

Becoming a Culinary Professional

SECTIONS

- 4.1 Employability Skills
- 4.2 Seeking Employment
- 4.3 On the Job

WRITING ACTIVITY

Cover Letter

Choose a job in the foodservice industry that you believe you are qualified for and write a cover letter as if you were applying for that job. Use proper grammar and punctuation, and explain why you are qualified for the position.

Writing Tips

- 1 Explain your employment goal clearly.
- 2 Edit carefully for spelling and punctuation mistakes.
- 3 Reflect your attitude and communication skills.

EXPLORE THE PHOTO

Working in the foodservice industry requires many skills. *What are some other skills a chef must have besides cooking skills?*



Employability Skills

Develop the skills you will need for success in the foodservice industry.

Reading Guide

Before You Read

Preview Read the Key Concepts. Write one or two sentences predicting what the section will be about.

Read to Learn

Key Concepts

- **Demonstrate** basic employability skills in foodservice.
- **Evaluate** the characteristics of a positive work ethic.
- **Identify** the leadership skills necessary for foodservice employment.

Content Vocabulary

- calculate
- make change
- active listening
- distraction
- work ethic
- responsibility
- flexibility
- honesty
- reliable
- teamwork
- commitment
- leadership
- resource
- prioritize

Academic Vocabulary

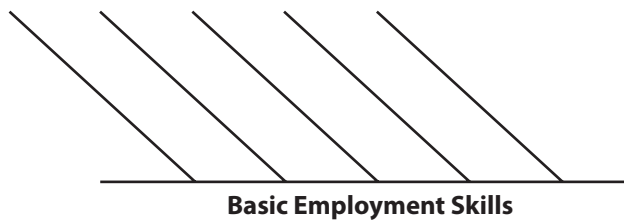
- quality
- compensate


Main Idea

To be employed in the foodservice industry, you must draw on skills that help you find and keep a job.

Graphic Organizer

Use a fishbone chart like the one below to list the five basic employment skills foodservice employees need to have to be successful.



 **Graphic Organizer** Go to this book's Online Learning Center at glencoe.com for a printable graphic organizer.

ACADEMIC STANDARDS

English Language Arts

NCTE 12 Use language to accomplish individual purposes.

Mathematics

NCTM Number and Operations Compute fluently and make reasonable estimates.

NCTE National Council of Teachers of English

NCTM National Council of Teachers of Mathematics

NSES National Science Education Standards

NCSS National Council for the Social Studies

Sharpen Your Basic Skills

Congratulations! You have decided to pursue a career in foodservice! Whether you see yourself as a pastry chef or a restaurant manager, your next step is to make your goal a reality. The skills you will need to have to find and keep a job in foodservice are the same skills that you need to find and keep a job in any other field. You may already have many of these basic skills. However, you may need to work on certain skills. This section will help you polish the abilities you have and develop the skills you need to be successful in the foodservice industry.

Imagine that you are a foodservice employer looking to fill a job. What skills would you look for in a new employee? What attitude would you look for in an employee? The skills and attitude you want would depend on the job you were trying to fill. You might look for someone with a particular type of education, training, and work experience. For example, you would want a dining room manager to have experience managing facilities and employees.

Beyond any foodservice knowledge and experience, however, every employer expects you to have certain basic skills. To work toward a successful career in foodservice, improve your basic skills. These skills include the ability to calculate, communicate, think, negotiate, and work as a member of a team. Basic skills will help you get the knowledge and experience you will need for your career. They will also help you make a good impression during a job interview. First impressions are very important because they can last for a long time.

Math Skills

The ability to calculate and perform other math skills is a basic part of every foodservice job. To **calculate** means to work with numbers. You will add, subtract, multiply, and divide numbers in a foodservice career.

For example:

- Cooks, chefs, and bakers must use math skills to adjust recipe yields, weigh ingredients, and adjust cooking times and temperatures for different foods.
- Servers use math skills to calculate customers' bills, calculate sales tax, make change, and keep track of tips.
- Foodservice managers use math skills to order supplies, schedule deliveries, set up employee work schedules, complete payroll and tax forms, set portion sizes, and estimate profits for the business.
- All foodservice employees use basic math skills to keep track of their work hours and pay rates.

Some situations where math skills are used include weighing and measuring, working with percentages, and making change.

Weighing and Measuring

Ingredients must be accurately weighed and measured for recipes. This ensures that the food will be of a high quality. It also ensures that the recipe will turn out the same way every time it is made. You will also need to understand simple fractions to read and follow most recipes. Fractions may need to be multiplied or divided for recipes as well. They also may need to be converted to percentages like these:

$$\frac{1}{4} = .25 = 25\% \quad \frac{1}{3} = .33 = 33\%$$

$$\frac{1}{2} = .50 = 50\% \quad \frac{2}{3} = .66 = 66\%$$

$$\frac{3}{4} = .75 = 75\%$$

Working with Percentages

Foodservice workers must often work with percentages in recipes. For example, a recipe might read, "The fat should make up 40% of the dough." To make the recipe, you must know how to calculate using percentages. Percentages are also used to calculate the sales tax on the cost of a food item or a meal. A tax of 8%, for example, means adding 8 cents for every dollar to the total bill. Converting the percent to a decimal may make working with percentages easier.

Making Change

Servers, cashiers, and hosts need to know how to make change for customers. To **make change** means to count back the correct amount of change to a customer from the money he or she has paid for a check. This means you must be able to use math skills without using a pencil and paper. When making change at a table or cash register that does not automatically calculate the change amount for you, count up from the total of the check to the amount of money the customer gave you. Begin with the smallest coin and count up to the largest bill. For example, imagine that a customer pays for a \$15.25 check with a \$20 bill. You would count back the change of \$4.75 as, “Seventy-five cents makes \$16, and four dollar bills make \$20.”

