

AMERICAN CULINARY FEDERATION

EXECUTIVE CHEF

PRACTICE (JOB) ANALYSIS DEVELOPMENT & VALIDATION

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In an effort to certify culinary industry professionals, the American Culinary Federation (ACF) has since 1974 undertaken the task of developing and implementing certification examinations for executive chefs. Since its inception, the content of ACF's certification examination for executive chefs has been based upon a set of test specifications containing a mix of practice-based and content/curriculum-based topics. Recently, ACF decided to update the executive chef test specifications and, at the same time, change the foundation of the examination from this mix of topics to fully "practice-based" content. In so doing, ACF seeks to enhance the legal defensibility of the executive chef certification program and, in addition, make it eligible for national accreditation. A necessary first step in the process of changing to a practice-based examination program is to perform a practice (job) analysis identifying the domains of practice, tasks performed, and knowledge and skills required for safe and effective performance on the job. Once in place, these domains, tasks and knowledge and skill statements will form the basis of examination construction in accordance with the weights specified in this report.

On October 22 & 23, 2007, a workshop was conducted in Atlanta, Ga wherein a diverse group of 15 subject-matter experts (SMEs) selected by and representing ACF met to conduct the practice analysis for the executive chef examination program. (The roster of workshop participants can be found in Table 1.) Specifically, the purpose of this meeting was to: 1) produce a document delineating the knowledge required for the safe and effective performance of the tasks carried out by the certification-level executive chef; 2) identify for each domain and task weighting factors for examination development representing the pooled judgments of the SMEs of their relative importance and frequency of performance; and 3) produce a list of performance domains and associated skills to be measured by the performance test that is administered as part of the executive chef certification program.

The product of the role delineation workshop was a draft practice analysis/set of test specifications and revised performance test skills that were subsequently returned to ACF for further review and comment.

Table 1

Practice Analysis Workshop Participants, October 22 & 23, 2007 - Chicago, IL

<u>Name</u>	<u>Credentials</u>	<u>City</u>	<u>State</u>	<u>Organization</u>	<u>Position</u>	<u>Yrs Ex p</u>
Askew, Alex	DFS	North Babylon	NY	BCA	President	26
Barnes, Bradlee	CMC, CEC, AAC	Yonkers	NY	B & B Solutions	Chef, Owner	32
Brefere, Lisa	CEC, AAC	Purchase	NY	B & B Solutions	Chef, Owner	30
DeCambra, Stafford T.	CEC, CCE, CCA, AAC	Choctaw	MS	Pearl River Resorts	Resort Executive Chef	35
DiSessa	CEC	Franklin	MA	Sodexo Health Care Services	Regional Executive Chef	36
Garcia, Lorena		Miami	FL	Elements	Executive Chef, Owner	20
Gherardi, Jimmy	FWMCS	Cincinnati	OH	Midwest Culinary Inst.	Instructor	42
Lewis, Pamela		Springdale	AR	Tyson Foods	Corporate Executive Chef	28
McNeill, George	CMC	Montclair	NJ	Ritz Carlton Hotel Company	VP Culinary Ops	40
Prell, Gary J.	CEC, CCE, AAC	Parker	CO	Centerplate	VP Leadership Dev	37
Ritt, ART	CFE	Deerfield	IL	A Ritt Corp	President	50
Spendlove, Derek	CEPC, CCE, AAC	Louisville	KY	Sullivan University	Chair, Baking & Pastry Arts	32
Sy, Bill W.	CEC, AAC	Gilbery	AZ	Art Institute of Phoenix	Academic Advisor	37
Viars, Eric		Cincinnati	OH	Rincon Mexican Restaurant	Owner-Operator	30
Wallace, Candy	B.A.	San Diego	CA	American Personal & Private Chef Assn.	Executive director	40

Because the product of this workshop represented the work of a limited number of individuals working at a single two-day meeting, the decision was made to validate the practice analysis and skills set documents. (The practice analysis and skills set documents can be found in Tables 2 & 3, respectively.) The practice analysis validation process consisted of a survey of 270 practitioners from the various regions of the United States. The database for the survey was the complete list of 1890 certified executive chefs maintained by ACF. The 270 chefs selected represented a true random sample of the database. Given its stakeholder base and the objectives of the certification program, it was felt that this sample was appropriate for the validation of the practice analysis/test specifications and skills set documents.

