

CHAPTER 2

CAREER OPPORTUNITIES





Study Questions

- 1 What are the career opportunities in the restaurant and foodservice industry? How are they typically categorized?
- 2 What are some of the popular entry-level jobs in the restaurant and foodservice industry?
- 3 What skills do restaurant and foodservice professionals need?
- 4 What things can help you manage your health and wellness throughout a restaurant and foodservice career?
- 5 How are time and stress connected? How can you manage these forces?
- 6 What is the importance of professional development?



Key Terms

Front of the house

Mentor

Back of the house

Stress

Entry-level job

Stress management

Career

Time management

Career pathway

Networking



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INTRODUCTION

ONE IN THREE AMERICANS GET THEIR FIRST JOB IN THE RESTAURANT AND FOODSERVICE INDUSTRY. MILLIONS OF PEOPLE THEN GO ON TO HAVE REWARDING, LIFE-LONG CAREERS. MANY OF TODAY'S MANAGERS WILL GO ON TO HAVE A JOB TENURE OF 20 YEARS OR MORE.

The restaurant and foodservice sector offers a tremendous variety of jobs and career paths. This chapter focuses on what the industry has to offer. You will get a chance to look at the various employment opportunities that are available. Positions span from entry-level to executive and cover more than you might think. You will also learn about the skills you need to be successful in the industry, from the start and as you work your way up.

FOODSERVICE CAREER PATHWAYS

For organizational purposes, jobs in the restaurant and 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 2.1](#) shows a hostess working the podium and seating guests.

Back-of-the-house employees work outside the public space. Back-of-the-house positions include chefs, line cooks, pastry chefs, crew (or shift) supervisors, dish washers, bookkeepers, storeroom clerks, purchasers, and menu planners. While these employees do not ordinarily serve guests directly, they are service professionals because they support the employees.

In recent years, cooks and 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, as seen in [Figure 2.2](#), 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 guests. In environments like these, the back-of-the-house staff can benefit from some customer service training.



Figure 2.1: A front-of-the-house hostess ready to greet and seat guests.



Figure 2.2: Diners are able to see these back-of-the-house chefs at work in an exhibition kitchen.

Entry-Level Jobs

As your career interests become more defined, you can expect to begin in an entry-level position. An **entry-level job** is one that requires little or no previous experience. These jobs are an important starting point for all career pathways. Entry-level jobs usually lead to other positions with more responsibility that require more experience and/or specialized skills. The restaurant and 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 restaurant and foodservice industry include host/hostess, buser (see [Figure 2.3](#)), assistant cook, server, expeditor, and dish washer (see [Figure 2.4](#)). It is easy to see why these jobs are important to the operation. Each role is important to the success of the business as a whole. The operation can only be as good as its team.

[Table 2.1](#) provides brief descriptions of some of the popular front-of-the-house, entry-level positions in the industry.

TABLE 2.1: FRONT OF THE HOUSE	
JOB	PRIMARY RESPONSIBILITIES
Hosts/hostesses	<ul style="list-style-type: none"> • Provide a first impression of the operation to guests • Assist guests with coats or other items to be stored while eating • Take reservations • Take guests to their table • Offer farewells and thanks to exiting guests • Answer phone questions about the operation—hours, credit cards accepted, what the menu is like, etc.
Cashiers	<ul style="list-style-type: none"> • Process payments (sometimes combined with a host or hostess's other tasks) • Offer farewells and thanks to exiting guests
Servers	<ul style="list-style-type: none"> • Greet guests at their tables • Take and serve orders • Check on guests throughout the dining experience • Deliver the bill—or “check”—to guests at the end of their meal
Quick-service counter servers	<ul style="list-style-type: none"> • Greet guests (who are usually in a line, not seated) • Take orders • Process payments • Offer thanks to guests
Busers	<ul style="list-style-type: none"> • Clear plates • Clean tables (during meals and after guests have eaten) • Set tables for new guests



VIDEO

Entry-Level Jobs

For a video on entry-level jobs, please go to: Textbooks.Restaurant.org/Videos.



Figure 2.3: A front-of-the-house buser clears a table after guests have left.



Figure 2.4: Dish washers clean dishes, utensils, and equipment in the back of the house.

The people in these front-of-the-house jobs have a very large impact on how much guests like their dining experiences. Friendly and positive interactions with guests are critically important to ensure that the guests will want to return. Servers especially must have an open and enthusiastic approach to talking to guests, as they are the people interacting with the guests the most. Busers also play an important role, as their work reflects the operation's attention to detail, pace, and level of service.

