

Staying Educated and Involved

Part of self-development is being involved in the industry. The following opportunities will present themselves to students who are aware of what's out there:

- **Staying current with industry publications and online groups:** Examples might include:
 - The National Restaurant Association's Web site, www.restaurant.org
 - The ACF (American Culinary Federation) publication *Sizzle*
 - Restaurant news sites, such as <http://www.nrn.com>
 - Center for the Advancement of Foodservice Education—www.cafe-meetingplace.com, or *Restaurants & Institutes*—<http://www.rimag.com>
- **Participating in professional organizations:** One example might be the Junior Association of the ACF.
- **Networking.**
- **Completing training and education:** One example is the Foundations of Restaurant Management & Culinary Arts Level 1 Certificate of Recognition, which acknowledges students who have successfully completed an examination based on the curriculum of this textbook.

Continuous Improvement

Continuous improvement or professional development is essential for success in restaurant or foodservice management. Achieving certifications is one key way to improve yourself professionally. **Certification** indicates that a student has demonstrated a high level of skill and has met specific performance requirements by participating in a rigorous process to become certified. Several certifications for restaurant and foodservice managers include the following:

- Foodservice Management Professional (FMP)
- ServSafe Food Protection Manager Certification
- ServSafe Alcohol Certificate
- Certified Executive Chef (CEC)
- Certified Hospitality Executive (CHE)
- Certified Food Manager (CFM)

Certifications are usually administered through professional organizations. Some organizations require that students become members to become certified

while others do not. Many certifications also may require work experience as a demonstration of competence in the field. Work experience counts as a part of the overall certification process.

Attending continuing education courses through either a local college or university also is essential for a manager to stay updated with the latest information in the industry. Many times, workshops are offered at conferences that provide continuing education credits as well.

Professional Organizations

Professional organization membership is one way to stay on the “cutting edge” of the hospitality and restaurant industry. Weekly and/or monthly newsletters, workshops, and conferences are just some of the benefits of belonging to a professional organization. Consider joining some of these organizations:

- National Restaurant Association (NRA). *Appendix A, Staying Connected with the National Restaurant Association Throughout Your Career*
- American Culinary Federation
- International Food Services Executive Association
- Council of Hotels, Restaurants, and Institutional Educators (CHRIE)

In addition, most national organizations have state and local chapters. Also consider joining specific state restaurant associations.

Other Resources

Other resources to consider for professional development opportunities include industry publications, such as *Nation's Restaurant News*, *Chain Leader*, *QSR Food Management*, and *Restaurant Business*. These publications provide the latest in industry information and should be part of a manager's journal and magazine reading list. The Internet also provides a wealth of information for the restaurant and foodservice professional, and a manager should keep up with a variety of Web-based resources to further continuous education.

Networking

Restaurant and foodservice managers must stay connected to the industry. Staying connected means networking with other industry professionals. The purpose of **networking** is to connect with several people to build relationships that may result in career advancement, industry updates, and knowledge or career enhancements. One method of networking is to attend trade shows and interact

with people who are attending. Typically, a reception is held at the beginning or closing of the trade show. Other methods for networking include the following:

- Attending designated networking sessions during conventions, seminars, and conferences
- Participating in community events and sharing information about the organization
- Attending state and local restaurant association meetings and social events
- Participating in community career days, forums, charity events, and service projects
- Attending Chamber of Commerce meetings
- Volunteering as a community mentor and getting to know key community leaders
- Becoming an active member of a professional restaurant and foodservice organization
- Visiting area competitors and other businesses to establish rapport and business opportunities

Networking is also valuable because it helps keep professionals current with industry trends. Develop a network that is both internal and external. Develop outside contacts through memberships in various professional organizations and establish a contact list of peers, vendors, and government personnel.