When using a point-of-sale computer system that shows the amount of change that is due to the customer, count out the change from the largest bill to the smallest coin. For example, the \$4.75 change from the example above would be counted back to the customer as, “Four dollars and seventy-five cents.”

Listening and Speaking Skills

You will be listening and speaking almost constantly while at work. The kinds of listening and speaking skills you will need as part of a foodservice job are meant to help promote understanding. Listening does not mean that you simply appear to hear what is being said by a customer or a coworker. Listening means hearing the message and then responding to it in an appropriate way. To listen properly, you need to avoid distractions.

Active Listening

Whether you take a customer’s order in a restaurant or carry out a chef’s instructions, you will need to practice active listening. **Active listening** is the skill of paying attention and interacting with the speaker. Active listening shows that you have understood what a speaker has said.

These are the key steps in active listening. Practice them to become a good listener:

- Think about the purpose of the message. Why are you listening?
- Show your understanding of the message with eye contact and body language, such as nodding your head.
- Ask the speaker questions to help clarify points of the message that you do not understand.
- Listen for the speaker’s inflections. Inflections are the rising and falling tones of the voice that communicate emotional content. For example, a speaker’s tone usually rises when he or she is angry.
- Look at the speaker’s body language. What is he or she saying with posture, gestures, and facial expressions?
- Select the most important points of the message as you listen.
- Take notes on the message. This is especially important if you are on the telephone.
- Listen for the end of the message.

Try to avoid distractions when you listen. A **distraction** is something that turns your attention away from the speaker and toward something else. Focus on what is being said. Even if you disagree with the speaker, listen carefully. Do not let your feelings about the speaker get in the way of your understanding of the message. Wait until the speaker has finished before you respond. Think carefully about how you will respond before you respond.

Speaking Skills

How well you are understood depends on how clearly you speak. These tips can help you to speak more clearly:

Pronounce Words Clearly and Correctly If you are unsure of how to pronounce a word or a name, check a dictionary or ask someone. Apologize if you are incorrect. Speak each syllable of a word. Do not slur your words together or drop the endings of words. This will make it difficult for people to understand what you are saying.


Do Not Use Slang Slang is not appropriate for use in the workplace.

Speak at a Medium Pace Your message will be missed by your listener if you speak too quickly. Your listener may also become distracted if you speak too slowly. You must speak at a medium pace for most people to understand you. If you are not sure, ask your listener if he or she understands what you are saying. If not, repeat yourself.

Regulate Your Volume If you speak too softly, people will not hear you. If you speak too loudly, you will annoy your listeners and distract others.

Telephone Skills

When you use the telephone, speak calmly, clearly, and at a medium volume. Even though you cannot be seen, smile while you speak. The person on the other end of the phone can sense your mood and attitude.

 **Phone Communication** Using the telephone correctly is an important communication skill. *Why is it important to have good manners when you speak over the phone?*



Your voice on the telephone may be a customer's first or only impression of your business. You should be polite and helpful at all times.

Follow these steps to properly answer a telephone in a foodservice business:

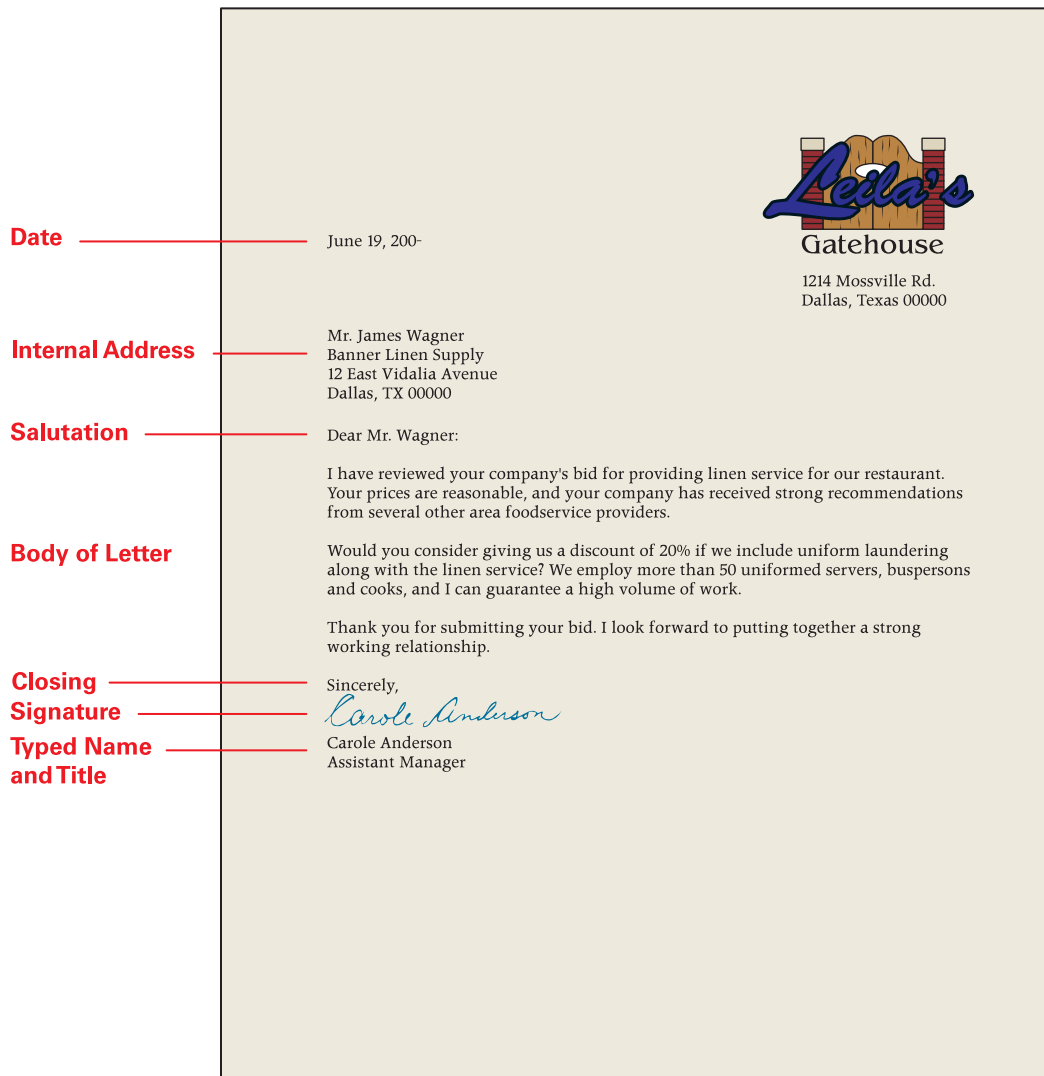
- Thank the caller for calling. Say “Good morning,” “Good afternoon,” or “Good evening,” depending on the time of day. Identify the name of the business, and give your name.
- Ask the caller, “How may I help you?”
- If the call is for another employee, take a message or route the call to the correct person, depending on the restaurant's policy.
- If the call is for another customer, place the caller on hold and find the customer.
- If the call is for a request for a special occasion, such as a birthday or anniversary, write down the information and give it to the appropriate person.
- If the call is from someone wanting to make a reservation to eat, check to make sure the date is available. Then, enter the date into the reservations book. Write down other information, such as the customer's name, the number of people who will eat, any special requests, such as seating or dietary needs, and whether they prefer a smoking or non-smoking section. Offer any special information to the caller, such as the restaurant's dress code. Confirm the reservation information with the customer. Ask the customer to check in when he or she arrives at the restaurant, and thank the caller for calling.

