professional cookery to working as a chef. One of the more notable findings is that, among persons progressing to work as chefs, a significant proportion (at least 40%) identified the need for further training in professional cookery in order to improve their career prospects. This indicates the relevance of both on- and off-the-job training opportunities for supporting the career development of people working as chefs. It also indicates the importance of providing opportunities for professional development for people employed as chefs as part of a strategy to increase the quality of human resources in the sector.

However, not all persons completing courses preparing them to work as professional chefs subsequently take up employment as chefs. At the time of the follow-up survey in June 2012 approximately one in five of all persons in employment were not working as chefs (19.6% in the case of the 2008 cohort and 18.5% in the case of the 2009 cohort). This represents a loss of qualified personnel to the sector.

Among persons not working as chefs the findings point to a combination of four job-related factors as influencing their decision to not work as chefs: unsuitable working hours, low pay, temporary work, and a lack of promotion opportunities. The other main reason for not working as a chef is deciding on a change of career direction. Only a

minority (16.8%) persons not working as chefs cited the absence of employment opportunities to work as a chef as their main reason for not working as a chef. The broad implication of these findings is that the pay and conditions on offer to chefs are not commensurate with the aspirations of a substantial minority of trainees completing courses in professional cookery and lead to a decision to not seek employment as a chef. Measures to address this level of attrition from the occupation fall largely within the remit of the sector and indicate that measures to improve pay and conditions are relevant to addressing recruitment difficulties where these arise and more broadly ensuring that the supply of trained personnel is fully retained in the sector.

1 Introduction

Figures from Fáilte Ireland's most recent annual Tourism Employment Survey show that, in 2011, personnel working in culinary related occupations number almost 21,900 and account for over 14% of year round employment in the tourism and hospitality sector. The National Skills Bulletin 2012, produced annually by the Expert Group on Future Skills Needs, puts the number of persons working as chefs at 20,200 in 2011, a figure not that dissimilar from that provided in the Tourism Employment Survey 2011, especially when the different methodologies involved are taken into consideration.

While employment in the accommodation and food service sector declined substantially during the years following 2007 (see Annex 1 for figures), recent initiatives included in the Jobs Initiative 2011 (e.g., reduction of VAT rate to 9%, maintenance of Employer Job - PRSI - Incentive Scheme) as well as slightly improved visitor numbers to Ireland in 2011 have contributed to some recovery of employment in the sector during 2011. Chefs are a key occupation in the tourism and hospitality sector and more specifically in the hotels and restaurants sectors.

Recently, concerns have been expressed that there is a shortage of trained personnel available to work as chefs, particularly in the restaurant sector. Evidence for a skills shortage is mixed. For example, the National Skills Bulletin 2012 shows that - at national level - there is no skills shortage for the occupation of chef. It notes, however, that chefs continue to be sourced through the Employment Permits system from non-EEA countries. It is clear, however, that the number of chefs being sourced through the Employment Permits system has declined dramatically in recent years (see Annex 2). One year previously, the National Skills Bulletin 2011 noted that while there are vacancies in the hotel and catering sectors for chefs and cooks, it also shows that there was an 11% decrease in the number of chefs employed between 2009 and 2010. The 2012 Bulletin shows a further decrease of 4% between 2010 and 2011. In absolute terms the number of persons employed as chefs decreased by 3,400 between 2009 and 2011 (see Annex 3 for figures).

National training and development for entry to the occupation of professional chef is provided mainly by Institutes of Technology. These third level institutes provide a number of courses leading to the Advanced Certificate in Professional Cookery (FETAC Level 6), the Higher Certificate in Culinary Arts (HETAC Level 6), and degree level qualifications such as the BA in Culinary Arts. In-career training and professional development is also provided by the Institutes of Technology notably through the National Apprenticeship Programme and the recently introduced National Traineeship in Professional Cookery. The number of persons completing both entry level and in-work professional development programmes on an annual basis has been of the order of a minimum of 500 over the past two years (see Annex 4 for figures). This figure will increase to a minimum of 570 in 2012.