[what's new]

Increases in Online Professional Development Options

As the restaurant and foodservice industry continues to professionalize, more and more people are taking advantage of online professional development options, such as continuing education units or hours (CEUs/CEHs), online degrees, and even social-networking sites. Organizations such as the National Restaurant Association and the Research Chefs Association often provide online resources, such as research papers and other industry reports. The American Culinary Federation offers online classes to help members prepare for certification examinations as well as CEUs for those successfully completing online quizzes. A certain number of CEUs are required to maintain certification, and quizzes are one way to earn these credits.

Online courses and degrees are available from a wide variety of accredited programs, both colleges and trade school. Online courses can be an easy way for a busy cook or chef to take classes or earn advanced degrees. Online courses allow students to do their schoolwork from home. Social-networking sites such as Facebook, Twitter, and Culinary Cartel can help link restaurant and foodservice professionals. These sites allow members to share knowledge and build relationships. In short, where once a chef was isolated in a kitchen, the rise of the Internet has facilitated the chef's ability to interact with and learn from the world and to bring knowledge back to that once confining restaurant.

An important factor to remember about networking relationships is that they must be a two-way street. A professional does not expect his or her network to always provide information, contacts, or opportunities. Each member must return opportunities in the network as well. For example, a professional can share his or her best practices with particular individuals in his or her network.

Another networking opportunity is to seek assistance in complex problem-solving situations. Colleagues can offer insights and perspectives on challenging situations. In this way, they are developing a stronger personal relationship that is mutually beneficial to everyone in the network. Networking also promotes important dialogue among industry professionals, which in some cases promotes changes that serve to improve the overall performance of the industry.

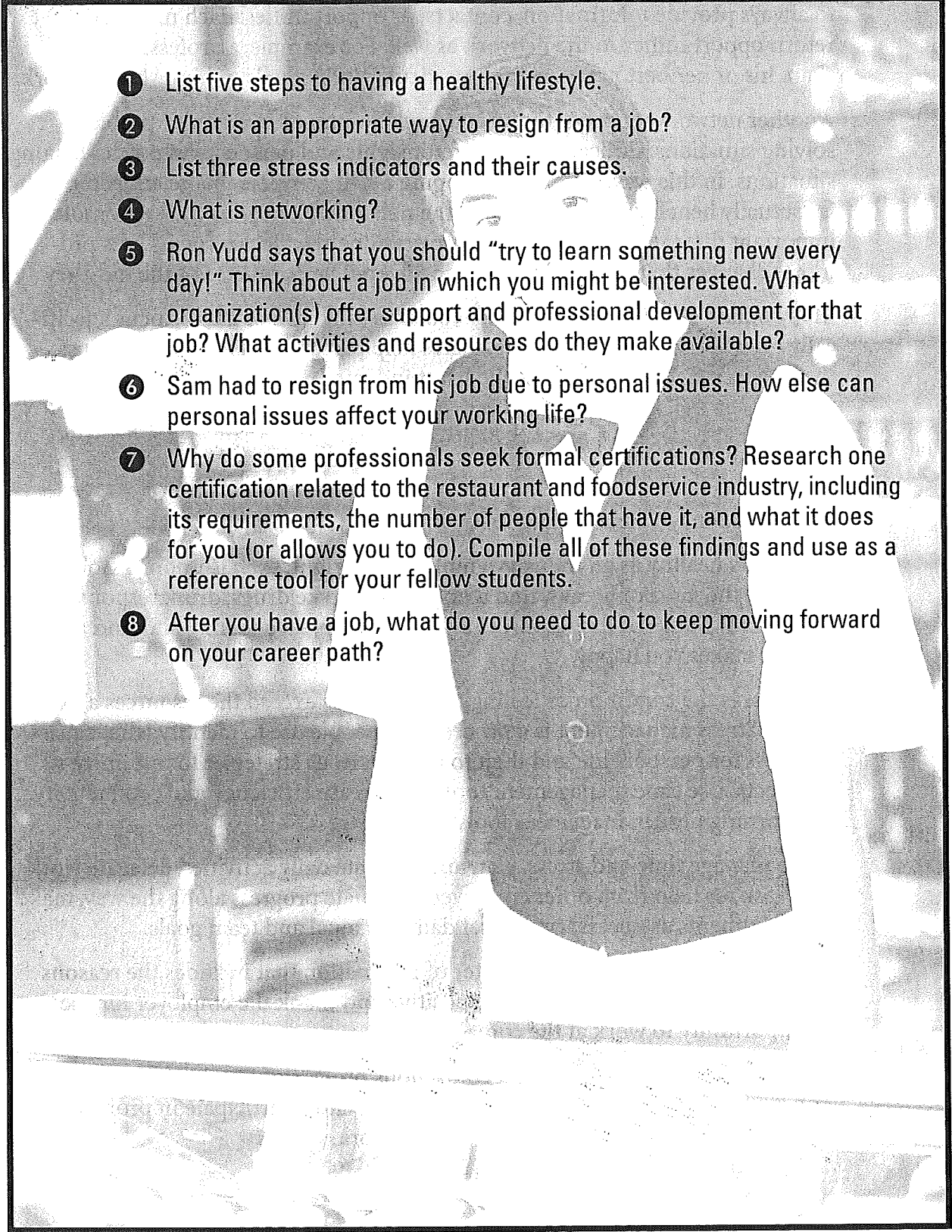
Many online social-networking sites, such as LinkedIn or Plaxo, focus specifically on career development. These sites help professionals connect, discuss their chosen fields, and discuss the latest industry news and trends.

