

## Schools and Universities

Schools and universities often use **satellite/commissary feeding**: one kitchen prepares food that is then shipped to other locations to be served. Schools and universities have different business cycles from most other types of establishments. Cycles are based on the academic year. During off-times, staff is reduced. Student workers are used through the year to help with foodservice in schools and universities.

Federal regulations determine the requirements for the food that K-12 schools provide to students. Some K-12 schools offer one or two meals a day in cafeterias or through kiosks. Universities and colleges provide much more variety and large institutions generally have multiple contract feeders present at the same school.

## Military

Foodservice opportunities in the military are greater now than in the past. You do not need to be a member of the military to work in military foodservice as long as you meet security requirements. More than one million meals are prepared in military kitchens each day, as shown in Figure 1.22. Cafeterias must focus on nutrition.



**Figure 1.22:** The military serves food to hundreds of thousands of service members each day.

## Corrections

Food is critical to maintaining a positive and peaceful atmosphere in correctional facilities. Well-prepared food at minimal cost is the challenge. There are both contract feeding and staff employed directly by the institutions, which often offer competitive wages at the management level. Any potential employees must meet security requirements.

## Lodging

The range of opportunities is as widespread as the types of properties. Many luxury hotels have award-winning, fine-dining operations. Other properties have everything from coffee carts to buffets to full-service operations. Even inexpensive hotels and motels now offer on-premises breakfasts to travelers.

## Career Pathways

There are many career opportunities in the hospitality industry, including positions for both front-of-the-house and back-of-the-house.

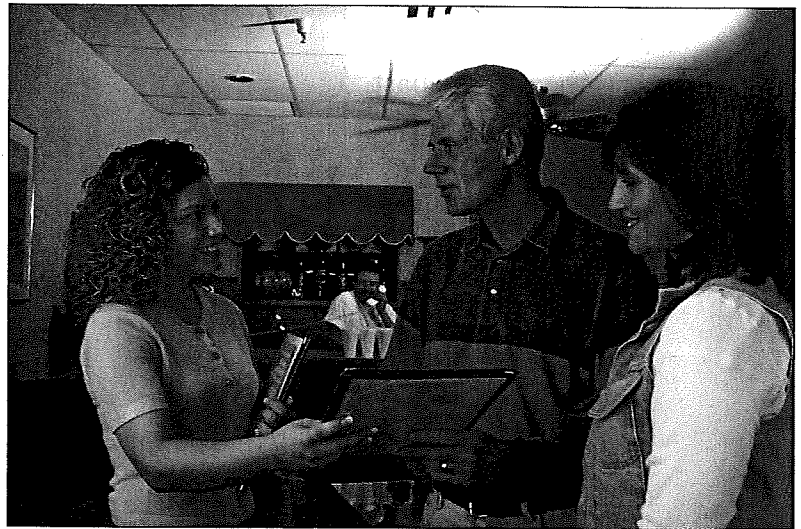
### Foodservice Careers

For organizational purposes, jobs in the foodservice industry are divided into two categories: front-of-the-house and back-of-the-house.

#### Front-of-the-house

employees serve guests directly. Front-of-the-house positions include managers, assistant managers, banquet managers, dining room managers, maître d's, hosts/hostesses, cashiers, bar staff, serving staff, and busers.

Figure 1.23 shows a hostess greeting guests.



**Figure 1.23:** A hostess in a restaurant discusses the menu with customers.

#### Back-of-the-house

employees work outside the public space. Back-of-the-house positions include chefs, line cooks, pastry chefs, dishwashers, bookkeepers, storeroom clerks, purchasers, dietitians, and menu planners. While these employees don't ordinarily serve guests directly, they are service professionals because they serve the people—the "internal customers"—who serve the guests.

In recent years, chefs have become more involved with their guests, especially through visits to the dining room and "kitchen" tables that allow guests a closer

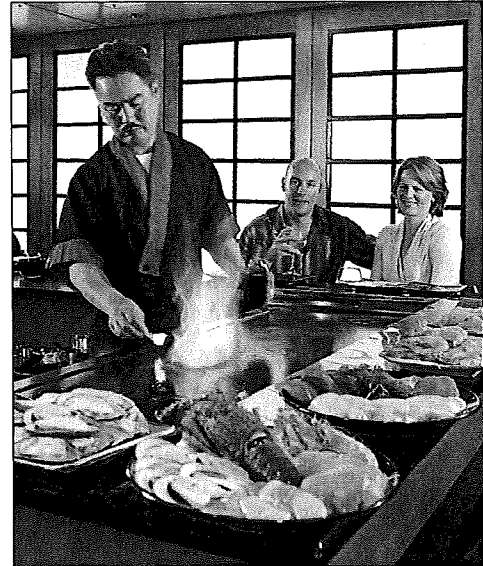
view of the operation's inner workings. Exhibition kitchens are also popular with diners. The kitchens become part of the dining experience, meaning the back-of-the-house staff is more directly involved with customers. In environments like these, the back-of-the-house staff benefit from some customer service training. Figure 1.24 is an example of an exhibition kitchen.