Table 2.2 provides brief descriptions of some of the popular back-of-the-house, entry-level positions in the industry.

TABLE 2.2: BACK OF THE HOUSE	
JOB	PRIMARY RESPONSIBILITIES
Prep cooks	<ul style="list-style-type: none"> • Help the more experienced cooks and chefs to prepare orders • Portion out food, precook food, and prepare ingredients ahead of time
Dish washers	<ul style="list-style-type: none"> • Clean and sanitize dishes, utensils, and cooking equipment • Replenish service areas to ensure staff has what it needs to service guests



INDUSTRY

Getting Your Foot in the Door

Finding your first entry-level job in the restaurant and foodservice industry might seem a little intimidating. You can learn more about the possibilities by researching job descriptions online. Be prepared to apply by having your résumé and references ready. Spread the word to family and friends that you are looking for work. Most importantly, stick with it. A job search often takes patience and time.

Although these back-of-the-house positions do not typically have any guest contact, they are still important when it comes to guest satisfaction. Of course, the food that the prep cooks help to create makes a major impression on guests. A dish washer's work is equally visible. Clean plates and utensils are essential for guests to eat safely and comfortably.

Jobs in foodservice can be varied and unique. Through entry-level positions and continued education, successful career pathways can lead you to higher-level jobs. Such jobs include positions in operations management, financial management, human resources management, culinary and nutrition management, research and development, marketing, and many other areas.



KNOWLEDGE CHECK

- 1 Explain the difference in responsibilities between front-of-the-house and back-of-the-house employees. Provide examples.
- 2 What is an entry-level job?
- 3 Describe five popular positions in the front of the house.

SKILLS NEEDED FOR A SUCCESSFUL CAREER

As you probably know, a **career** is a profession or work in a particular field that individuals choose for themselves. People advance in their careers by mastering the skills needed for their jobs and by showing that they are qualified to take on new responsibilities. Training and experience are important, but employers are also looking for certain skills. Students can develop some of these while they are still in school.

Training and additional education can help motivated individuals move through their career pathway. A **career pathway** is a series of jobs through which people can advance to further their careers. All of these skills become more complex as individuals progress from beginner to intermediate to advanced for each stage of their career:

- **Communication and teamwork:** The ability to communicate effectively is important for virtually any job. Communication skills include writing, speaking, reading, and listening. Understanding and following directions are also important. Employees, especially in the restaurant and foodservice industry, must be team players, doing their share of the workload. Sometimes, employees also must be willing to do more than their share of work for a team, if that is what it takes to get the job done.
- **Positive attitude:** Maintaining a positive attitude is a key attribute of any employee, as shown in [Figure 2.5](#). Employers, customers, and coworkers value a person who is enthusiastic and optimistic. The challenge is keeping this attitude even when things are going wrong.
- **Willingness to learn:** Learning new information and new ways of doing things is important to career success. Employees who advance are the ones who are willing to learn new skills and techniques and not think that the way they know is the only way to do something. Stay flexible.
- **Technology skills:** Technology is critical to success. Most jobs today require basic knowledge of computers. Computer skills are also valuable in the restaurant and foodservice industry. For example, in many restaurants, servers place orders on computers; cashiers and counter servers in quick-service operations use computerized cash registers.
- **Math skills:** Math skills are also essential, even though computers may be used. For example, servers and bartenders often work with tip percentages. Ordering product also requires a strong sense of prices, quantities, and discounts. Back-of-the-house positions count, weigh, and measure items frequently in addition to calculating yields and converting recipes.
- **Analyzing and problem solving:** Critical thinking and problem solving are also important skills to develop. Employers value employees who can think of fresh solutions to problems.

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Figure 2.5: Maintaining a positive attitude in an entry-level position will go a long way toward advancing your career.



VIDEO

Skills Needed for a Successful Career

For a video on the skills needed to have a successful career, please go to: Textbooks.Restaurant.org/Videos.



Figure 2.6: A server delivering chicken parmesan to a guest.



DID YOU KNOW

According to the U.S. Bureau of Labor Statistics, as of 2015:

- The median hourly pay of servers, without tips, was \$9.25.
- Foodservice managers earned a median base salary of \$48,690 per year.
- Chefs and head cooks earned a median base salary of \$41,500 per year.