Summary

In this section, you learned the following:

- To stay healthy as an industry employee, eat right, exercise, don't smoke, make the most of breaks, find a hobby, don't take drugs, drink responsibly, take advantage of the resources available, sleep, save money, and find a job that makes you happy.
- Stress is the condition or feeling that demands exceed the resources a person has. Stress management is a process that people use to identify what causes stress for personal life and then to apply various strategies to minimize its effects. Use time management tools to increase efficiency and productivity. Learning time management tools reduces stress.
- To manage time and stress, plan and evaluate daily activities, delegate work or ask for help from other employees, evaluate progress along the way, make adjustments as necessary, and set daily personal and team goals.
- To resign from a job, write a letter of resignation that includes the reasons for leaving. The letter should be positive and thank the employer for the opportunity to work at the company.
- Professional development is a continuous process of improvement. It allows a professional to stay current on industry trends, participate in professional organizations, become certified, and network.

Section 12.4 Review Questions

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- 1 List five steps to having a healthy lifestyle.
 - 2 What is an appropriate way to resign from a job?
 - 3 List three stress indicators and their causes.
 - 4 What is networking?
 - 5 Ron Yudd says that you should “try to learn something new every day!” Think about a job in which you might be interested. What organization(s) offer support and professional development for that job? What activities and resources do they make available?
 - 6 Sam had to resign from his job due to personal issues. How else can personal issues affect your working life?
 - 7 Why do some professionals seek formal certifications? Research one certification related to the restaurant and foodservice industry, including its requirements, the number of people that have it, and what it does for you (or allows you to do). Compile all of these findings and use as a reference tool for your fellow students.
 - 8 After you have a job, what do you need to do to keep moving forward on your career path?