The figures cited above suggest that for the occupation of chef nationally there is no skills shortage. It should be noted, however, that this could be consistent with specific shortages in respect of particular chef occupations (e.g., Chef de Partie), in particular sectors (e.g., restaurants), or in specific cuisines (e.g., ethnic cuisine). Also, the figures available do not provide any insight as to why there may be difficulties in recruiting at particular levels and in particular sectors (e.g., the restaurant sector). Possible reasons for the presence of recruitment difficulties are varied and range from migration of qualified personnel, lack of fit between the skills and experience of persons seeking employment and those being sought, occupational change among persons trained as chefs resulting in a decrease in supply, and a reserve wage higher than wages being offered in the sector.

To contribute to an understanding of the recent situation this report uses data from the Fáilte Ireland Panel Study of Trainees Completing Fáilte Ireland Supported Training Courses in 2008 and 2009. This study provides data on the careers of 391 trainees who completed professional cookery courses in 2008 and 335 trainees who completed professional cookery courses in 2009. For the purpose of this report data collected in previous waves of the study (i.e., during 2009 and 2010) were re-analysed. An additional follow-up survey was undertaken during June 2012 focusing on the employment situation and occupations of the 2008 and 2009 cohorts.

2 Follow-up Survey 2012: Aim and Methodology

The follow-up survey reported here was undertaken to examine the career paths of trainees completing courses in professional cookery, to assess occupational retention of trainees as chefs, and to identify factors leading to occupational change. Specifically, the survey sought to identify:

- the proportion of trainees working in occupations directly related to their training and the specific sectors in which they are employed;
- the proportion of trainees experiencing career progression;
- the proportion of trainees working in occupations unrelated to their training; and,
- the reasons for occupational change among trainees who are not working in occupations directly related to their training.

As in previous follow-up surveys, all potential respondents were sent a priming letter from Fáilte Ireland prior to issuing the survey questionnaire. The survey questionnaire was based largely on that used in previous follow-up surveys and covered the post-training labour market experiences of trainees including current employment and occupation, additional training completed, and views on additional training required. For persons not working as a chef in their current job or not working at the time of the survey the reasons for not working as a chef were sought as was current interest in securing employment as a chef.

A multi-mode data collection procedure involving response options based on returning a postal questionnaire or undertaking a telephone interview was used. A free phone line was provided to facilitate the latter. The survey fieldwork described above took place during June 2012.

Of a total of 708 questionnaires issued, 216 completed questionnaires were obtained using the above procedures. This corresponds to a response rate of 30.5%. Adjusting for persons who could not be contacted by post or by phone (e.g., due to emigration, having moved address, or changed phone number) provides a response rate of 51.9%. Based on an analysis of reasons for non-response emigration among the cohort is estimated at a minimum of 5% and possibly as high as 10%. The data from respondents was weighted to reflect the characteristics of the 2008 and 2009 cohorts of trainees and all figures presented in this report are grossed up to a total of 391 trainees for the 2008 cohort and 335 for the 2009 cohort.

3 Findings

3.1 Employment Rate and Occupations

The main findings concerning the employment rate and occupations from the re-analysis of data from previous follow-up surveys in 2009 and 2012 and from the follow-up survey conducted in June 2012 are presented in Tables 3.1 to 3.3. In all cases, the findings are presented for each cohort and for each of the follow-up surveys. This format allows comparison between the 2008 and 2009 cohorts over time.

Looking at the employment rate first, it is clear that approximately three quarters of all trainees were in employment at the time of each follow-up survey. For both cohorts it is also clear that the proportion in employment increases over time. At the time of the recent follow-up survey 83.6% of the 2008 cohort was in employment. The corresponding proportion among the 2009 cohort is 77.0%.

Table 3.2 focuses on the occupations of persons in employment. It shows that - at the time of each of the follow-up surveys - in the region of 80% of all persons in employment were working as chefs. The proportion employed as chefs does not differ significantly between the two cohorts.

