

**If there are no questions:**

“Thanks again, Ms. Brown. I hope you’ll call me if you do have any questions, and I look forward to hearing from you soon.”

**If you didn’t get the job:**

“Oh, I’m sorry to hear that. Thank you for taking the time to explain the position to me. I hope you’ll think of me if you have other openings.”

If an applicant did not get the job, it is acceptable to ask the person for constructive feedback on interviewing skills, or ask the interviewer what he or she could do to get more experience or training. Sometimes interviewers can refer an applicant to other jobs that would be more suitable for their abilities. Don’t be afraid to ask the person. Every interview is an opportunity to sharpen communication skills and meet restaurant and foodservice professionals. It also helps applicants to determine their strengths and weaknesses and gives them the chance to do better next time.

Table 12.4 reviews the steps to be taken before an interview, during the interview, and after the interview.

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## **Essential Skills**

### *Completing an I-9 Form*

New hires must complete an I-9 form before they will be allowed to work. This is a federal form to determine whether employees are legally eligible to work in the United States. Every employee hired after 1986 is required to fill out this document at the time of hire. For those who need assistance, a translator or preparer will be provided.

- ① Provide full name, address, date of birth, and Social Security number.
- ② Attest that you are a U.S. citizen, a noncitizen national of the United States, a lawful permanent resident, or an alien authorized to work.
- ③ Sign the document. When you sign this, you are affirming that all the information you are providing is true. If you intentionally provide inaccurate information, you could be fined or imprisoned.
- ④ Present documents that establish your identity and your eligibility for employment to your employer. Some documents can do both these things, such as a U.S. passport or a Permanent Resident Card. Other documents do one or the other. Your school photo I.D. card or driver’s license are two items that can establish your identity. You need a Social Security card to establish your employment eligibility. After your employer examines these documents, he or she will complete and submit the rest of the form.

If you have questions about this process, talk with your guidance counselor or check the U.S. government’s Web site.

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**Table 12.4: Interview Steps**

Before the interview	<p>Know the route to the job. Take a preview trip to the interview site. Consider traffic.</p> <p>If you're taking public transportation, bring enough money and allow time for delays.</p> <p>Know what materials to take.</p> <p>Review important interview questions and responses.</p> <p>Practice aloud.</p> <p>Bring a pen that writes clearly and a clean notebook.</p> <p>Write down the name, address, and telephone number of the interviewer.</p> <p>Give yourself enough time to get ready.</p> <p>Get a good night's sleep.</p> <p>Arrive at the interview 15 minutes before the appointment.</p> <p>If you are going to be late, call the interviewer.</p> <p>Good luck and relax!</p>
During the interview	<p>Smile, look interested, and pay attention.</p> <p>Sit with back straight; lean back in the chair.</p> <p>Practice good listening skills.</p> <p>Never say unkind or bad things about previous bosses or coworkers.</p> <p>Be an interactive participant. Avoid answering questions too quickly, which makes the answers appear to be not thought out.</p> <p>Ask questions.</p> <p>Look confident (and feel confident).</p> <p>Sell yourself! Explain how your skills and abilities make you the ideal person for the job.</p>
After the interview	<p>Write a brief thank-you note to the interviewer as soon as possible.</p> <p>Follow up with a phone call to the interviewer.</p> <p>Congratulate yourself on doing your best!</p>

## Summary

In this section, you learned the following:

- The critical factors to an effective job interview include the rules below:
  - Make a good impression.
  - Be punctual.
  - Present a clean and neat appearance.
  - Have good personal hygiene.
  - Promote a positive attitude.
  - Use good manners.
  - Smile and extend your hand to greet the interviewer. Refer to the interviewer as “Mr.” or “Ms.”
  - Learn basic facts about the company.
- Closed questions can be answered with a yes or no or with a brief, factual statement. Open-ended questions encourage job applicants to talk about themselves, which gives the interviewer important information and insight about the applicant:
  - Be an active participant in the interview.
  - Avoid asking questions about salary, vacation, bonuses, or holidays. Wait for the interviewer to bring up the subject.
  - When the interview is ended, smile, shake the person’s hand, and thank the interviewer for taking the time to explain the job to you. If you do want the job, this is the time to say so.
- After the interview, send a thank-you note. This shows the employer that you want the job. The thank-you note should be short and reinforce your qualifications. Also, make a follow-up phone call to the interviewer.