Body Language

You can also speak without saying a word. Body language, or how you physically respond, also speaks for you. The way you sit, stand, move your hands, look, and smile or frown sends a clear message to the listener. Be aware of the body language you use as you speak to customers, coworkers, and supervisors. For example, if you stand with your arms folded across your chest, you may signal that you are not listening to the speaker.

FIGURE 4.1 Business Letters

Letter-Writing Skills Follow grammar and punctuation rules when you write business letters. *To whom might you write letters as a foodservice worker?*



Writing Skills

Your ability to communicate in writing will help you find a job and perform well on the job. You will need to use writing skills every day on the job for business letters, work orders, menus, and more. Your writing skills will improve if you pay attention to your writing and reading skills. When you must write on the job, think about:

- **Your Audience** Before you write, picture the person or group who will be reading it. Tailor your writing to the reader's needs.
- **Your Purpose** Choose language that matches the purpose of your writing. Read what you have written and decide if your writing fulfills its purpose. Most business communications give information or instructions, ask for information or a decision, persuade a reader to agree with or act upon something, or to complain.
- **Style** The style of your communication includes your choice of language and tone. Business communications are written in a direct style with a professional tone.

- **Form** The two most common forms of business writing are memos and business letters. (See **Figure 4.1** on page 87 for an example of a well-written business letter.) Follow basic grammar and punctuation rules when you write. Be sure to use the spell check and grammar check features on the computer to check your writing. It is also a good idea to have someone else proofread your letters before you send them. Your writing style forms a first impression of you and your business for the person reading it.

Reading Skills

Reading is an important skill both on and off the job. Much of the information you receive from the world around you comes through reading. In foodservice, you will use reading skills every day to:

- Prepare food by reading ingredient labels and recipes or formulas.
- Operate foodservice equipment by reading instruction manuals and safety precautions.
- Serve customers by reading menus and specials lists.
- Carry out general job responsibilities by reading workplace policies and communications.

To read well, you will need to develop good reading skills. You will use these basic reading skills on the job:

- **Preview** Before you read anything, read any headlines and subheads to get an overview. This will give you an idea of the topics that are to come.
- **Skim** Always look for key points when you read. This is called skimming.
- **Focus** After you have previewed or skimmed material, give your full attention to what you read. Think about what you are reading. See if you can answer questions that you have as you read.

Small Bites

Thinking Skills Foodservice employees also need analytical thinking skills. Decision-making skills are necessary to successfully face new situations. Critical thinking and problem solving skills will help you to respond to accidents and prevent emergencies.

- **Visualize** If the text is not illustrated, imagine a set of pictures or charts that would accompany what you read. This will help you understand the content.
- **Check** Ask yourself how well you understand what you read. If there are words you do not understand, look them up in a dictionary.



Give Examples What are some ways in which cooks use math skills?

Work Ethic

In addition to basic skills, employers look for certain key **qualities**, or distinguishing characteristics, in their employees. A person who has these qualities usually has a strong work ethic. A **work ethic** is a personal commitment to doing your very best as part of the team. Employees who have a good work ethic are often successful in their careers. With practice, you can develop the qualities that help create a strong work ethic.

Responsibility

Being responsible is one of the most important qualities you can have for success in any job. **Responsibility** is your ability to be aware of what a particular situation demands of you. Responsible employees show up for work on time and work diligently to become familiar with job duties and do them correctly. When you are responsible, you accept the consequences of your choices and actions instead of blaming others for any mistakes you make.