Table 3.1
Proportion of Cohort in Employment in Each of the Follow-up Surveys

	2009	2010	2012
2008 Cohort	72.1	78.8	83.6
2009 Cohort		68.1	77.0

Table 3.2
Proportion of Cohort in Employment Working as Chefs in Each of the Follow-up Surveys

	2009	2010	2012
2008 Cohort	86.5	76.3	80.4
2009 Cohort		82.1	81.5

Table 3.3
Proportion of Cohort in Employment Working as Chefs in Restaurants in Each of the Follow-up Surveys

	2009	2010	2012
2008 Cohort	26.1	19.9	23.9
2009 Cohort		24.0	45.4

Given the particular focus on employment in restaurants, Table 3.3 shows that typically in the region of one quarter of persons working as chefs are employed in restaurants. This figure rises to 45.5% among the 2009 cohort which may indicate a recent increase in demand for chefs in restaurants as has been reported in the media.

Overall, the findings presented above show that the majority of trainees completing courses leading to qualifications in the area of professional cookery can expect to obtain employment following the successful completion of their courses. Moreover, they show that the vast majority of trainees who completed a professional cookery course in 2008 and 2009 subsequently took up employment as chefs and that, among those working as chefs, at least 25% were working as chefs in restaurants at the time of the recent follow-up survey in June 2012.

3.2 Demographics of Occupational Choice

An examination of the demographic correlates of the occupations held by persons in employment showed that it is only in respect of gender that an observable trend is found. In that regard, the main finding is that among both the 2008 and 2009 cohorts women are more likely than men to be working in jobs not directly related to their training in the follow-up survey in June 2012 (see Table 3.4).

Table 3.4
Proportion of 2008 and 2009 Cohorts in Employment Working as Chefs by Gender

		Not Working as Chef	Working as Chef
2008	Men	11.1	88.9
	Women	30.9	69.1
2009	Men	12.2	87.8
	Women	28.2	71.8

3.3 Further Training and Employment Profile

Not surprisingly, the proportion of persons employed as chefs stating that they obtained their current job as a result of having completed a course in professional cookery is higher than that found among persons not working as chefs (see Table 3.5 and Table 3.6). At typically between 70% and 80%, this demonstrates the strong linkage between completing training for entry to work as a professional chef and subsequent entry to employment as a chef. However, as noted above, not all persons completing training to be professional chefs subsequently become employed as professional chefs.

A substantial minority of both cohorts completed a further training course subsequent to completing their training in professional cookery. For the most part, the proportions stating that they had completed further training subsequent to completing their course in professional cookery are higher among the 2008 cohort than the 2009 cohort. This is not surprising as the 2008 cohort are in the labour market for one year more than the 2009 cohort.

Table 3.5
Further Training and Employment Profile of 2008 Cohort by Occupation / Sector

	Not Working as Chef / Cook	Working as Chef / Cook	Working as Chef / Cook in Restaurant
Got job as a result of FI training	23.8	83.2	80.8
Completed further training course	44.4	33.3	20.5
Completed further training in professional cookery	11.1	22.6	11.5
Need further training to improve career	54.0	41.2	41.0
Use professional cookery skills on job	17.4	73.4	89.8
Got opportunity to improve culinary skills	19.6	76.3	94.9
Obtained promotion	32.1	55.9	74.4
Job satisfaction	76.8	80.7	80.5

Table 3.6
Further Training and Employment Profile of 2009 Cohort by Occupation / Sector

	Not Working as Chef / Cook	Working as Chef / Cook	Working as Chef / Cook in Restaurant
Got job as a result of FI training	42.6	70.0	64.6
Completed further training course	34.0	14.6	24.1
Completed further training in professional cookery	6.4	14.6	21.4
Need further training to improve career	57.4	38.9	49.6
Use professional cookery skills on job	56.7	82.0	74.1
Got opportunity to improve culinary skills	44.4	80.0	63.3
Obtained promotion	58.7	41.1	30.3
Job satisfaction (% at least satisfied)	68.1	81.4	86.2