## Section 12.3 Review Questions

- ① What steps should you take prior to an interview?
- ② Explain the difference between a closed question and an open-ended question.
- ③ List three questions that you might ask an interviewer during the interview.
- ④ What materials should you bring with you to an interview?
- ⑤ Ron Yudd notes that successful people “stay in a learning mode.” In an interview, you want to showcase your skills and experience. You also want to show the interviewer that you are eager to learn and grow. Think of a few sentences that might convey this idea to an interviewer.
- ⑥ How has Sam benefited from having a mentor like Linda?
- ⑦ Most of us get nervous during a job interview. What can you do to prepare yourself so that you appear calm and in control?
- ⑧ What do you think you need to do to impress an interviewer?

## Section 12.3 Activities

### 1. Study Skills/Group Activity: Interview Skills

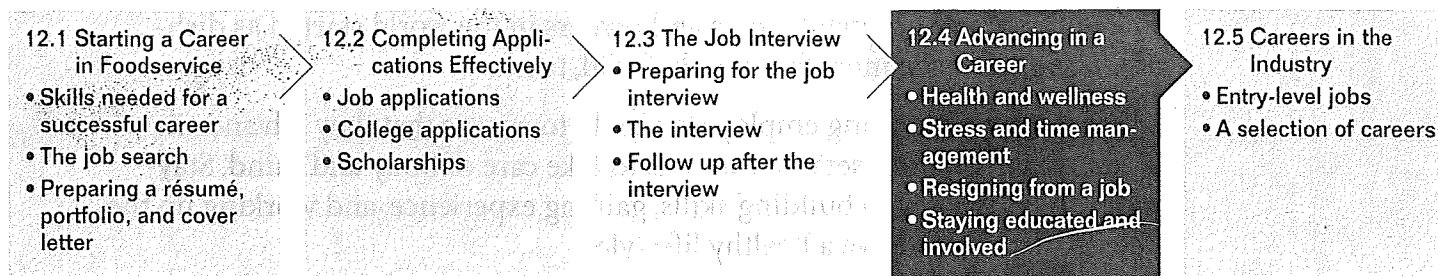
Work with another student to practice your interview skills, using the information provided in this chapter. Develop a brief 1- to 2-minute speech describing who you are, what your experience has been, and why you want this (imaginary) job, and present this to the class.

### 2. Activity: Thank-You Note

Write a thank-you note to be sent after interviewing with a potential employer, using the information provided in this section.

### 3. Critical Thinking: Characteristics of Good Employees

You own a local restaurant and are hiring for entry-level staff. What characteristics do you expect potential employees to have? What type of person do you want to hire?



## SECTION 12.4 ADVANCING IN A CAREER

Everyone wants to advance in his or her career. In order to do so, maintain a healthy and well-balanced lifestyle. Learning how to manage time and stress by prioritizing goals and tasks can lead to a successful and satisfying career. Professional development will help to refine skills and add to a knowledge base as a career advances.

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### Study Questions

After studying Section 12.4, you should be able to answer the following questions:

- What are the factors for maintaining health and wellness throughout a restaurant and foodservice career?
  - What is the relationship between time and stress?
  - What are the ways to manage time and stress?
  - What are the steps for resigning from a job?
  - What is the importance of professional development?
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### *Health and Wellness*

Employees of the restaurant and foodservice industry, especially those just starting out, often work long hours in physically and mentally demanding jobs. It can seem overwhelming at first and harder than first thought. But one of the best things to remember about this industry is that it will reward good efforts.

Some of the most successful CEOs and owners in the world started as dishwashers. Some of the most famous chefs did, too.

The most important thing employees can do to ensure that they advance in the restaurant and foodservice career is to take care of body and mind. Staying healthy is the key to building skills, gaining experience, and working up the career ladder. Plan to live a healthy lifestyle:

- **Eat right:** Eating healthy helps avoid disease and maintain a high energy level.
- **Get exercise:** It helps to control weight and reduce stress. Be as active as possible. Take a longer route to work or take the stairs. Even five extra minutes of walking adds to an overall daily exercise amount.
- **Don't smoke:** Some people turn to smoking when they're exposed to stressful environments, and restaurants are famously fast-paced. Instead of lighting up, find ways to reduce stress throughout the day. Find ways to avoid stress early; continue them throughout a long and healthy career.
- **Find something else to love:** Those who continually work aggressively hard without giving themselves a break burn out. Passion for the industry often drives our ability to work continuously; however, a break from passion is also needed to simply recharge. Find an activity outside of work, such as a sports team or a hobby. It will help to have a balance between work and a personal life.
- **Don't take drugs, and, when of legal age to do so, drink alcohol responsibly:** Abusing drugs or alcohol can ruin lives, not just careers. Making legal, safe choices is the best plan for also maintaining health.
- **Take advantage of the resources offered:** Many companies provide employees or managers with programs for learning how to cope with stress. These include employee assistance programs, stress management courses, and counseling. Some companies also offer health and wellness programs, including gym memberships.
- **Have a plan for saving money:** In the first few years, focus on building skills. This will help achieve financial success later, when those skills pay off.
- **Find a job that makes you happy:** Are you happiest providing the highest level of service you can? Do you want to build kitchens or design menus? Do you want to create the latest cuisine? Pursue what you like and choose an establishment that fits your personality. Opportunities in the restaurant and foodservice industry are endless.