In addition to the practice analysis and skills set documents, participants were provided with an introductory letter from ACF, a cover memorandum from Dr. Gerald A. Rosen, Consulting Psychologist, retained by ACF to develop the practice analysis, and a packet of materials containing the following: a list of definitions of terms so that participants would become familiar with practice analysis terminology; a set of detailed instructions for reviewing and commenting on the practice analysis and skills set documents, and a set of comment sheets containing the survey questions and a demographic questionnaire. The respondents recorded their responses to the survey questions directly on the comment sheets and demographic questionnaire. They were asked to review the practice analysis document and: (1) identify those domains, tasks and/or knowledge statements they would like to eliminate, reword, or revise; (2) suggest any new domains, tasks and/or knowledge statements that they would like to add to the practice analysis; and (3) confirm or suggest changes to the domain weights. For the skills set document, the respondents were asked to suggest additions, deletions, or revisions to the list of skills assessed by the performance test.

TABLE 2

EXECUTIVE CHEF PRACTICE ANALYSIS

This Document represents a delineation of the tasks (T) performed and knowledge (K) applied by executive chefs in the practice of their profession. Executive chefs are culinary professionals who practice in a wide variety of settings from restaurants to institutions to international corporations.

(50%) Domain I - Food, Equipment, and Food Products

(7%) T-1 Develop culinary concepts based on market research data

The safe and effective performance of this task requires knowledge of:

- K-1 Customer demographics (age, ethnicity, income, etc.) (age, ethnicity, income, etc.)
- K-2 Competitive analysis
- K-3 Characteristics of the market
- K-4 Market trends (diets, nutrition, service, sustainability, etc.)
- K-5 Product availability
- K-6 Food preferences
- K-7 Flavor profiles
- K-8 Culinary equipment
- K-9 Culinary methodology
- K-10 Culinary team limitations
- K-11 Facility limitations

(9%) T-2 Develop specifications (quality, quantity, nutrition, etc.)

The safe and effective performance of this task requires knowledge of:

- K-5 Product availability
- K-7 Flavor profiles
- K-8 Culinary equipment
- K-9 Culinary methodology
- K-10 Culinary team limitations
- K-11 Facility limitations
- K-12 Weights and measures (Imperial and Metric) (Imperial and Metric)
- K-13 Ingredients identification
- K-14 Purchasing specifications
- K-15 Food storage principles

- K-16 Documentation techniques
- K-17 Basic nutritional content
- K-18 Menu description

(7%) T-3 Create, select, test and evaluate recipes

The safe and effective performance of this task requires knowledge of:

- K-5 Product availability
- K-7 Flavor profiles
- K-8 Culinary equipment
- K-9 Culinary methodology
- K-10 Culinary team limitations
- K-11 Facility limitations
- K-12 Weights and measures (Imperial and Metric)
- K-13 Ingredients identification
- K-16 Documentation techniques
- K-17 Basic nutritional content
- K-18 Menu description
- K-19 Recipe structure
- K-20 Cost analysis
- K-21 Standards for evaluating recipes

(7%) T-4 Food presentation

The safe and effective performance of this task requires knowledge of:

- K-1 Customer demographics (age, ethnicity, income, etc.)
- K-9 Culinary methodology
- K-12 Weights and measures (Imperial and Metric)
- K-18 Menu description
- K-22 Sensory presentation (color, taste, texture, sound, etc.)
- K-23 Vessels
- K-24 Composition
- K-25 Food integrity (e.g., preservation of food characteristics)

(7%) T-5 Product execution (work flow)

The safe and effective performance of this task requires knowledge of:

- K-8 Culinary equipment
- K-9 Culinary methodology
- K-10 Culinary team limitations

- K-11 Facility limitations
- K-15 Food storage principles
- K-26 Speed of service (timing)
- K-27 Volume expectations\ Business Forecasting
- K-28 Productivity balance
- K-29 Mise en place

(4%) T-6 Disseminate product information internally

The safe and effective performance of this task requires knowledge of:

- K-30 Communication technology and techniques
- K-31 Departmental roles, responsibilities and requirements

(4%) T-7 Participate in the design of all areas of the facility (dining area, kitchen, etc)

The safe and effective performance of this task requires knowledge of:

- K-8 Culinary equipment
- K-9 Culinary methodology
- K-10 Culinary team limitations
- K-11 Facility limitations
- K-15 Food storage principles
- K-23 Vessels
- K-26 Speed of service (timing)
- K-27 Volume expectations
- K-28 Productivity balance
- K-29 Mise en place
- K-30 Communication technology and techniques
- K-31 Departmental roles, responsibilities and requirements
- K-32 Work flow (front and back)
- K-33 Codes (building, health, food service, safety, etc.)
- K-34 Plans (front and back)
- K-35 Business plans