Section 12.4 Activities

1. Study Skills/Group Activity: Stress Relief

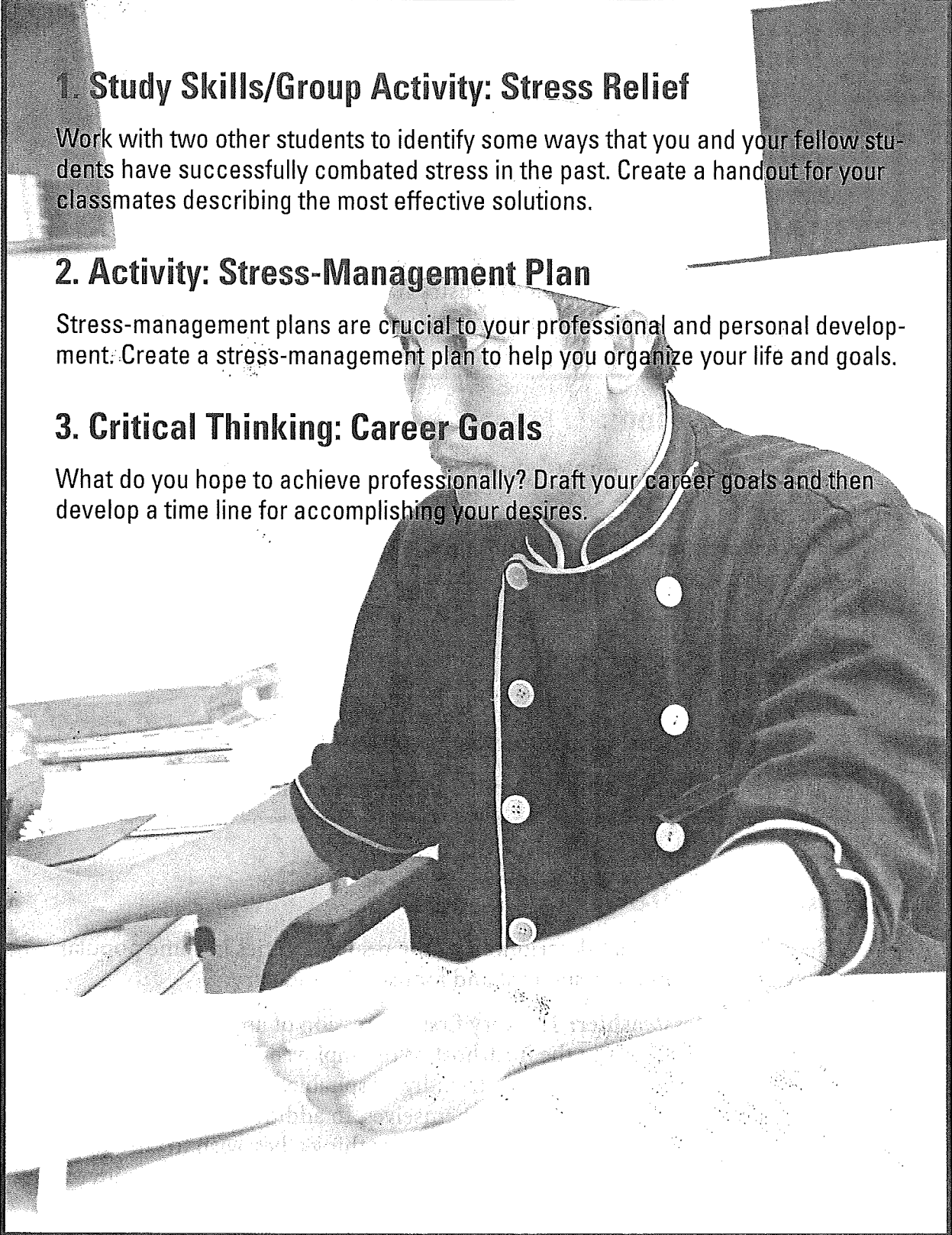
Work with two other students to identify some ways that you and your fellow students have successfully combated stress in the past. Create a handout for your classmates describing the most effective solutions.