Table 3.7
Job Titles of Chefs Working in Restaurants among the 2008 and 2009 Cohorts

Cohort	Occupation / Job Title	%
2008	Chef	12.0
	Chef de Partie	14.3
	Head Chef	35.9
	Junior Sous Chef	8.9
	Pastry Chef	4.2
	Second Chef	3.4
	Sous Chef	21.3
	Total	100.0
2009	Chef	7.9
	Chef de Partie	36.7
	Chef Manager	3.2
	Commis Chef	19.8
	Head Chef	3.3
	Junior Sous Chef	7.2
	Kitchen Manager	3.8
	Pastry Chef	3.7
	Senior Chef De Partie	11.0
	Sous Chef	3.3
	Total	100.0

The findings concerning accessing further training show that it is among persons not in employment as chefs that higher proportions completing further training are found, with the majority of this training being in areas unrelated to professional cookery. This is consistent with occupational change. Conversely, it is clear that persons working as chefs are more likely to have completed further training in professional cookery with this being consistent with professional development. At 25.1% the overall proportion of persons working as chefs stating that they undertook further training in professional cookery is higher among the 2008 cohort than the 2009 cohort (at 16.6%). These figures indicate that for a substantial minority of chefs career progression in the occupation is seen as requiring further training. This is also illustrated below.

One of the more notable findings of the follow-up survey is the proportion of persons in employment stating that they require further training to improve their career prospects. Typically this is in the region of 40% to 50% regardless of cohort membership but with slightly higher proportions being found among persons not working as chefs. Among persons working as chefs typically at least 40% stated that they required further training to improve their career prospects.

The findings on skill utilisation and skill development on the job demonstrate both the relevance of training to job performance and the high level of learning on the job that occurs among persons working as chefs. Conversely, averaging across both the 2008 and 2009 cohorts, only a minority of persons working as chefs - in the region of 20% - reported that they were not provided with the opportunity to develop their culinary skills in the job held at the time of the follow-up survey.

Taking promotion as an indicator of career progression it is notable that among the 2008 cohort 55.9% of persons working as chefs and 74.4% of persons working as chefs in restaurants had obtained a promotion since becoming employed in the job held at the time of the follow-up survey. The corresponding proportions among the 2009 cohort are 41.1% and 30.3%. Both the absolute proportions and the higher proportions obtaining a promotion among the 2008 cohort than the 2009 cohort support the view that career progression can occur relatively quickly for persons working as chefs. This is also demonstrated by the different job titles of chefs working in restaurants among the 2008 and 2009 cohorts as presented in Table 3.7.

With over 80% of persons working as chefs stating that they are at least satisfied with their job, levels of job satisfaction are high. There was no difference in this regard between persons working as chefs in businesses other than restaurants and chefs working in restaurants. These levels of job satisfaction are likely to be associated with a high level of occupational retention among persons working as chefs.

3.4 Reasons for Not Working as a Chef and Interest in Employment as a Chef

At the time of the follow-up survey in June 2012 approximately one in five of all persons in employment were not working as chefs (19.6% in the case of the 2008 cohort and 18.5% in the case of the 2009 cohort). The main occupations in which they were working included butchers assistant, bar tender, childcare worker, care assistant, security worker, supervisor, and waiter/waitress (see Annex 5 and Annex 6 for lists of occupations).

For the most part, people not working as chefs stated that this was not because such jobs were not available to them: that is, only 16.8% of both cohorts stated that the reason they were not working as a chef was because they “couldn’t get a job as a chef / cook”. Among the predominant job related reasons for not working as a chef are “unsuitable working hours”, “low pay”, temporary work, and “lack of promotion opportunities”. For almost one in five, the main reason was a decision to change career direction. Overall, the findings indicate that among persons not employed as chefs the decision to not work as a chef following completion of a course in professional cookery is mainly related to aspects of the pay and working conditions associated with working as a chef.