Flexibility

In today's rapidly changing work environment, flexibility is very important. **Flexibility** is the ability to adapt willingly to changing circumstances. Being flexible means that you adjust to changes without complaining. It also means that you are willing to learn new techniques and skills. You will find it easier to be flexible if you are confident in your skills.

Honesty

Honesty is another important part of a strong work ethic. You practice **honesty** on the job when you are truthful and loyal in your words and actions. For example, if you make a mistake on the job, do not cover it up or blame someone else. Instead, admit to your mistake and find out how to prevent making the same mistake in the future. This quality is always appreciated by employers.

Reliability

Reliability (ri-*l*-ə-'bi-lə'tē) is an extension of responsibility. You are **reliable** when other people can count on you to do what you say that you will do. When you show reliability on the job, you help the business to succeed.

Reliable people are more likely to advance on the job. A reliable employee is someone who:

- Arrives at work on time.
- Keeps personal matters separate from business matters.
- Works a full shift.
- Carries out a variety of assigned tasks without constant prompting.
- Takes on extra work when necessary without complaint.
- Gets enough rest to work effectively.
- Maintains good personal physical and mental health.

Teamwork

As a foodservice worker, you will often be part of a large team. A winning team, however, is more than just a collection of talented people. If you have ever played a team sport, you know how important it is that every member participates, no matter what their skill level is. When you learn to effectively communicate, resolve conflicts, and develop negotiation skills, it is called **teamwork**. A star player must support his or her teammates throughout the game. You can practice teamwork on the job when you work to support the efforts of your coworkers.



Work Together Teamwork is part of every job. *How might you demonstrate teamwork in a foodservice setting?*

Commitment

Commitment is the dedication that you show to doing something. Commitment is the quality that supports all your abilities and skills to build a strong work ethic. Demonstrating commitment will set you apart as a valuable employee. You show a commitment to excellence when you display good business etiquette and always do your best.

Quality

A commitment to quality means that you always do work you are proud of. In food-service, a commitment to quality means that you use quality ingredients, prepare and serve them in the most pleasing way and you serve customers to the best of your ability. You strive for the highest standards.

Excellence

Employees who are committed to excellence strive to do their very best at all times, no matter what job they are doing. They make the most of opportunities to improve their abilities and learn new skills. People who are committed to excellence are not willing to settle for work that is simply good enough.


 **Reading Check** **Explain** What does it mean to have a commitment to quality?

Leadership Skills

Besides basic skills and a strong work ethic, employers also look for employees who have leadership skills. **Leadership** is the ability to motivate others to cooperate in doing a common task. Leadership is a quality every employee should practice.

Leadership Organizations

You do not need to wait until you are employed to develop leadership skills. Many organizations and programs help students develop leadership skills. Two such organizations are FCCLA and SkillsUSA. (See **Figure 4.2**.)

 **FIGURE 4.2 Leadership Organizations**
Professional Programs Many student organizations, such as FCCLA and SkillsUSA, can help culinary students develop leadership skills.
How do you think they help develop leadership skills?



Family, Career and Community Leaders of America (FCCLA)

FCCLA is a national organization of middle and high school students who take family and consumer sciences courses. FCCLA activities and skill events provide opportunities to develop leadership skills. One FCCLA program, Leaders at Work, is for students who work in food production and services or hospitality and tourism. Students can create projects to strengthen their communication, interpersonal, management, and entrepreneurship skills.

Students also can participate in challenging competitions such as the STAR (Students Taking Action with Recognition) events. Members may compete in areas such as culinary arts, entrepreneurship, and interpersonal communications.

SkillsUSA

SkillsUSA is a national organization of high school and college students who are enrolled in training programs for technical, skilled, and service occupations. SkillsUSA programs team up students with industry professionals to provide the SkillsUSA Championships.

Foodservice students can compete in contests for culinary arts and commercial baking.

Students are judged on technical skills, sanitation and food safety practices, food quality, and their creative presentation. Students can also compete in food and beverage service. Competitors demonstrate skills in table setting, greeting guests, taking reservations, menu presentations, and meal service.

Professional Organizations

Professional foodservice organizations can help foodservice employees sharpen their skills. Employees can also learn about new foodservice trends. Many professional organizations sponsor conventions and classes. There are organizations for all parts of the foodservice industry, including cooking, baking, and management. Some professional organizations include:

- International Association of Culinary Professionals
- American Culinary Federation
- American Institute of Baking
- National Restaurant Association
- U.S. Pastry Alliance
- Research Chefs Association

Use Resources Effectively

A **resource** is a raw material with which you do your work. It is up to you to make the best use of these resources and to avoid wasting them. The key resources are time, energy, money, things, and people.

You can use time effectively if you perform activities quickly and carefully. You can also learn to **prioritize**, or put things in order of importance. The world of food service is fast-paced. Time is your most limited resource. It is important to use your time well.

Use personal energy resources effectively. Get the right amount of rest, nutrition, and health care to do your job well.

Whenever you do a job that costs or earns money for your employer, you have an opportunity to practice leadership. If you are responsible for making purchases, look for good value for the money. If you receive money in payment, be careful and honest.

The materials, equipment, and tools used during your job are resources. Use supplies properly and carefully. Immediately report any damage to equipment and supplies. Always take care of your uniform, tools, supplies, and work area.

The foodservice industry has rushed service times preceded by slower preparation periods. You waste people resources when you perform your job so poorly that someone else has to redo the work.

Use Information Effectively

Information comes at you from countless sources. On the job, you will need to gather, use, and share information. You will also need to decide which resources are best for the job you must do.

Gather Information

Information that is useful for your job is everywhere. You can get information from newspaper headlines, radio and TV news bulletins, and the Internet. Learn the difference between useful information and idle chatter, false statements, and misleading opinions. Be careful when you gather information from the Internet. Some Web sites contain false information. Reliable information comes from known sources, such as government agencies or businesses.