(5%) T-8 Supervise and Direct Baking and Pastry Production

The safe and effective performance of this task requires knowledge of:

- K-36 Basic Pastry
- K-37 Basic Baking

(15%) Domain II – The Culinary Team

(3%) T-1 Develop a staffing plan and job descriptions

The safe and effective performance of this task requires knowledge of:

- K-1 Customer demographics (age, ethnicity, income, etc.)
- K-2 Competitive analysis
- K-3 Characteristics of the market
- K-4 Market trends (diets, nutrition, service, sustainability, etc.)
- K-8 Culinary equipment
- K-9 Culinary methodology
- K-10 Culinary team limitations
- K-11 Facility limitations
- K-18 Menu description
- K-26 Speed of service (timing)
- K-27 Volume expectations
- K-28 Productivity balance
- K-31 Departmental roles, responsibilities and requirements
- K-33 Codes (building, health, food service, safety, etc.)
- K-35 Business plans
- K-38 Training techniques
- K-39 Evaluation techniques

(3%) T-2 Recruit and select the culinary team

The safe and effective performance of this task requires knowledge of:

- K-8 Culinary equipment
- K-9 Culinary methodology
- K-11 Facility limitations
- K-16 Documentation techniques
- K-33 Codes (building, health, food service, safety, etc.)
- K-35 Business plans
- K-40 Labor markets (traditional and non-traditional)
- K-41 Interviewing and selection techniques
- K-42 Culinary credentials
- K-43 Culinary training programs

(5%) T-3 Train the culinary team (front and back)

The safe and effective performance of this task requires knowledge of:

- K-8 Culinary equipment
- K-9 Culinary methodology
- K-10 Culinary team limitations
- K-11 Facility limitations
- K-12 Weights and measures (Imperial and Metric)
- K-13 Ingredients identification
- K-15 Food storage principles
- K-17 Basic nutritional content
- K-18 Menu description
- K-22 Sensory presentation (color, taste, texture, sound, etc.)
- K-23 Vessels
- K-24 Composition
- K-25 Food integrity (e.g., preservation of food characteristics)
- K-26 Speed of service (timing)
- K-29 Mise en place
- K-38 Training techniques
- K-39 Evaluation techniques

- (4%) T-4 Supervise and manage the culinary team (monitor, motivate, empower, delegate and evaluate)

The safe and effective performance of this task requires knowledge of:

- K-8 Culinary equipment
- K-9 Culinary methodology
- K-10 Culinary team limitations
- K-11 Facility limitations
- K-16 Documentation techniques
- K-30 Communication technology and techniques
- K-31 Departmental roles, responsibilities and requirements
- K-36 Training techniques
- K-37 Evaluation techniques
- K-35 Business plans
- K-40 Labor markets (traditional and non-traditional)
- K-42 Culinary credentials
- K-43 Culinary training programs
- K-44 Culinary career paths
- K-45 Discipline techniques
- K-46 Coaching, motivation and leadership techniques

(10%) Domain III - Safety and Sanitation

- (3%) T-1 Develop and communicate a safety plan encompassing:
- a. facility
 - b. equipment
 - c. chemicals
 - d. disasters and emergencies
 - e. employee and customer safety
 - f. disposal of waste

The safe and effective performance of this task requires knowledge of:

- K-8 Culinary equipment
- K-10 Culinary team limitations
- K-11 Facility limitations
- K-16 Documentation techniques
- K-33 Codes (building, health, food service, safety, etc.)
- K-47 Culinary attire\Dress Code
- K-48 Personal protective equipment
- K-49 Materials Safety Data Sheets (MSDS)
- K-50 Fire suppression systems
- K-51 Food allergies

- (7%) T-2 Ensure proper sanitation by preventing time/temperature violations and cross-contamination

The safe and effective performance of this task requires knowledge of:

- K-8 Culinary equipment
- K-9 Culinary methodology
- K-11 Facility limitations
- K-15 Food storage principles
- K-16 Documentation techniques
- K-28 Productivity balance
- K-30 Communication technology and techniques
- K-33 Codes (building, health, food service, safety, etc.)
- K-38 Training techniques

(5%) Domain IV - Marketing, Merchandising, and Strategic Public Relations

(2%) T-1 Participate in the development of a marketing plan

The safe and effective performance of this task requires knowledge of:

- K-1 Customer demographics (age, ethnicity, income, etc.)
- K-2 Competitive analysis
- K-3 Characteristics of the market
- K-4 Market trends (diets, nutrition, service, sustainability, etc.)
- K-6 Food preferences
- K-9 Culinary methodology
- K-18 Menu description
- K-35 Business plans