- **Knife and other equipment skills:** Knowing how to use the basic tools and equipment is essential to working in a kitchen. To progress in a restaurant or foodservice career, employees should seek to broaden the number of techniques and processes they learn to perform. This helps to increase their versatility and makes an employee more likely to advance.
- **Food safety knowledge:** You must keep food safe, no matter how busy a shift might be. Knowing how and why to keep food safe will ensure customers never get sick from the food served. Food safety knowledge is fundamental to every operation in the industry.
- **Product knowledge:** Servers who know details about menu items better meet their customers' needs. In the back of the house, this knowledge helps produce high-quality food consistently. It can also help keep guests with food allergies safe.

As individuals progress through a restaurant and foodservice career, they learn skills from all areas of the restaurant. They might be involved in every step of the flow of food through the operation, from writing specifications for what food they want to buy to delivering chicken parmesan to a table, as shown in [Figure 2.6](#). Successful restaurant managers assist in all areas of the restaurant operations. Managers are responsible for all areas of the restaurant environment. Sometimes that means taking a drink order or helping the kitchen get through a lunch rush. The environment a manager creates is just as important for the customer as it is the employee.

How to Develop These Skills

No matter what career you intend to pursue, you can do many things to help develop your skills:

- Make a commitment to put forth your best effort in all that you do.
- Work part-time in the industry while in school to gain experience.
- Take on challenges in school and work to learn new skills.
- Be active in school clubs and activities.
- Volunteer time in the community. For example, you can help in a local soup kitchen, nursing home, or food bank.
- Take some time to research, read, and learn on your own.
- Get access to a computer if you can. Become familiar with basic computer functions and software programs, including word processing, spreadsheets, presentation software, and effective Internet searching.
- Take advantage of every opportunity to improve learning and work habits while you are still in school and working part-time. The more you practice these habits now, the farther you will be able to advance in your career.

Begin to look for someone whom you can call a **mentor**. A mentor is someone who can play the role of a wise advisor to help guide you along your career path. See [Figure 2.7](#). Ideally, this person will be a mature individual with an established career of his or her own. Mentors can be either personal or professional. Personal mentors are individuals who are focused on your personal fulfillment and supportive of your professional growth. Professional mentors are individuals whom you typically work with and who are focused on your professional growth and supportive of your personal growth. A mentor should be available to offer insights, coach, be a sounding board, and provide feedback on career-development plans and progress.

Along with identifying a mentor who can help with your personal and professional development, also develop a strong relationship with one of your current supervisors. The more a supervisor understands your goals and desire to learn new skills, the more likely it is you will get opportunities to grow.



Figure 2.7: A chef giving employees valuable advice.

ESSENTIAL SKILLS MAKING THE MOST OF A MENTOR

Developing a relationship with a mentor, as shown in [Figure 2.8](#), is one of the most rewarding things you can do personally and professionally. Identify candidates you believe you can learn from, and then talk with them about their willingness to help in your growth before you make a final selection. Although it is wise to have a single mentor, remember that good advice can come from many places. Someone who is not a strong mentor candidate may still be a good source of information and assistance in your growth.

Here are some ways to work with a mentor:

- 1 **Make regular appointments with a mentor.** Be respectful of the person's time. Be attentive and committed to set career goals.
- 2 **Be prepared with a meeting outline to discuss agreed-upon topics.** Be focused on the meeting and your career needs. This person is committing time to you, so in return make it as easy as possible to participate.
- 3 **Be responsible.** If you want a recommendation letter for a school, scholarship, or job, do not wait until just before the deadline to ask a mentor. Always present yourself in the best possible light, and think and plan ahead when working with your mentor.
- 4 **Express appreciation in a professional way.** A thank-you note or email is always appropriate.



Figure 2.8: A mentor happily shares her knowledge with an attentive learner.

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A SELECTION OF CAREERS

Now that you have an understanding of the entry points into the restaurant and foodservice industry, it is time to look at some of the long-term career opportunities that are available. [Table 2.3](#) provides a brief description of a selection of careers in the restaurant and foodservice industry.

The jobs explained in the table focus mainly on what happens inside a restaurant or foodservice operation. But there is a tremendous variety of career opportunities available in the industry that go beyond the four walls of a restaurant business. A few examples that you might consider exploring include:

- Food science
- Culinary research and development
- Nutrition and dietetics
- Facilities and engineering
- Marketing and sales
- Accounting and financial management
- Human resources

[Figure 2.9](#) shows a variety of foodservice employees in their uniforms or work clothes.



Figure 2.9: A variety of foodservice employees.