## Entry-Level Jobs

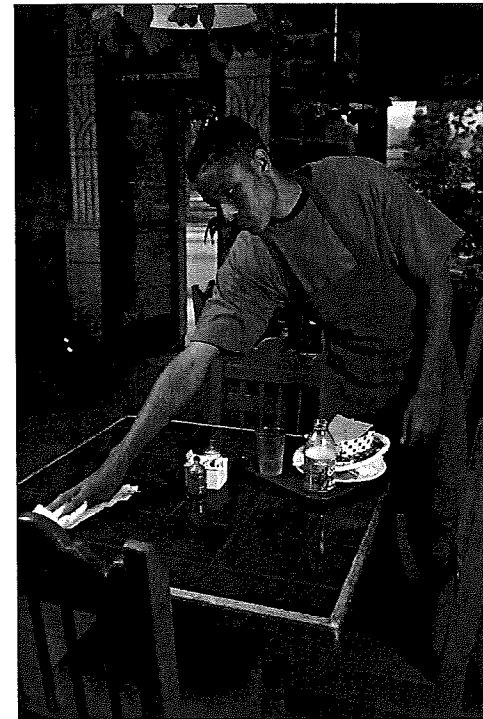
Whether your interest is in a job in the front or the back of the house, you can expect to begin your career in an entry-level position. An **entry-level job** is one that requires little or no previous experience. Such jobs are an important starting point in any career. Entry-level jobs usually lead to other positions with more responsibility. The foodservice industry offers many entry-level positions, and the industry as a whole is expected to generate more new jobs than any other service industry over the next decade.

Entry-level jobs in the foodservice industry include host/hostess, busser, assistant cook, server, expeditor, and dishwasher. It is easy to see why these jobs are important to the foodservice operation. Each role is important to the success of the operation as a whole. The operation can only be as good as its team. Figure 1.25 shows a busser clearing a table.

Jobs in foodservice can be varied and unique. Higher-level jobs include planning menus, developing recipes, managing a foodservice operation, writing about food, developing marketing and advertising strategies, teaching others about food and nutrition, and supplying food to restaurants. Some specific examples of positions are included in Table 1.6.



**Figure 1.24:** Exhibition kitchens allow customers to watch chefs prepare their meals.



**Figure 1.25:** A busser clears and cleans tables and sets up tables for the next customers.

**Table 1.6: Examples of Jobs in the Restaurant and Foodservice Industry**

<b>FRONT OF THE HOUSE</b>	Do you really like to deal with people? Consider some of these opportunities.
<b>Restaurant and Foodservice Managers</b>	Restaurant and foodservice managers are <b>responsible for both front-of-the-house and back-of-the-house operations</b> . They are responsible for service, staff training, maintaining the operation and its property, keeping food safe, keeping guests and employees safe, marketing and promoting the operation, ensuring profits, keeping costs down, purchasing and storing food, and supervising employees. The most difficult tasks faced by managers include dealing with dissatisfied customers and uncooperative employees.
<b>Servers</b>	Servers spend more time with guests than any other employees. The server's attitude and performance has a huge <b>impact on the guest's enjoyment</b> of the dining experience. In a full-service operation, servers greet customers, take orders, serve beverages and food, check on customers' needs during their meals, present the bill, collect the payment, and continue to provide service until customers have left the table.
<b>Host/Hostess</b>	The host/hostess stands near the front of the establishment. The host/hostess <b>makes the first impression</b> in any restaurant or foodservice operation. If that impression is friendly, hospitable, and gracious, guests will feel relaxed and ready to enjoy themselves. In addition to greeting customers, hosts/hostesses assist guests with coats or other things they wish to check; take reservations; seat customers; ask whether departing customers enjoyed their meals; thank customers for their visits; and answer customers' questions about hours of operation, types of credit cards accepted, and what menu items are available.
<b>BACK OF THE HOUSE</b>	Do you really like working with food? Then think about these positions.
<b>Executive Chef</b>	<p>An executive chef is the <b>highest-ranking member of a culinary team</b>, responsible for all aspects of kitchen management. From a small bistro to a prestigious resort, the executive chef is in charge of all things food related throughout the establishment.</p> <p>The executive chef's <b>responsibilities are not limited to cooking</b>. The chef must also possess exceptional managerial and organizational skills. The chef is responsible for hiring and supervising kitchen staff as well as directing their work and training them in their duties. Although this work can be—and often is—delegated to a sous chef (the chef's assistant) the chef remains the <b>ultimate authority</b> and must therefore command the kitchen's respect and loyalty. The executive chef is also responsible for ensuring that all dishes are prepared properly, that sanitation and hygienic standards are met, and that financial targets are achieved. Other duties may include handling marketing and publicity efforts, developing business plans, and creating menus. In short, the executive chef is the problem solver and role model for the kitchen.</p> <p>To become an executive chef, aspirants must typically have worked in the industry for a number of years, gradually moving up in the kitchen hierarchy. Some establishments require their executive chefs to possess culinary degrees or to engage in ongoing professional education. The American Culinary Federation offers certification for executive chefs and for many other positions in the back of the house, as well as many continuing education opportunities. To see these requirements go to <a href="http://www.acfchefs.org">www.acfchefs.org</a>.</p>