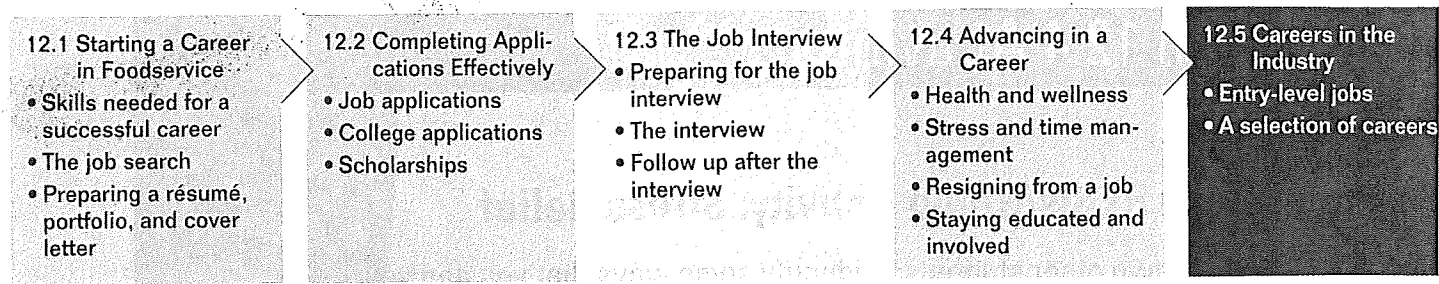
2. Activity: Stress-Management Plan

Stress-management plans are crucial to your professional and personal development. Create a stress-management plan to help you organize your life and goals.

3. Critical Thinking: Career Goals

What do you hope to achieve professionally? Draft your career goals and then develop a time line for accomplishing your desires.





SECTION 12.5 CAREERS IN THE INDUSTRY

The restaurant and foodservice industry has many career opportunities. It is among the nation's leading employers.

Study Questions

After studying Section 12.5, you should be able to answer the following questions:

- What are some of the popular entry-level jobs in the restaurant and foodservice industry?
 - What are the career opportunities in the restaurant and foodservice industry?
 - What are the career opportunities in the lodging industry?
 - What are the career opportunities in the travel industry?
 - What are the career opportunities in the tourism industry?
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Entry-level Jobs

The following are brief descriptions of the responsibilities in some popular entry-level jobs in the restaurant and foodservice industry:

- **Host/hostess/cashier:** The very first impression of an operation that guests receive is from the host/hostess or employee who meets them at the entrance. If that impression is friendly, hospitable, and gracious, guests will feel relaxed and ready to enjoy themselves. In addition to greeting customers, hosts 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 visit; and answer customers' questions

about hours of the operation, types of credit cards accepted, and what menu items are available. In some operations, hosts act as the cashier; in others, cashiers are separate positions.

- **Server:** Servers spend more time with the guests than any other employee. The server's attitude and performance have a tremendous impact on the guest's enjoyment of the dining experience. In a full-service operation, servers greet customers; take their order; serve the order; check on customers' needs after serving the meal; and continue to provide service until customers have left the table.
- **Quick-service counter servers:** Quick-service counter servers usually have only brief contact with each customer. This means that servers have only a few moments to make a good first impression. Counter servers greet customers, take their orders, accept payment, and thank customers for their patronage. Figure 12.9 shows a quick-service counter server in action.
- **Buser:** The buser assists the server and takes care of guests' needs; his or her work makes an immediate impression on guests. The buser is primarily responsible for clearing and grooming the table.
- **Prep cooks:** Prep cooks help the more experienced cooks and chefs prepare and cook guests' orders. Often, assistant cooks prepare meals, which means to portion out food, precook it, or get it ready ahead of time, so everything is ready to assemble when guests order that menu item.



Figure 12.9: A quick-service counter server.

- **Dishwasher:** Clean, sparkling, sanitary tableware is essential to an enjoyable meal, and dishwashers see that this function is fulfilled. Although the dishwashers work in the back of the house, their work is very visible in the front of the house, helping determine the guests' overall impression of the operation. The dishwasher also keeps an eye on service areas, making certain that supplies do not run out.