Use and Share Information

Information by itself is worthless until you use it. You show leadership when you can gather, understand, evaluate and use information in a way that benefits your business and does not harm others.

Do not keep important information to yourself. The whole team benefits when you share knowledge that you have learned. Effective leaders share information with their team members and with other managers. They also recognize the difference between sharing useful information and spreading negative information, such as gossip, that can hurt others.

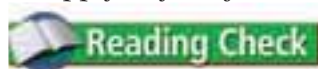
Use Technology Effectively

You will encounter and use computer technology in foodservice. However, technology is a resource. It is not a replacement for a skilled employee. You can learn to use technology effectively as a resource. This can mean knowing how to operate a point-of-sales computer system or an entire automated production line. The technology you will operate depends on your job. All kinds of cooking equipment, such as thermometers and convection ovens, use improved technology.

Here are some tips to keep in mind:

- **Apply Basic Computer Skills** You can adapt your knowledge of standard computer software to use foodservice computer technology. Computer use ranges from entering restaurant orders and tracking inventory to running automated food production equipment and converting recipes.

- **Respect Computer Resources** If your employer provides you with access to a computer, use it for business purposes only. Personal e-mail, Web surfing, online chatting, and computer games are inappropriate at work.
- **Use Your Own Skills** Computers can help with many aspects of work and running a business. But do not expect computers to do your job. Computer technology can help you, but a computer cannot think or solve problems. Be sure your basic skills are strong enough to **compensate**, or make up for the lack of something, when the computer system goes down. Commit yourself to learn and maintain the technological processes that apply to your job.



Reading Check Explain What are some sources where you can gather information?

SECTION 4.1



After You Read

Review Key Concepts

1. **Describe** three important math skills needed to work in the foodservice industry.
2. **List** the characteristics of a reliable employee.
3. **Identify** key resources a leader must use to be successful.

Practice Culinary Academics



English Language Arts

4. Imagine that you have been asked to lead a foodservice team that will prepare and serve refreshments for an upcoming school event. Create a flyer to attract volunteers for your team. The flyer should list the qualities you want in team members to help you carry out your task. It should also contain information about the event, and the food that will be prepared. Use graphics on your flyer, if possible, to make it more attractive.

NCTE 12 Use language to accomplish individual purposes.



Mathematics

5. One of your customers asks for her check. If she ordered \$86.25 worth of food and drinks, and the local sales tax is $8\frac{1}{4}$ percent, what is the amount of sales tax due?

Math Concept Converting Percentages to

Decimals Find the percent of a number by converting the percentage to a decimal and multiplying by that number. If the percentage includes a fraction, convert the fraction to a decimal first.

Starting Hint Rewrite $8\frac{1}{4}$ percent as 8.25%. Convert 8.25% to a decimal by removing the percent sign and moving the decimal point two places to the left (0.0825). Multiply 0.0825 by \$86.25 to determine the tax due.

NCTM Number and Operations Compute fluently and make reasonable estimates.



Check your answers at this book's Online Learning Center at glencoe.com.

Seeking Employment

Sharpen your skills to find the right foodservice job for you.

Reading Guide

Before You Read

Create an Outline Use this section's heading titles to create an outline. Turn the titles into Level 1 main ideas. Add supporting information to create Level 2, 3, and 4 details. Use the outline to predict what you are about to learn.

Read to Learn

Key Concepts

- **Identify** sources for foodservice job leads.
- **Illustrate** the proper skills to apply for a foodservice job.

Main Idea

Getting a job in the foodservice industry means sorting through many different options. This section will make you familiar with how to seek and apply for a job.

Content Vocabulary

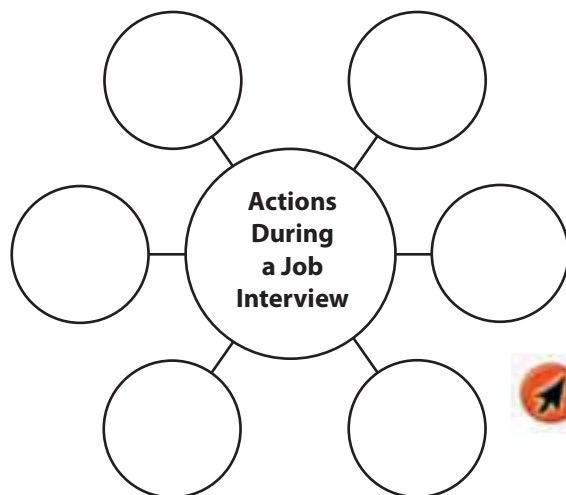
- networking
- trade publication
- employment agency
- job lead
- résumé
- job application
- job portfolio
- job interview
- keyword

Academic Vocabulary

- suitable
- nature

Graphic Organizer

As you read, use a web diagram like the one below to list the six actions you should take during an interview for a job.



Graphic Organizer

Go to this book's Online Learning Center at glencoe.com for a printable graphic organizer.

ACADEMIC STANDARDS



English Language Arts

NCTE 12 Use language to accomplish individual purposes.



Mathematics

NCTM Number and Operations Understand numbers, ways of representing numbers, relationships among numbers, and number systems.



Social Studies

NCSS V A Individuals, Groups, and Institutions Apply concepts such as role, status, and social class in describing the connections and interactions of individuals, groups, and institutions in society.

NCSS VI E Production, Distribution, and Consumption Analyze the role of specialization and exchange in economic processes.