**Table 1.6: Examples of Jobs in the Restaurant and Foodservice Industry  
continued**

<b>Sous Chef</b>	<p>Sous chefs are responsible for the kitchen team in the executive chef's absence. Sous chefs <b>create recipes and prepare meals</b>. Sous chefs are responsible for directing the work of other kitchen workers, estimating food requirements, and ordering food supplies.</p> <p>Sous chefs are under pressure to prepare safe, delicious meals. They should be able to communicate clearly to ensure orders are completed correctly.</p>
<b>Line Cook</b>	<p>The most common title in the kitchen is that of line cook. A line cook (also known as <i>chef de partie</i>) is <b>any cook working a particular station in the kitchen</b>. The number of line cooks in a kitchen depends on the type of establishment. Examples include grill cook, sauté cook, or fry cook.</p> <p>All food that comes out of the kitchen is the responsibility of the line cooks. Generally, the line cooks work alone at their stations, but they must coordinate with each other to make sure food for an order comes out at the same time and in a timely manner. Line cooks are also responsible for stocking their stations with proper food and tools prior to the start of their shifts. The line cook reports to the head cook or the executive chef.</p>

## Careers in Travel and Tourism

There are many other types of transportation and tourism service careers in addition to the restaurant and foodservice careers that are related to this industry. Transportation focuses on all aspects and methods of traveling, so many of these companies must employ drivers, ticket agents, mechanics, engineers, managers, and other administrators.

Tourism focuses on the many ways in which people spend their time and money away from home. Careers in this field include positions such as tour guides, convention planners, travel writers, amusement park employees, or park rangers.