[trends]

Professionalization of the Restaurant and Foodservice Industry through Certification and Education

At one time, society considered cooks and chefs to be low-skilled employees and gave them little status or respect. C r me and Escoffier helped to change that with their emphasis on training and educating their employees. Today, their names are synonymous with culinary professionalism. In 1976, the American Culinary Federation successfully lobbied to list chefs as professionals instead of service workers in the U.S. Department of Labor's Dictionary of Official Titles. Although this might seem a tiny change, the impact galvanized the entire industry. More recently, the rise of the Food Network and the explosion of interest in professional and home cooking have elevated respect for cooks and chefs to new heights.

The restaurant and foodservice industry of today continues to professionalize. Employees and employers are raising their standards each day in an effort to improve both what they produce and how consumers view it. Employers increasingly demand workers with culinary degrees, diplomas, or certificates, and interest in professional certification. Each year, new culinary programs and colleges open as more and more aspiring students enroll. Opportunities for continuing education are expanding, often at conventions and trade shows, and restaurant and foodservice professionals are increasingly working to achieve certification as experts in their fields. The industry has achieved a new level of prestige and honor as society has come to recognize the intense effort and sacrifice involved in professional cooking.

A Selection of Careers

Table 12.5 describes a selection of careers in the restaurant and foodservice, lodging, travel, and tourism industries.

Table 12.5: Careers in Restaurant and Foodservice, Lodging, Travel, and Tourism**A. Careers in Restaurant and Foodservice**

Jobs in foodservice can be varied and unique. Higher-level jobs include planning menus, developing recipes, managing a restaurant and foodservice operation, writing about food, developing marketing and advertising strategies, teaching others about food and nutrition, and supplying food to restaurants.

Restaurant and Foodservice Career	Description of Responsibilities
Owner/Operators and Entrepreneurs	Owner/operators and entrepreneurs (ON-trah-prah-NOOR) own and run their own businesses. Successful entrepreneurs must dedicate themselves to their businesses. They need to be well-organized and committed to working long hours as well as have a strong general knowledge of business practices. Entrepreneurs are usually risk-takers who work well without supervision.
General managers	General managers are responsible for the overall planning, direction, and coordinating of the operation. They are responsible for hiring, firing, and promoting employees. They leave the day-to-day management of various functions to the managers, who report back to them.
Managers	Responsibilities of managers are often divided into categories within an operation, such as catering, beverage, kitchen, and dining room. They are responsible for hiring and supervising employees; staff training; maintaining an 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 other necessary tasks.
Assistant managers	Assistant managers are responsible for helping the managers . This is the usual training position for future managers.
Executive chef	The executive chef is part of an operation's management team. An executive chef oversees the entire kitchen , from supervising all kitchen employees to purchasing food supplies and making decisions about menu items.
Sous chefs	A sous chef is responsible for the kitchen team in the executive chef's absence and also lends his or her cooking expertise to overall food preparation.
Banquet chefs	Banquet chefs are responsible for catered parties, functions, and banquets. Banquet chefs usually work in lodging operations and clubs . They work closely with the catering department in an operation.
Pastry chefs	Pastry chefs are responsible for pastry and baking production in an operation. Most pastry chefs work in hotels, fine-dining restaurants, and restaurants with high volumes of customers.
Station cooks	Station cooks can be responsible for a variety of areas within a kitchen . The pantry or <i>garde manger</i> cook is responsible for cold food and buffet arrangements. The roast cook prepares meat, poultry, and fish. The sauce and stock cook prepares sauces and stocks. The vegetable cook prepares vegetables and soups, and the pastry cook prepares desserts and specialty baked goods.

continued

Table 12.5: Careers in Restaurant and Foodservice, Lodging, Travel, and Tourism *continued*