Table 3.8
Main Reason for Not Working as a Chef among Persons in Employment

	2008	2009
Decided on a change of career	24.0	18.2
I couldn’t get a job as a chef / cook	16.8	16.8
Jobs on offer were temporary	2.8	14.0
Pay on offer was too low	8.6	9.8
Working hours didn’t suit me	41.0	18.1
Found work too demanding	0.0	13.6
Limited opportunities for promotion	0.0	7.2
Had to take any job after becoming unemployed	3.4	0.0
Became manager	3.4	0.0
Poor health	0.0	2.3
Total	100.0	100.0

Table 3.9
Job Seeking Among Persons Not in Employment in June 2012

	2008	2009
Not looking for employment at present	24.0	18.9
Looking for any job at present	41.6	46.7
Looking for a job as a cook / chef at present	34.4	34.4
	100.0	100.0

The proportion of persons not in employment at the time of the follow-up survey in June 2012 is 16.4% in the case of the 2008 cohort and 23.0% in the case of the 2009 cohort. A minority of such persons stated that they were not seeking employment at the time of the follow-up survey (see Table 3.9). In most cases this was due to their participation in further education and training. Interest in obtaining employment as a chef is shown by the proportion specifically seeking employment as a chef / cook. In the cases of both cohorts this proportion is 34.4%.

4 Conclusions

The findings presented in the body of this report show that, even during a period when employment was contracting, in the region of 75% of trainees who completed courses in professional cookery in 2008 and 2009 were in employment at the time of each of the follow-up surveys. Moreover, the employment rate increased over time and, in the most recent follow-up survey undertaken in June of this year, reached 83.6% for the 2008 cohort of trainees and 77.0% for the 2009 cohort of trainees. This shows that the majority of trainees completing courses leading to qualifications in the area of professional cookery can expect to obtain employment following the successful completion of their courses.

Given the context for this report a key finding is that in the region of 80% of persons in employment were working as chefs at the time of each of the follow-up surveys and that typically at least 25% were working as chefs in restaurants. In other words, it is clear that there is a high rate of progression from completing training in professional cookery to working as a chef. One of the more notable findings is that, among persons progressing to work as chefs, a significant proportion (at least 40%) identified the need for further training in professional cookery in order to improve their career prospects. This indicates the relevance of both on- and off-the-job training opportunities for supporting the career development of people working as chefs. It also indicates the importance of providing opportunities for professional development for people employed as chefs as part of a strategy to increase the quality of human resources in the sector.

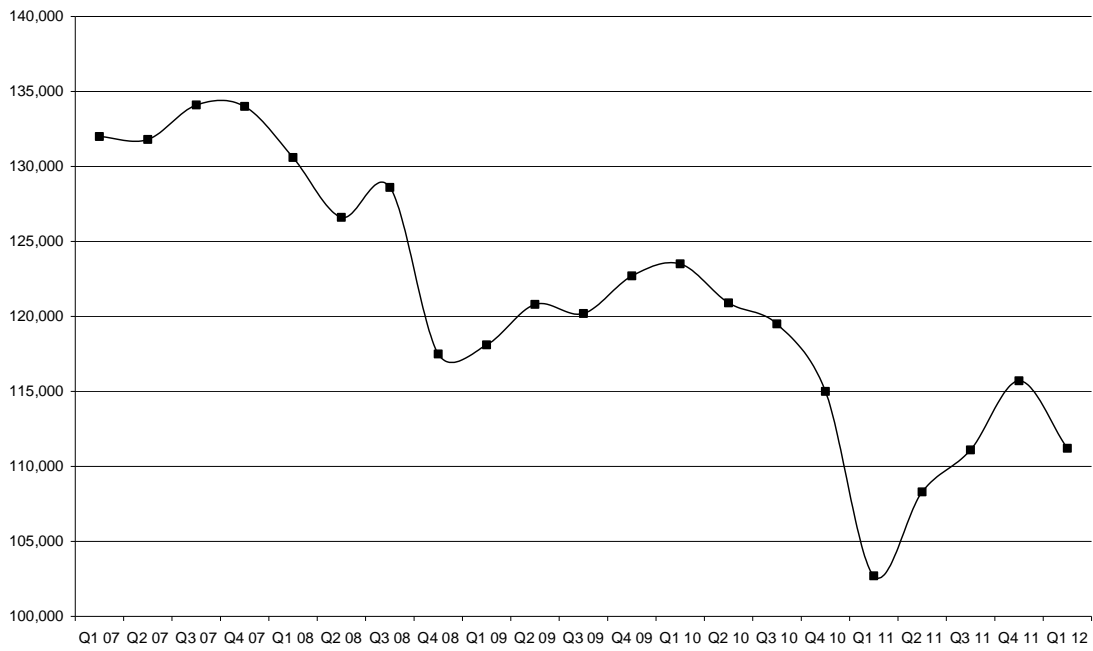
However, not all persons completing courses preparing them to work as professional chefs subsequently take up employment as chefs. At the time of the follow-up survey in June 2012 approximately one in five of all persons in employment were not working as chefs (19.6% in the case of the 2008 cohort and 18.5% in the case of the 2009 cohort). This represents a loss of qualified personnel to the sector.