DID YOU KNOW

There are more than 14 million restaurant industry employees. It is estimated that there will be an additional 1.7 million new restaurant jobs created by 2025.

TABLE 2.3: CAREERS IN THE RESTAURANT AND FOODSERVICE INDUSTRY

CAREER	DESCRIPTION OF RESPONSIBILITIES
Owner/operators and entrepreneurs	Owner/operators and entrepreneurs 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 in addition to having a strong general knowledge of business practices. Entrepreneurs are usually risk-takers who work well without supervision.
District managers	District managers are responsible for multiple operations in a particular region. They work closely with both offices and the restaurants' general managers to ensure the operations are running correctly. They need solid leadership skills and show an ability to make complex decisions quickly.
General managers	General managers are responsible for the overall planning, direction, and coordination of the operation. They are responsible for hiring, promoting, and terminating 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. Assistant managers are also typically assigned focus areas such as catering, beverage, kitchen, housekeeping, and dining room operation.
Executive chefs	Executive chefs are a part of an operation's management team. Executive chefs oversee the entire kitchen, from supervising all kitchen employees to purchasing food supplies and making decisions about menu items.
Sous chefs	Sous chefs are responsible for the kitchen team in the executive chef's absence and also lend their 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 cook, or garde-manger, 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.

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Figure 2.10: Focus on wellness with exercise.

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. 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 dish washers. Some of the most famous chefs did, too.

The most important thing employees can do to ensure that they advance in a restaurant and foodservice career is to take care of their bodies and minds. See [Figure 2.10](#). Staying healthy is the key to building skills, gaining experience, and achieving success (see [Table 2.4](#)).

Stress and Time Management

Ever feel like you do not have enough time in a day to do everything that you want to do while also doing all the things you need to do? If so, you are not alone. Most people want a life that balances work (or school) and home.

Stress is the condition where, 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 of time. Far too often, people feel intense daily pressures.

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, the desire to get into college, and relationships with friends, parents, and teachers. It might also be due to the loss of a family member, a breakup, constant changes, or a failure to accept what cannot be changed. Workplace challenges, such as a lack of planning or poor communication, also can contribute to stress levels.

Stress management is a process people use to identify what causes stress for them in the workplace as well as in their personal lives. Once a source of stress is identified, various strategies can be applied to minimize its effects.

TABLE 2.4: TIPS FOR STAYING HEALTHY

	<ul style="list-style-type: none"> • Eat right: Eating healthy helps you avoid disease and maintain a high energy level.
	<ul style="list-style-type: none"> • Get exercise: Exercise is good for your body and will often lead to more energy. Be as active as possible. Take the stairs when you get to work. Even five extra minutes of walking adds to an overall daily exercise amount.
	<ul style="list-style-type: none"> • Work-life balance: Because this type of work can be demanding, it is important to give yourself a break in order to prevent burnout. Find an activity outside of work, such as a recreational sports team or hobby. A balance between work and a personal life is key to ensure your passion for the job leads to a long career pathway.
	<ul style="list-style-type: none"> • Take advantage of the resources offered: Many companies offer resources like recreational sports teams or company outings to allow employees to relax and recharge. Some companies also offer health and wellness programs, including gym memberships. Use the vacation time you receive to take breaks as well.
	<ul style="list-style-type: none"> • Avoid substance abuse: Restaurants are famously fast paced, and some people can struggle with that type of demanding environment. Using cigarettes, drugs, and alcohol as a way to cope can lead to life-long problems. These substances can ruin careers and lives. Making legal, safe choices is the best plan for also maintaining your health.
	<ul style="list-style-type: none"> • Have a plan for saving money: As you gain experience and earn more responsibility in your career, you will receive opportunities for jobs with greater pay. This will allow you the chance to save for large expenses and could also help you take advantage of later opportunities.
	<ul style="list-style-type: none"> • 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 a work culture that fits your personality.



TECHNOLOGY

There's an App for That

Lots of tools are available to help with stress and time management—and you likely have access to them already. Most smartphones include daily planners, reminders, and note-taking apps. You can also find apps to help you organize as well as make decisions—or, of course, take a mental break.

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 unimportant activities and avoidable problems.

The skills needed for effective time management include:

- **Planning:** Document what needs to happen during a certain period of time (daily, monthly, yearly).
- **Goal setting:** Always set a timeline 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 you do during a day can result in better planning, decision making, delegating, and goal setting. Consider leaving a small percentage of time during the day for unexpected tasks or events. That way, an entire daily plan will not be thrown off track if a surprise happens.