**More Fruits and Veggies**

The Center for Disease Control and Prevention reports that:

- 33 percent of American adults are not eating the recommended daily two or more servings of fruits per day.
- 27 percent of American adults are not eating the recommended daily three or more servings of vegetables per day.
- Less than 10 percent of teens are getting enough servings of fruits and vegetables per day.

To add more fruits and vegetables to your diet, drink 100 percent fruit juice instead of soda, add vegetables such as carrots, sprouts, and cucumber to sandwiches; add vegetables to soups and casseroles; and keep a handy stash of healthy snacks, such as fruits and nuts.

## ***Stress and Time Management***

**Stress** is the condition or feeling that demands exceed the resources available for use. One of the key resources a person has is time, which represents what he or she can accomplish in a given period. Far too often, people feel intense daily pressures.

Many people feel that there is not enough time in the day to meet the demands on them. Most people also want a life that balances work or school and home.

Although most people can feel overwhelmed at times, tools are available to help them manage both their time and stress. Two critical areas needed for building a career are stress management and time management. The following are some stress indicators:

- Irritability and depression
- Headaches
- Indigestion
- Pain in neck and/or lower back
- Changes in appetite or sleep patterns

Stress may be caused by factors such as time pressures, grades, getting into college, and relationships with friends, parents, and teachers. It might also be due to loss of a family member, divorce, constant changes, or failure to accept what cannot be changed. Workplace challenges, such as lack of planning or poor communication, also can contribute to stress levels.

Stress can be driven by internal or external factors, and sometimes both. Internal factors are the stress people place on themselves. External factors are the pressures



that circumstances and other people place on them. For example, a manager might feel pressure to meet certain performance goals, which leads her to put unrealistic expectations on herself and her staff as to what can be accomplished during a shift.

**Stress management** is a process people use to identify what causes stress for them in the workplace as well as in their personal lives, and then to apply various strategies to minimize its effects.

To identify and prevent stress, ask these questions:

- Is the stress due to poor planning or scheduling?
- Are tight time lines causing the stress?
- Is the pressure due to problems with equipment or the facility?
- Is the pressure from peers or other employees?
- Is the pressure being caused by self-imposed, unrealistic expectations?
- Are personal problems interfering with work?

After determining the causes, design and implement a stress-reduction plan. Seek input on the plan from valued and trusted people. Also consider incorporating some of these suggestions for coping with and preventing stress:

- Plan and evaluate daily activities to minimize any unanticipated situations.
- Delegate some work or ask for help from other employees.
- Evaluate progress along the way and make adjustments to plans as needed.
- Set daily realistic goals for self and/or with team.
- Get regular sleep, eat healthy, avoid smoking, and get regular exercise.
- Identify and use resources that can assist you with managing stress.

**Time management** uses tools to increase a person's efficiency and productivity. To manage time effectively also means to know how to waste less time on noncritical, unimportant activities and avoidable problems.

The skills needed for effective time management include the following:

- **Planning:** Document what needs to happen during a certain period of time (daily, monthly, yearly).
- **Goal setting:** Always set a time line for completing a task.
- **Setting priorities:** Identify the importance of tasks and then choose their order of completion.
- **Delegating:** As a leader, assign tasks to someone else and ensure their completion.

Even those who have good intentions at the beginning of a day and write down the day's plan might encounter other things that can get in their way. Being aware of all the things a person does during a day can result in better planning, decision making, delegating, and goal setting in order to use time more wisely. Consider leaving a small percentage of time during the day for unexpected tasks or events. That way, an entire daily plan won't be thrown off track if a surprise happens.

[fast fact]

#### **Did You Know...?**

The average person gets one interruption every 8 minutes. Although interruptions have a purpose and a message, use strategies to limit the number of interruption, such as shutting the door, blocking off time for priorities, or have scheduled times when interruptions are acceptable.