Among persons not working as chefs the findings point to a combination of four job-related factors as influencing their decision to not work as chefs: unsuitable working hours, low pay, temporary work, and a lack of promotion opportunities. The other main reason for not working as a chef is deciding on a change of career direction. Only a

minority (16.8%) persons not working as chefs cited the absence of employment opportunities to work as a chef as their main reason for not working as a chef. The broad implication of these findings is that the pay and conditions on offer to chefs are not commensurate with the aspirations of a substantial minority of trainees completing courses in professional cookery and lead to a decision to not seek employment as a chef. Measures to address this level of attrition from the occupation fall largely within the remit of the sector and indicate that measures to improve pay and conditions are relevant to addressing recruitment difficulties where these arise and more broadly ensuring that the supply of trained personnel is fully retained in the sector.

Annex 1

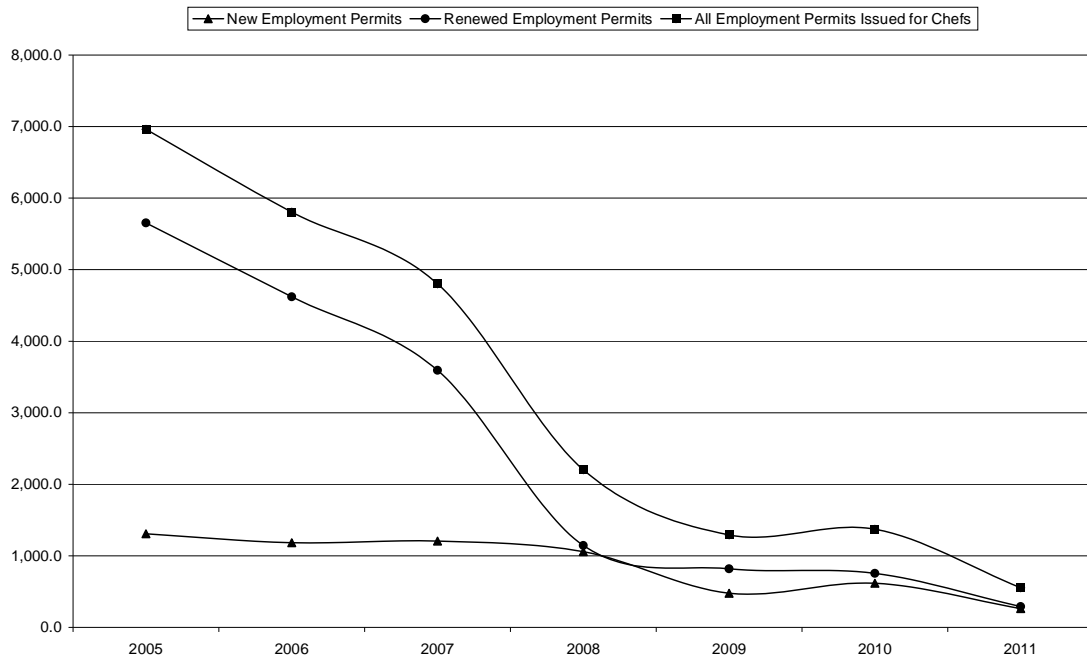
Trend in the Number of Persons Employed in Accommodation and Food Service Sector Quarter 1 2007 to Quarter 1 2012



Source: Central Statistics Office - Quarterly National Household Survey.