NCTE National Council of Teachers of English

NCTM National Council of Teachers of Mathematics

NSES National Science Education Standards

NCSS National Council for the Social Studies

Find Foodservice Employment

Your culinary career begins with your first foodservice job. Finding your first foodservice job will involve sorting through options, however. You may enter foodservice as a server in a restaurant or a counter worker in a bakery. This section will help you understand how to seek and apply for a job in the foodservice industry.

Employment in the foodservice industry is growing. The foodservice industry employs more people than any other private employment segment in the country. According to the National Restaurant Association, more than 13.1 million people in the United States prepare and serve food for a living. Total U.S. sales in foodservice are more than \$558 billion annually. The foodservice industry continues to grow at a steady rate. Dining out is more popular than ever. All of this makes foodservice an ideal career choice. There are many entry-level jobs available. Opportunities for advancement are almost unlimited.

Where can you find out about foodservice job openings? Many first-time job seekers may believe that newspaper classified ads are the only place where they can search for a job. It is true that foodservice jobs are frequently listed in the newspaper. However, there are many other resources that also list foodservice job opportunities.

Job Sources

There are many resources available where you can find information about foodservice job openings. Successful job seekers will use all available resources in their communities. This broadens the opportunities they can find for successful employment.

Networking

If you have ever followed up on a job tip that you received from a family member or a friend, you have practiced networking.



Job Support Culinary experts can give you advice and support as you learn new skills. *From what other sources can you receive advice and support in your career?*

Networking means making use of all of your personal connections to reach your career goals. When you ask for job information from people you know, you will be more informed and confident when you apply for those jobs. Networking is the most direct way to find a job. Besides networking with your family members and relatives, there are other people with whom you can network.

Your network can also include:

- **Friends and Classmates** Other people who are interested in culinary arts also will be doing research to find foodservice jobs. They may be willing to share some of their information with you.
- **Teachers and Mentors** Teachers and mentors are adults who already know you. They are familiar with your strengths. They can give you advice on how to make use of those strengths on the job.

- **Employers and Coworkers** If you already have a job, your workplace also may be a source of information about job openings. Many companies list internal job opportunities and advancement opportunities before they tell the general public. Your coworkers may also know about job openings.
- **Organizations** School organizations, such as FCCLA and SkillsUSA, can help put you in contact with other members. These members may know about foodservice job openings that are available in your area. Community organizations also can provide networking information. Collect business cards as you network so that you can contact them in the future.

When you network, be courteous. Do not pressure people for information. Every reference you receive through networking is a personal gift. Treat it with respect. If you are given a job lead by someone you know, follow up on the lead in a responsible manner. Be on time for job interviews. Return phone calls and always present yourself professionally. Your dress, communication skills, and behavior reflect not only on you, but also on the person who recommended you. If you become aware of job information, share it with the members of your network.

Professional Organizations

You can find foodservice job openings through professional organizations. These organizations are made up of people employed in a field. They network on a state, national, or international level. Professional culinary organizations focus on the industry in general or on specialized areas such as baking.

Usually, you must pay a membership fee to join a professional organization. The benefits of being a member can outweigh the money you spend on the fee. Professional organizations offer publications, job listings, job placement services, scholarships, and network opportunities.

A TASTE OF HISTORY

1927

Charles Lindbergh makes his first solo nonstop flight across the Atlantic ocean

1929

American Culinary Federation established

On-the-Job Training

Today, many foodservice workers get valuable on-the-job training as apprentices through organizations such as the American Culinary Federation. This concept is not new. In fact, apprenticeships also were popular in colonial America. Typically, a boy of age 11 or 12 would agree to work for a master-level craftsman. The master would teach the apprentice a skill for a certain period of time. The apprentice would live with and work for the master as he learned. At the end of this time, the apprentice would become a journeyman. Journeymen could be paid for jobs, even under another employer.

History Application

Pretend you are a master craftsman during American colonial times. Write a want ad seeking an apprentice. Include the job, skills the apprentice will learn, and what the apprentice will get in return.

NCSS VA Individuals, Groups, and Institutions Apply concepts such as role, status, and social class in describing the connections and interactions of individuals, groups, and institutions in society.

Foodservice jobs listed with professional organizations are usually higher paying jobs that require more skill than those listed in the local newspaper.

Trade Publications

You can extend your foodservice job search resources if you read culinary trade publications. A **trade publication** is a magazine or newsletter produced by and for members of the foodservice industry. They contain helpful articles on all parts of the industry. Most of them also have sections where employers can list job openings. Subscriptions to many trade publications are often included as part of a membership in professional organizations. Some of these trade publications can also be found in public libraries or on the Internet.

Employment Agencies

One option is to use an employment agency to help with your job search. An **employment agency** is a business that puts employers in touch with potential employees. Employment agencies keep lists of foodservice job openings. You may be able to place your résumé with an employment agency. Most employment agencies charge fees for their services.

The Internet

You can use the Internet to access employment resources and look for foodservice jobs. You can also:

- Network with others.
- Contact professional foodservice organizations.
- Check out online versions of trade publications.
- Register your résumé with online employment agencies.

Keep your foodservice job search notes in a job file. Use a computer file or a set of index cards to record and review job information you receive. An entry in your job file is a **job lead** or possible employment opportunity. Keep a record of each source where you found job leads. (See **Figure 4.3** on page 97.)

Telephone Leads

Your job leads may include listings that give phone numbers and ask you to call for more information. When you make a phone call for a foodservice job lead, follow these guidelines:

- Call the number you have been given.
- Tell the person who answers the phone that you are calling in response to a job opening. He or she will direct your call to the contact person.
- When you are connected to the contact person, greet him or her politely and give your name and the name of the job opening you are interested in. If you were referred by someone, mention that person's name when you first introduce yourself.