Restaurant and Foodservice Career	Description of Responsibilities
Food writers	Food writers with strong communication skills are needed to write books, magazine articles, and brochures , providing consumers with information about food and related matters. Writers may also contribute their talents to the development of training and instructional materials for both restaurants and foodservice companies.
Food stylists	Food stylists arrange food attractively for photographs to be included in magazines and brochures and to be used by government agencies, associations, and food producers and distributors.
Foodservice marketers	Foodservice marketers are active in sales, management, and distribution of food products and services. An enormous variety of food items and products must be marketed and sold to foodservice operators.
Research and development chefs	Opportunities in research and development involve the development and testing of new products in test kitchens and laboratories. Marketing and promotion tasks also can be a part of these chefs' functions. Governments, food producers, universities, and manufacturers of kitchen appliances all need people with these interests and skills.
Food scientists	Food scientists study the composition of food . They develop new food products as well as new ways to process and package them. In addition, they test food for quality, purity, and safety to ensure that they meet government standards.
Nutritionists and dietitians	Dietitians are trained in the principles of food and nutrition . They help people make wise food choices and help develop special diets when needed. Dietitians typically work in universities, restaurants, schools, hospitals, and institutional cafeterias developing nutritious menus.
Food production and food processing	Careers in this area include everything from running a food manufacturing and processing facility to distributing food products to restaurants. The production of food and delivering it to consumers requires a large network of dedicated people.
Accountants/ controllers	Accountants and controllers in the restaurant and foodservice industry are knowledgeable about trends in the industry, give financial advice, and handle payroll and financial procedures . Smaller operations contract accounting services; larger operations, hotels, and chains hire controllers to perform these functions.
Trainers	Trainers conduct training sessions for groups of employees or managers. Typically, trainers work for large restaurant and foodservice companies that own many units. Training managers are responsible for ensuring that all employees and managers receive the right kind of training for their jobs.

Table 12.5: Careers in Restaurant and Foodservice, Lodging, Travel, and Tourism continued

Restaurant and Foodservice Career	Description of Responsibilities
Retail food managers	Retail food managers are increasingly finding that their jobs are like those of restaurant managers. Many stores sell foods that are ready to eat, so managers and employees must know how to prepare food, understand and apply food safety standards, and promote what they have to their customers. This area of the industry is growing rapidly , and many employees and managers will be needed in years to come to supply this demand.
Foodservice and hospitality educators	Many opportunities are available for foodservice and hospitality education in many levels of education, including high school, two-year colleges, and universities . Positions usually require at least a bachelor's degree and training in education and/or appropriate certifications. Many people work in the industry for some time and then move into educator positions.
B. Careers in Lodging	
The careers in the lodging industry are typically divided into those with customer contact and those that support the running of the operation.	
Lodging Career	Description of Responsibilities
General management	General managers are responsible for the overall planning, direction, and coordinating of the operation . They are responsible for hiring, firing, and promoting employees. They leave the day-to-day management of various functions to the managers, who report back to them.
Accounting and financial management	These managers keep track of overall profits, record sales, and calculate costs .
Human resources	Human resources personnel not only recruit, select, and train qualified applicants, but evaluate performance as well. They are also responsible for administering federal, state, and local labor laws and overseeing the operation's benefits program.
Marketing and sales	Marketing and sales are largely responsible for generating the property's sales . They do this by making sure that its lodging facility and services are well suited to its customers' needs.
Front office	Often described as the "nerve center," the front office represents what a lodging establishment is to most guests. For this reason, it's vital that front-office employees have good people skills and know the importance of quality service.
Housekeeping	In addition to maintaining property , housekeeping personnel are responsible for keeping rooms guest-ready and ensuring that accommodations are clean and safe.