<http://www.cso.ie/en/media/csoie/qnhs/documents/calendar/table3a.xls>

Annex 2

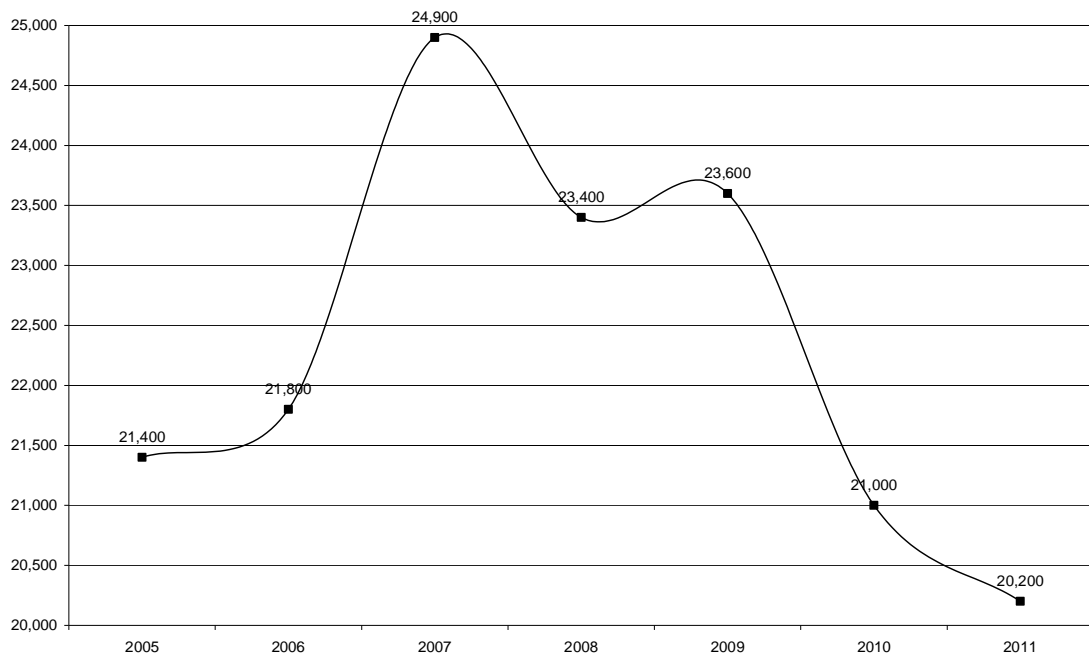
**Trend in the Number of Employment Permits Issued for Chefs
(2005 to 2011)**

Source: Department of Jobs, Enterprise and Innovation (Employment Permits Section)

<http://www.djei.ie/labour/workpermits/statistics.htm>

Annex 3

Trend in the Number of Persons Employed as Chefs (2005 to 2011)