- The contact person will tell you about the next steps in the application process. Write notes about the application process. These may include asking you to send a letter of application and a résumé ('re-zə-,mā). A **résumé** is a summary of your career objectives, work experience, job qualifications, education, and training. The contact person may offer to send you a job application or set up an appointment to meet. A **job application** is a form that employers use to collect personal information and previous work experience from job applicants.
- Write down all steps you are given. Repeat it back to the contact person to make sure you understand everything. Ask questions if necessary.
- Ask any questions you may have about the application process for the company. Answer any questions the contact person asks you.
- Thank the contact person for his or her time.

Apply for a Job

If you have found several good job leads, rank the possible jobs in order of your preference. Apply for the job you want most first.

The first step is usually to request, complete, and return a job application. Some job leads may require you to begin the application process with a telephone call. Other job leads will ask you to contact the employer by mail. If this is the case, you will send a letter of application and a résumé.

You will also want to create a job portfolio. A **job portfolio** is a collection of papers and samples that can be given to a potential employer. Your foodservice job portfolio should include:

- A résumé
- A letter of application
- A letter of reference
- A list of references that employers can call for more information about you
- A health record
- A copy of your Social Security card

Job Lead

Job: *Kitchen Worker*

Key Details: *35 hours per week, mostly evenings and weekends, on-the-job training provided*

Employer: *The Limberlost Restaurant*

Contact Person: *Maria Smith, Kitchen Manager*

Source of Lead: *Mike Smith, neighbor*

Next Steps: *Complete and return job application by October 25*

FIGURE 4.3 Job Leads

Finding Work Job leads are usually specific about whom to contact and what skills are needed for the position. *What steps would you take to apply for this job?*

The second step to getting the job you want will be to secure a job interview. A **job interview** is a formal meeting between you and your potential employer. It is important to perform each step of the job application process in a polite and professional manner.

Job Applications

Make a good professional first impression. Do not walk into a potential workplace, even to ask for an application, unless your clothing is neat and appropriate and you are clean and well groomed. Remember that first impressions are usually lasting.

Filling out an application form is usually the first step. You need to know how to fill out a job application form correctly and completely.

Job application forms vary, but they all ask for the same kinds of information. Keep these tips in mind when you fill out a job application:

- Print neatly, and use blue or black ink. Use cursive handwriting for your signature only.
- Read the instructions to complete each blank space on the application before you respond. Try not to make errors. If you need to correct something, draw a neat line through what you need to correct and write the correct response.

- Carry important information with you. This includes your Social Security number, your driver's license number, and the names, addresses, and phone numbers of previous employers. It can create a poor impression to leave incomplete information in this portion of the application.
- Do not leave any part of the application form blank unless you are asked to do so. If a question does not apply to you, write "NA" or "not applicable" in the space provided. Employers will not consider applications that are not complete.
- Always tell the truth on an application. Submitting false information on a job application is illegal. You can be fired, and even prosecuted, for submitting false information.

Prepare Your Résumé

Your résumé is a very important tool for job seeking. It gives a prospective employer the information he or she needs to decide if you are **suitable**, or have the right qualifications, for a particular job. Choose the work experience, skills, and education or training that shows you are the best candidate for the job. Always be truthful and accurate.

Use these guidelines to prepare your résumé:

- Keep your résumé short.
- Stress foodservice education, training, work experience, and basic key skills, if you have any.
- Include your career objective. This is a short sentence that describes what you hope to do as a career.
- Use correct spelling and grammar. Use spell check and grammar check on your computer to check your work.
- Present your résumé on good-quality paper.
- Do not use decorative graphics and pictures.
- Include the right contact information.
- Use keywords to describe your work experience. A **keyword** is a word that makes it easier for employers to search for important information. Your résumé should contain keywords such as foodservice, restaurant, or baking. This makes it easier for employers with foodservice opportunities to find your résumé during an electronic search.

Write Letters

When you respond to a job lead in writing, you must write an effective letter of request or a cover letter to go along with your résumé. Use spell check and grammar check on your computer before you send a letter.

Letter of Request Write a letter of request when you need to ask a potential employer for an application form or for an interview. Include a brief summary of your education, and experience in the letter. A letter of request can also be written to networking contacts to request a reference. Always be polite, and keep your tone professional.

Cover Letter Write a cover letter when a job lead asks you to send a written response. Your cover letter should introduce you to the prospective employer without repeating the information that is already on your résumé. (See **Figure 4.4** on page 99.)



Reading Check

Determine When should you write a cover letter to a potential employer?

The Interview Process

Once you have completed the application process and have been asked to come in for an interview, you will need to prepare for your job interview. At an interview, you will have the chance to convince an employer that you are the right person for the job that is available. An employer will evaluate you by your appearance, attitude, and the answers you give to his or her questions. Sometimes the interview also includes having a meal with the employer. Remember to demonstrate good table manners. How you present yourself during the interview shows how you will behave in different situations.

Before the Interview

The interview process begins when an employer sets an appointment for your interview. Write down the date, time, and place of the interview. Double-check the information.

Do Your Homework

The more you know about the potential employer and the job opportunity, the better you will do during the interview. Check community business publications, local newspapers, Internet directories, or professional organizations for information about the business. Find out how large the business is, how profitable it has been, and what its plans for the future may be. Make notes about what you learn.

Choose Appropriate Clothing

A potential employer's first impression of you will be based on your appearance. Choose clothing that is appropriate for the workplace, that fits properly and is clean, pressed, and in good condition. Your personal grooming habits can make or break a job interview. You and your clothes should be clean, your hair should be well trimmed and conservatively styled, and your fingernails should be clean and neatly trimmed.