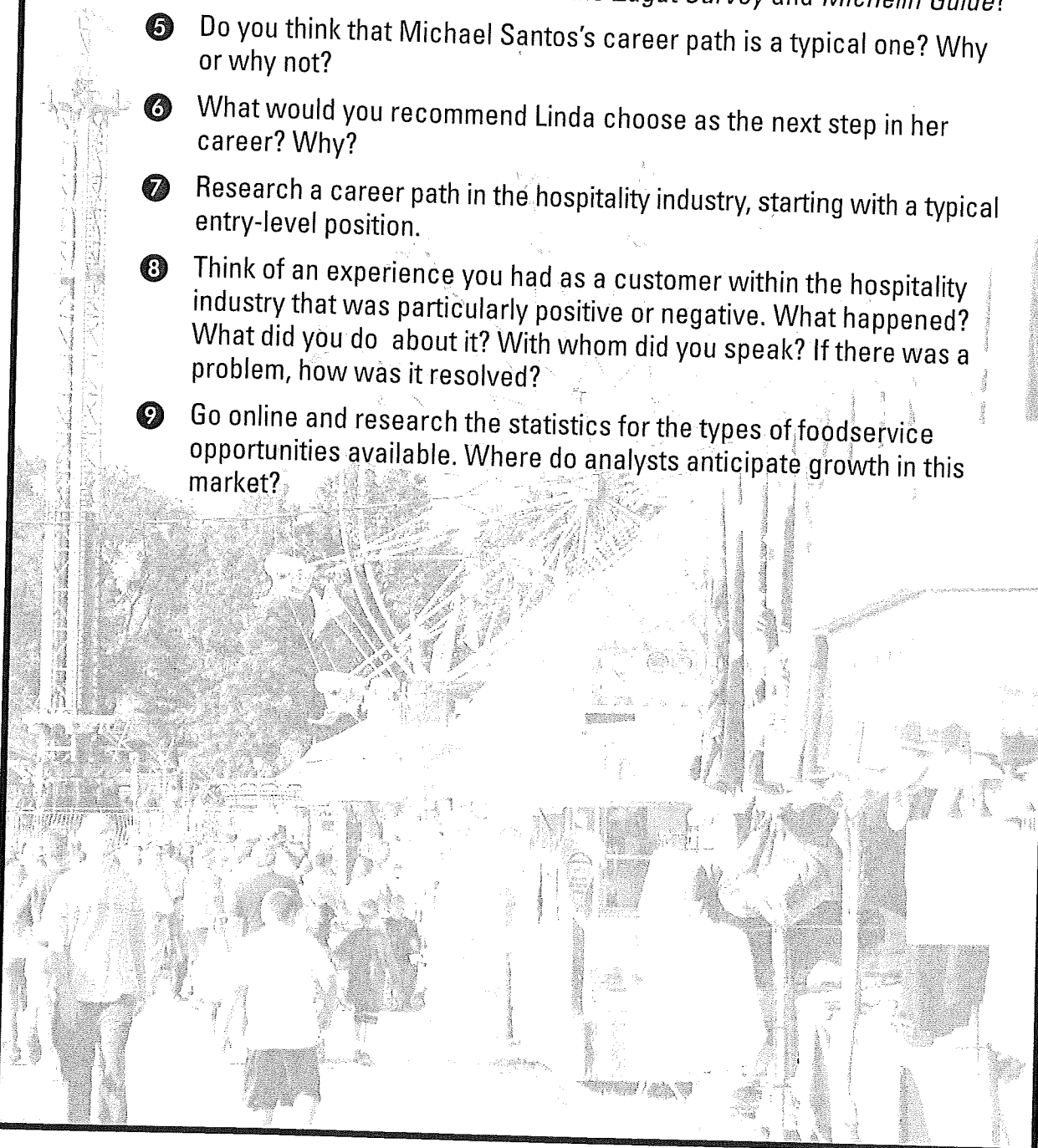
## *Summary*

In this section, you learned the following:

- Restaurant and foodservice opportunities include restaurants, banquets/catering, retail, stadiums, convention centers, national and state parks, theme parks, shopping areas, monuments, health services, schools and universities, the military, corrections, and lodging.
- The front-of-the-house employees serve guests directly. Positions include managers, assistant managers, hosts/hostesses, cashiers, bar staff, serving staff, and busers. The back-of-the-house employees work outside the public space. Positions include chefs, line cooks, pastry chefs, dishwashers, bookkeepers, storeroom clerks, purchasers, dieticians, and menu planners. Back-of-the-house employees serve the servers and front-of-the-house employees.
- Entry-level positions require little or no previous experience and usually lead to other positions with more responsibility. Entry-level positions in the foodservice industry include host/hostess, server, quick-service counter server, buser, prep cook, and dishwasher.

## Section 1.2 Review Questions

- ① List the foodservice opportunities in the travel and tourism industry.
- ② What is a front-of-the-house employee? Provide some examples.
- ③ What is an entry-level position?
- ④ What is the difference between the *Zagat Survey* and *Michelin Guide*?
- ⑤ Do you think that Michael Santos's career path is a typical one? Why or why not?
- ⑥ What would you recommend Linda choose as the next step in her career? Why?
- ⑦ Research a career path in the hospitality industry, starting with a typical entry-level position.
- ⑧ Think of an experience you had as a customer within the hospitality industry that was particularly positive or negative. What happened? What did you do about it? With whom did you speak? If there was a problem, how was it resolved?
- ⑨ Go online and research the statistics for the types of foodservice opportunities available. Where do analysts anticipate growth in this market?



## Section 1.2 Activities

### 1. Study Skills/Group Activity: Foodservice and Tourism

Work with two other students to research three specific foodservice establishments in the travel and tourism field. Compare and contrast the pros and cons of each type of establishment. Prepare and present a brief oral report on your findings.

### 2. Activity: Foodservice Opportunities in Your Community

The travel and tourism industry offers a number of foodservice opportunities. List three opportunities that might be available in your area, and describe the role each plays in the community.

### 3. Critical Thinking: How to Begin Job Hunting

Select a local employer in the hospitality industry (in foodservice, travel and tourism, or lodging) and interview a manager about career opportunities in the field. What qualifications are needed for entry-level or advanced positions?