One method that can improve the ability to plan time more effectively is to review the activities a person needs to complete on a daily or weekly basis and break these activities into smaller tasks. Divide these activities into a controllable size to organize a work schedule more effectively. What may appear to be insurmountable tasks to complete in a day can actually become easier to handle when using this approach.

Create this list of smaller tasks and then follow through and act on the daily plan. Physically crossing tasks off the list also provides a visual sense of accomplishment. Evaluating later how the plans of daily and weekly activities actually worked is an additional way to improve time management skills.

Many people find that time management tools such as a PDA or time planner or computer programs like Microsoft Outlook help them organize their time more effectively. These tools make it easier to schedule and monitor activities and appointments on a daily, weekly, and monthly basis.

Restaurant and foodservice leaders who manage stress factors and their time so that they maintain a quality of life for themselves help foster that behavior in their employees.

## Essential Skills

### *Handling Self-Imposed Pressures*

A lot of external pressures are placed on teenagers: family needs, school, work, friends, thinking about the future. These external pressures can create a great deal of stress if not managed appropriately. But internal factors can also cause problems as well. Here are some common self-imposed pressures with coping mechanisms for each:

- 1 **Procrastination:** It's always easier to postpone completing a task until later, isn't it? But working at the last minute, or missing important deadlines, can be a big source of stress. Try making a list of everything you need to accomplish over the next week or two (be sure to leave room for family, friends, and personal time). For each item, make a reasonable guess at how long it might take you to complete the task and then add 30 minutes to your estimate. Also, list upcoming deadlines: school projects, term papers, application forms, and family events. Now you can see realistically what your obligations are and plan to manage them effectively.
- 2 **Overeating and undereating:** Poor eating habits can take a serious toll on you, both physically and mentally. If you're eating the wrong foods, or not enough of the right foods, your growing body and brain aren't receiving proper nutrition, which can cause significant short- and long-term damage. Consider speaking with a registered dietician to help you determine and act upon better solutions.
- 3 **Lack of exercise:** It can be hard to make time to work out, but regular physical activity is one of the most effective stress relievers known. One effective way to get moving is to enlist a friend. Having a buddy can motivate you to exercise, even on those rainy mornings when you just want to stay in bed. Scheduling a regular meeting time is important, too; otherwise, it's easy to push exercise out of your routine. You don't need a gym membership, either; just going for a walk can relieve stress. If you haven't exercised in a while, consider speaking with a health-care professional before beginning an exercise program.
- 4 **Smoking, drinking, and drug use:** It's often thought that using these substances can relieve stress and tension. But nothing could be further from the truth! Smoking, drinking, and drug use all cause important physiological changes, which, by altering how your body functions, can cause both physical and mental stress. These behaviors can also become external factors; peer pressure and family concerns can create even more stress. If you are using these substances, stop. Contact a health-care professional if you need help. If you aren't using these substances, don't start.

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## *Resigning from a Job*

Most people eventually leave a job because of a better opportunity, change in school schedule, or any number of reasons. Give a current employer a two-week notice before leaving; it's standard business practice. Inform him or her

in person, or write a letter of resignation. Do not resign in an email. This is a serious and formal process. Figure 12.8 is an example of a resignation letter.

Take care in writing a letter of resignation. Include the reasons for leaving, but always be polite. Avoid any negative comments, and always thank the employer for providing the opportunity. As learned when filling out a job application, prospective employers ask about work records and request references from previous employers. Showing negativity when resigning might ruin future opportunities.

A good guide to follow throughout your working career is always to leave on a positive note. Keep long-term goals in mind and rise above any negative words and attitudes of others. Have the patience and persistence to see a career vision to its ultimate goal. Possessing excellent skills and having good education and training are only part of the equation for a successful career in the restaurant and foodservice industry; successful employees also need commitment to service, a positive attitude, and perseverance to get to the top.

Ms. Linda Brown  
 Manager  
 Uptown Grille  
 75 East Pleasant Street  
 Funtown, USA 50094

October 15, 2011

Dear Ms. Brown:

As much as I have enjoyed working as a server at the Uptown Grille, I must resign effective October 25, 2010.

I have been offered a position as assistant manager in a full-service restaurant in Anytown that will enable me to continue to pursue my long-term goals in foodservice. Working at Uptown Grille has been a wonderful training experience for me. I know I'll be more considerate of all servers in my new position.

Thank you personally for setting such a great example as a manager. I hope you'll visit me at the Grand Café at your earliest convenience.

Thank you again for giving me the opportunity to work at Uptown Grille.

Sincerely,

Faith Fitzpatrick  
 110 West 84th Street  
 Funtown, USA 50094

**Figure 12.8:** A sample resignation letter.