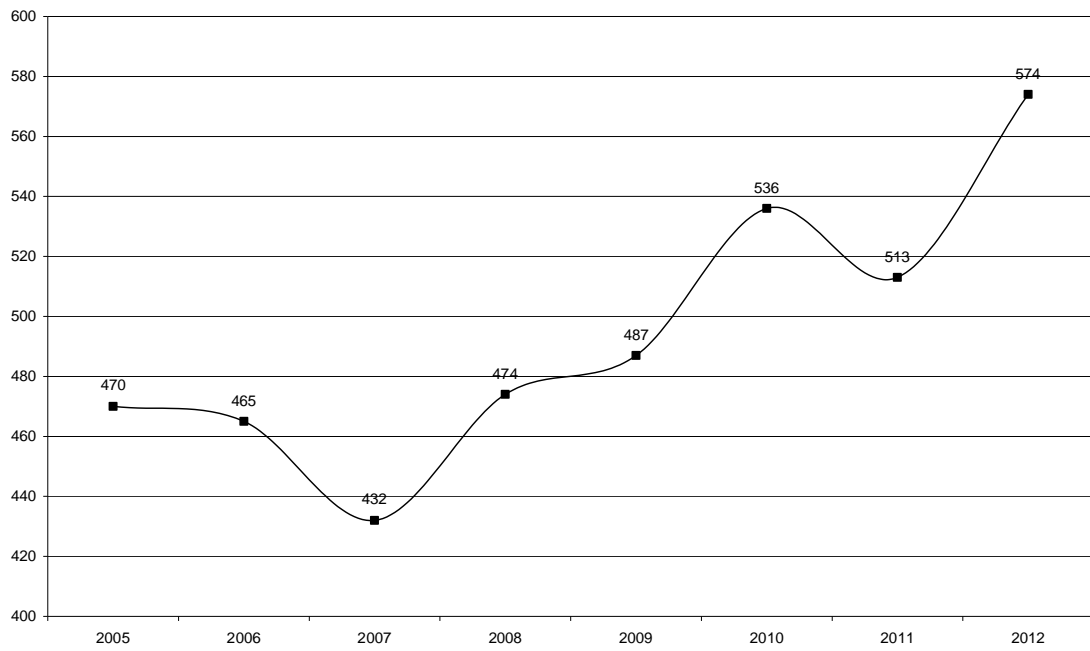


Source: Extracted from Annual National Skills Bulletins produced by the Expert Group on Future Skills Needs.

<http://www.skillsireland.ie/publication/egfsnSearch.jsp>

Annex 4

Trend in the Number of Persons Completing Training for the Occupation of Professional Chef (2005 to 2012)



Source: Fáilte Ireland

Annex 5

Occupations of the 2008 Cohort in Employment

Occupation	N	%
Butcher / Butcher's Assistant	8	2.6
Bar person	2	.6
Cashier	1	.4
Catering Assistant	3	.8
Chef	54	16.4
Chef de Partie	88	27.0
Child Care Worker	7	2.2
Childminder	5	1.5
Chef Manager	1	.4
Commis Chef	1	.3
Cook	7	2.2
Credit Controller	7	2.2
Executive Chef	1	.3
Demi-Chef	1	.4
Food Production	4	1.3
Head Chef	34	10.3
Junior Sous Chef	7	2.1
Pastry Chef	10	3.2
Publican	2	.6
Production Operator	7	2.2
Restaurant Supervisor	4	1.3
Second Chef	5	1.7
Security	6	2.1
Senior Chef De Partie	15	4.7
Shop Assistant	1	.4
Sous Chef	34	10.4
Stores Manager	1	.4
Take Away Owner	2	.5
Tattooist	1	.4
Assistant Industrial Supervisor	4	1.2
Total	326	100.0

Annex 6

Occupations of the 2009 Cohort in Employment

	N	%
Bar / Restaurant Owner	1	.5
Catering Assistant	7	3.0
Catering Manager	4	1.7
Chef	23	9.5
Chef de Partie	78	31.8
Chef Manager	4	1.5
Commis Chef	22	9.1
Relief Culinary Inspector	3	1.1
Deli Counter Assistant	8	3.1
Demi-Chef	4	1.5
Food Production	4	1.8
Grill Chef	4	1.8
Head Chef	19	7.8
Junior Sous Chef	15	6.1
Kitchen Assistant	5	1.9
Kitchen Manager	4	1.8
Managerial Position	1	.5
Nursing Attendant	4	1.5
Pastry Chef	4	1.7
Security	3	1.1
Senior Chef De Partie	12	5.1
Sous Chef	8	3.1
Supervisor	4	1.8
Waiter/Waitress	4	1.6
Total	245	100.0