continued

Table 12.5: Careers in Restaurant and Foodservice, Lodging, Travel, and Tourism <i>continued</i>	
Lodging Career	Description of Responsibilities
Engineering and facility maintenance	Engineers and facility maintenance workers keep the physical building in good running order.
Security	Depending on its size, a lodging facility may employ a number of security personnel, including a director, watchmen, guards, and detectives.
Food and beverage	As with the front office department, employees in food and beverage need good people skills and a commitment to quality. The food and beverage director oversees the kitchen, dining room, and lounge, as well as banquet rooms and room service. The director's other responsibilities include supervising and scheduling employees, monitoring product cost control, and composing menus.
Concierge	Employed by hotels, motels, and resorts, the concierge (kahn-see-AIRJE) serves guests by helping them buy tickets to shows and events, answering questions, booking restaurant reservations, and more.
C. Careers in Travel and Tourism: Transportation	
Travel and tourism offer many options for those seeking careers in the hospitality industry, including jobs in restaurant and foodservice, lodging, human resources, accounting, marketing, and many other areas.	
Transportation careers focus on all aspects and methods of traveling. Many of these companies must employ drivers, ticket agents, mechanics, engineers, managers, and other administrators.	
Transportation Careers	Description
Travel agent	Helping travelers with just about all of their arrangements, travel agents must know how to make airline reservations, plan trips, and set itineraries, which are travel plans. They also rent cars, purchase tickets for shows and events, book cruises and train travel, make hotel reservations, and put together tours and travel packages. Travel packages combine several travel services for one set price. Travel agents are often sent on trips so they can describe the hotels at which they've stayed and the places they've visited.
Corporate travel office employees	Many companies are large enough to employ their own in-house travel services. Employees of these corporate travel offices take care of the arrangements for the company's employees, officers, and representatives, much like travel agents do for the public.
Airline careers	The airline industry offers a number of jobs, including flight attendant, reservations agent, ticket agent, pilot, mechanic, and baggage handler. Airports themselves also employ many people, such as baggage porters (skycaps), restaurant and foodservice workers, and taxi coordinators.
Trains	Both the national railway and local lines employ many people. Conductors, engineers, and ticket agents make up the core of this industry. Many stations also have restaurant and foodservice operations.

Table 12.5: Careers in Restaurant and Foodservice, Lodging, Travel, and Tourism continued

Transportation Careers	Description
Cruise ships	The lifestyle required of a crew member isn't for everyone, but opportunities in cruising are varied and plentiful . Many large cruising ships can have a thousand employees on board, from chefs to engineers to entertainers.
Charter services	Private companies offer specific traveling arrangements for groups or individuals. Opportunities include private aviation and bus charters, among others.
Buses, limousines, and cars	Drivers of all types are an important part of this segment. Car and limo services are especially popular in urban areas. Rental car companies would also be included here.
D. Careers in Travel and Tourism: Tourism Careers in this area focus on the many ways that people spend their time and money when they're away from home.	
Tourism Careers	Description
Tour guide	Some travelers choose to be part of an organized group with a leader who knows all about where the group is, where it's going, and how to get from one place to another. That leader is the tour guide. Many tour guides lead trips that appeal to niche markets , or groups of people having similar interests, ages, or skills, and common travel objectives.
Tourism office employees	Tourism offices are established by state and local governments and provide information to people who are visiting or who would like to visit an area. Many people work in and for these offices by answering questions, creating marketing and advertising campaigns, and collecting statistics on travelers.
Convention and meeting planners	Planners are needed to see to the countless arrangements and details that go into large meetings and conventions . Planners do everything from inviting speakers and arranging meeting rooms to hiring video producers and selecting banquet centerpieces. They may work for a company or act as an independent contractor.
Travel writers and photographers	Most newspapers and many magazines and journals carry travel-related stories . Journalists and professional photographers provide the words and photos for these stories. Many travel firms and tour companies also employ writers and photographers to create promotional materials.
Theme park and amusement park employees	Large theme parks can employ hundreds or sometimes thousands of people. The Disney Company, for example, has become one of the largest employers in the world, with Disney World alone employing thousands of people in management, accounting, administrative, and entertainment positions .
National Park Service (NPS)	Park rangers are probably the most famous type of employees of the NPS, but many other professionals are involved in protecting the nation's parks. They include archaeologists, firefighters, restaurant and foodservice managers, and many administrative positions.