ESSENTIAL SKILLS HANDLING SELF-IMPOSED PRESSURES

Everybody gets stressed. Sometimes, factors outside our control—like school or friends—can make life a little difficult. But people often also cause their own stress through self-imposed pressures. Here is how you might be able to handle them:

- 1 **Procrastination:** It is always easier to postpone completing a task until later, but working at the last minute, or missing important deadlines, can be a big source of stress. Try making a list (see [Figure 2.11](#)) 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 are eating the wrong foods, or not enough of the right foods, your body and brain are not receiving proper nutrition. Without the correct nutrition, your body loses the proper fuel to keep you energized. Lack of adequate diet can cause significant short- and long-term damage to your health. Consider speaking with a registered dietitian 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 out there. One effective way to get moving is to enlist a friend. Having a partner can motivate you to exercise, even on those rainy mornings when you just want to stay in bed. Scheduling a regular exercise time is important, too; otherwise, it is easy to leave exercise out of your routine. You do not need a gym membership; just going for a walk can relieve stress. If you have not exercised in a while, consider speaking with a health-care professional before beginning an exercise program.
- 4 **Smoking, drinking, and drug use:** It is 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. They alter your body's functions and can actually add stress, which can cause both physical and mental damage. 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 are not using these substances, do not start.



Figure 2.11: Check off tasks from your to-do list as you finish them.

STAYING EDUCATED AND INVOLVED

Part of self-development is being involved in the industry's current conversations. Look for opportunities that help you understand how the industry is changing. You can use that knowledge to help grow your skills and adapt to new trends and ideas. Some possible opportunities include:

- **Industry publications and online groups:** You can keep track of the latest news via web-based publications such as *Nation's Restaurant News* and *Restaurant Business*.
- **Professional organizations:** Membership in an organization often comes with access to research, newsletters, education, conferences, and workshops. The National Restaurant Association (NRA) and the American Culinary Federation (ACF) are examples of professional organizations.
- **Certifications:** A certification shows that a person has demonstrated a high level of skill and has met specific performance requirements (often through an examination). Certifications are usually administered through professional organizations. Some certifications are highly desired by employers. Certification examples include the ServSafe Food Protection Manager Certification, the Certified Executive Chef (CEC), and the Certified Hospitality Executive (CHE).
- **Continuing education:** Community colleges and universities frequently offer classes for working professionals to stay current in skills. Some conferences also feature education sessions for this purpose.

Networking

The purpose of **networking** is to connect with several people to build relationships that may result in career advancement, industry updates, and greater knowledge and skill. Networking also promotes important dialogue among industry professionals, which in some cases promotes changes that serve to improve the industry overall.

One method of networking is to attend industry-focused conferences and trade shows where you can talk with and learn from other attendees. Most of these events offer education sessions and social events where you can meet people, as well as exhibit booths where vendors explain their products. Other methods for networking include:

- 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
- Volunteering as a community mentor and getting to know key community leaders

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DID YOU KNOW

As a student of the ProStart program, you could earn certificates of recognition for passing exams as well as the National Certificate of Achievement from the National Restaurant Association.



TECHNOLOGY

Online Professional Development Options

Many people take advantage of online professional development options. These can include classes, forums, certifications, and social networking.

Professional organizations such as the Research Chefs Association and the American Culinary Federation provide online classes and other information about the professional culinary world. LinkedIn is a very popular site that allows members to share knowledge and build relationships with others in the industry.

You can find out more at:

Culinology.org
Acfcchefs.org
Linkedin.com

- Visiting area competitors and other businesses to establish rapport and assess business opportunities

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 participate and offer opportunities in the network as well. [Figure 2.12](#) shows how networking connects professionals.



Figure 2.12: Networking will help you connect with other professionals, which will help you advance in your career. But remember that networking is a two-way street; each member must participate.

KNOWLEDGE CHECK

- 1 Why is it important to have a mentor?
- 2 Describe five careers in the hospitality industry.
- 3 List the steps to having a healthy lifestyle.
- 4 What skills are needed to effectively manage your time?
- 5 What is networking?