(3%) T-2 Promote the product by articulating and communicating culinary concepts to the market

The safe and effective performance of this task requires knowledge of:

- K-1 Customer demographics (age, ethnicity, income, etc.)
- K-2 Competitive analysis
- K-3 Characteristics of the market
- K-4 Market trends (diets, nutrition, service, sustainability, etc.)
- K-6 Food preferences
- K-9 Culinary methodology
- K-18 Menu description
- K-30 Communication technology and techniques
- K-35 Business plans
- K-52 Media
- K-53 Merchandising

(15%) Domain V - Finance

(3%) T-1 Participate in the development of budgets

The safe and effective performance of this task requires knowledge of:

- K-35 Business plans
- K-54 Budgets (assumptions, revenue projections, costs, etc.)

(3%) T-2 Interpret financial reports

The safe and effective performance of this task requires knowledge of:

K-35 Business plans

K-54 Budgets (assumptions, revenue projections, costs, etc.)

K-55 Elements of a financial report

(9%) T-3 Meet financial goals by controlling costs and maximizing efficiency

The safe and effective performance of this task requires knowledge of:

K-14 Purchasing specifications

K-15 Food storage principles

K-20 Cost analysis

K-35 Business plans

K-54 Budgets (assumptions, revenue projections, costs, etc.)

K-55 Elements of a financial report

K-56 Cost control techniques (purchasing, receiving procedures, facility maintenance, inventory, etc.)

K-57 Labor costs

(5%) Domain VI - Ethics, Professional and Legal Issues

(3%) T-1 Perform the duties of the profession in a manner consistent with the American Culinary Federation Culinarians' Code

The safe and effective performance of this task requires knowledge of:

K-58 American Culinary Federation Culinarians' Code

(2%) T-2 Perform the duties of the profession in a manner consistent with governing laws, codes and regulations

The safe and effective performance of this task requires knowledge of:

K-16 Documentation techniques

K-33 Codes (building, health, food service, safety, etc.)

K-59 Laws and regulations pertaining to labor, immigration, discrimination, sexual harassment, etc.

K-60 Cultural diversity

Table 3

EXECUTIVE CHEF PRACTICE ANALYSIS - SKILLS

Given the nature of the practice of executive chefs, the desire of ACF for a comprehensive evaluation of both skills and knowledge, and the difficulties inherent in making valid and reliable judgments of skill via a review of documentation of training and experience, the committee of subject-matter experts endorsed the continuing use of the ACF executive chef practical examination as a “demonstration of tactile skills that can only be evaluated through the performance of the craft.”

This appendix to the Executive Chef Practice analysis represents a delineation of skills suitable for evaluation via the ACF practical examination.

(20%) Domain I - Organizational Skills

Demonstration of skill in:

- S-1 Work flow
- S-2 Mise en place (create, maintain and manage)
- S-3 Food storage
- S-4 Weighing and measuring
- S-5 Identifying ingredients
- S-6 Purchasing
- S-7 Use of equipment
- S-8 Use of time
- S-9 Analyzing costs
- S-10 Using ingredients and develop recipes
- S-11 Use of Area

(40%) Domain II – Craftsmanship Skills

Demonstration of skill in:

- S-2 Mise en place
- S-4 Weighing and measuring
- S-7 Use of equipment
- S-12 Executing fundamental cooking procedures and methodologies
- S-13 Butchering
- S-14 Knife handling
- S-15 Deconstructing groceries

- S-16 Use of heat and cold
- S-17 Emulsification
- S-18 Preparing sauces
- S-19 Baking and Pastry Fundamentals

(40%) Domain III - Finished Product Skills

Demonstration of skill in:

- S-20 Developing flavor profiles
- S-21 Constructing profiles
- S-22 Determining doneness
- S-23 Achieving desired textures
- S-24 Achieving desired colors
- S-25 Maintaining food integrity
- S-26 Achieving nutritional balance
- S-27 Serving food at the desired temperature
- S-28 Presenting food esthetically
- S-29 Presenting food colorfully
- S-30 Choosing vessels
- S-31 Food placement
- S-32 Achieving the stated menu
- S-33 Menu presentation

Domain IV - Sanitation Skills

Sanitation skills are observed and evaluated in the course of the performance of the skills performed in Domains I, II & III. Failure to meet the sanitation skills standard shall result in a failure despite the degree of Organizational, Craftsmanship and Finished Product skills demonstrated

Demonstration of skill in:

- Sanitation-1 Working and managing a sanitary environment
- Sanitation-2 Food handling that avoids time/temperature violations and cross-contamination