SUMMARY

In this chapter, you learned the following:

- Front-of-the-house employees serve guests directly. The back-of-the-house employees work outside the public space.
- Entry-level positions require little or no previous experience and usually lead to other positions with more responsibility. Entry-level jobs in the foodservice industry include host/hostess, buser, assistant cook, server, expeditor, and dish washer.
- Restaurant and foodservice professionals must have the following: communication and teamwork skills, a positive attitude, technology skills, math skills, analyzing and problem-solving skills, knife and the other equipment skills, food safety knowledge, and product knowledge.
- To stay healthy as an industry employee, eat right, get exercise, maintain work-life balance, take advantage of the resources offered, avoid substance abuse, have a plan for saving money, and find a job that makes you happy.
- Stress is the condition where, or feeling that, demands exceed the resources available for use. Stress management is a process that people use to identify what causes stress for personal life and then apply various strategies to minimize its effects.
- Staying involved in the industry includes staying current with industry publications and online groups, participating in professional organizations, networking, and completing training and education.



CASE STUDY FOLLOW-UP

Refer back to the unit-opening case study, and answer these questions.

- Question 1:** If Michele starts to get stressed in her role of manager at Salvatore's, what are some coping mechanisms she can use?
- Question 2:** Now that Michele is manager at Salvatore's, what are some ways that she can stay involved and connected to the restaurant industry?

CHAPTER ACTIVITIES

Language Arts: Mentoring

Mentors can play an important role in your career and beyond. Many people have mentors for different aspects of their lives—school, sports, family, etc. Write two paragraphs about a mentor in your life. In the first paragraph, explain the qualities of the person that makes him or her a good mentor. In the second paragraph, describe how you plan to work with your mentor to meet your goals. If you do not currently have a mentor, use these paragraphs to describe what you would like to find in a mentor and ideas about how you can find one.

Science: The Purpose of Stress

What exactly is stress? How has it played a role in human evolution and development? Some physical indicators are listed in this chapter, but what in your body makes those changes happen? Does “good” stress differ physiologically from “bad” stress?

Write a report explaining the science of stress, focusing on what it is, why it is important, and what it can do to your body and mind. Make an argument for why stress should or should not be a factor in our contemporary lives. What needs does it serve, if any?

Math: Scheduling Your Time

Based on a 40-hour workweek, detail your current school schedule. Log your hours as appointments into a time planning tool. Include in your schedule all sports and group project meetings. Add up all of the hours you spend a week after you have entered them into your schedule, and determine how many hours over the normal 40 hours in a workweek you are putting in to set up your future plans.

Collaboration: FOH or BOH?

Eager to meet new people every day? Can't imagine working anywhere other than behind the grill? Pair up with someone to create opposing presentations. One of you should explain the benefits of working in the front of the house, while the other focuses on the back of the house. Use job descriptions, blogs, and other industry resources to support your ideas.

Career Readiness: Off the Career Path

The positions in this chapter focus on jobs and career pathways in restaurant and foodservice operations. Identify three positions that you find interesting that are outside the paths described already in this chapter but are still part of the food industry. List their primary responsibilities, the skills you might need to be successful in them, and why you find these jobs interesting.

Critical Thinking: Diagram

Beginning with a typical entry-level position, diagram three potential career paths, including at least three positions in each path.

EXAM PREP QUESTIONS

- 1 The first impression of an operation that guests receive is usually from the
- A chef.
 - B server.
 - C host/hostess.
 - D general manager.
- 2 Who is responsible for the kitchen team in the executive chef's absence and also lends his or her cooking expertise to overall food preparation?
- A Sous chef
 - B Station chef
 - C Dietitian
 - D Banquet chef
- 3 Who is responsible for the overall planning, direction, and coordinating of a restaurant or foodservice operation?
- A Owner
 - B Sous chef
 - C Executive chef
 - D General manager
- 4 The execution of processes and the use of tools that increase a person's efficiency and productivity are called
- A time management.
 - B stress management.
 - C career management.
 - D situation management.
- 5 Which skill is most essential for long-term success in a foodservice career?
- A Math skill
 - B Physical strength
 - C Programming ability
 - D Hand-eye coordination
- 6 Participating in online forums, attending local events, and taking a class are all potential ways to
- A manage stress.
 - B volunteer.
 - C network.
 - D set goals.
- 7 Which position is considered entry-level?
- A Sous chef
 - B Expediter
 - C Sommelier
 - D Hostess
- 8 Which position is in the back of the house?
- A Chef
 - B Server
 - C Buser
 - D Host
- 9 What is delegating?
- A Identifying the importance of tasks and then choosing their order of completion
 - B Documenting what needs to happen during a certain period of time
 - C Assigning tasks to someone else and ensuring their completion
 - D Postponing the completion of tasks to a later date
- 10 Which is NOT a skill needed for effective time management?
- A Planning
 - B Setting priorities
 - C Procrastination
 - D Delegating