FIGURE 4.4 Cover Letters

Introduce Yourself Writing a professional letter to a prospective employer can make you more marketable. *What elements make this letter professional, rather than casual?*

3008 Elm Street
Glencoe, IL 00000
May 31, 200-

Mr. Ron Terelli,
Personnel Director
Good Grains Bakery
6245 Brent Street
Glencoe, IL 00000

Dear Mr. Terelli:

I am responding to your ad in last Sunday's *Journal*, seeking assistant bakers for the evening shift. I would like to apply for this position.

On May 15, I will graduate from Glencoe High School. In addition to required classes, I have taken culinary arts and computer science. I am an active member of the local Family, Career, and Community Leaders of America (FCCLA) chapter.

During my last year in high school, I was enrolled in a work-experience program as an assistant baker at Marie's Donuts.

I would like to schedule an interview. You can reach me at home after 3 p.m. My telephone number is 555-555-5555. Thank you for considering me as a future employee.

Respectfully,
Carlos Fuentes
Carlos Fuentes

State where you learned about the job.

State that you want to apply for the job.

State your education and experience.

Ask for an interview.

Sign your name.

State your phone number.

Be Prompt and Courteous

On the day of the interview, allow yourself plenty of time to locate the interview place. It is best to arrive a few minutes early. As you introduce yourself to a receptionist, host, or other person before meeting with the interviewer, be polite and respectful. The interviewer may check with these people later to see how you behaved.

During the Interview

The interview is very important. You will do well if you are prepared, positive, and relaxed. Remember, business etiquette is like the good manners that should be used at home. Keep the following points in mind:

- **Shake Hands** The interviewer will introduce himself or herself to you. Introduce yourself in return, and offer your hand for a firm, confident handshake. Remain standing until the interviewer asks you to be seated. He or she will probably begin with a few simple questions or comments to help you feel more at ease. Smiling never hurts.
- **Make Eye Contact** Maintain eye contact throughout the interview. Eye contact with the interviewer helps show that you are listening and are interested in what the interviewer is saying.
- **Speak Clearly** Use correct grammar and speak clearly. The interviewer will ask you questions designed to determine if you are the right person for the job. Answer the interviewer's questions completely.
- **Use Good Office Manners** Sit up straight, with both feet on the floor. Avoid nervous gestures, such as tapping. Never chew gum during an interview.
- **Answer Thoughtfully and Completely** Do not interrupt the interviewer or become sidetracked as the interviewer speaks. If you do not understand a question, ask the interviewer for clarification. If you do not know the answer, say so politely.

- **Ask Questions** The interview process is meant to help you get information, too. Ask the interviewer about the **nature**, or basic structure, of the job, your responsibilities, and the work environment. Save questions about the rate of pay and employee benefits, such as vacation time, for the end of the interview.

Ending the Interview

Regardless of how the interview ends, thank the interviewer for his or her time. A professional attitude accompanied by good manners will always be remembered. Shake hands as you leave.

The interviewer will signal the end of the interview in one of the following ways:

- **You May Be Contacted Later** If the interviewer does not specify a time period, politely ask, "When may I expect to hear from you?"
- **You May Be Asked to Contact the Employer Later** Ask for the telephone number, the preferred time to call, and the contact person's name.
- **You May Be Offered the Job** You may be asked to decide right away whether you will take the job. If you are unsure, ask the interviewer if you may think about the offer. If this option is offered, follow up by responding promptly.

Small Bites

Common Job Interview Questions

Some questions you can expect to be asked in a job interview include:

1. Why would you like to work for this company?
2. What are your qualifications for this job?
3. What are your strengths and weaknesses?
4. Why did you leave your last job?
5. Tell me about a challenge you met or a problem you solved in school or on the job.

Prepare answers to these common questions ahead of time so you can make a good impression during an interview.



Interview Skills The job interview is your chance to make a good impression.
How can your manners affect an employer's decision to hire you?

- **You May Not Be Offered the Job** Do not be discouraged if you are turned down for a job. You may not have the right skills, or the employer may have found another applicant who is more suited to the job. The interviewer is under no obligation to tell you why you are not being offered the job. Accept the decision gracefully.

After the Interview

The interview process does not end when the interview is over. After each job interview, you have the following responsibilities to the potential employer:

- **Send a Thank-You Letter** The day after the interview, send the interviewer a letter to thank him or her for the interview. Do this even if you have been turned down for the job. Be sure the employer's correct address and the right amount of postage are on the envelope. This is good business etiquette.
- **Follow Up** If you have been asked to contact the employer, do so at the specified time. Send or deliver any information, such as references, that you have agreed to supply. If the employer has promised to contact you, wait the specified amount of time. If this time passes, telephone the employer and politely request information about the status of your application. You may be asked to provide more information.
- **Review the Session** As soon as possible after the interview, go over the session in your mind. Think about the first impression that you made. Make notes on anything you think you might do to improve during your next job interview. List any key information, such as employer expectations and job responsibilities, for this job. Write out any unanswered questions you have about the job. You may be able to ask these questions at a later time during a second interview.


Job Offer Responses

When you receive a job offer from a potential employer, you have three options available to you as a response:

- **Accept the Offer** The employer will give you information on when you can begin work. You may be asked to participate in employee orientation or a training session before formally beginning your job. The employer will usually set up another interview. At this second interview, you will be given specific details on pay, benefits, schedules, and other job expectations. This is a good time for you to ask specific details about your work.
- **Ask for Time to Consider** This is the time to ask any unanswered questions that might affect your decision. With the

employer, come to an agreement on when you will notify him or her of your decision. Do not put off responding to the employer.

- **Turn Down the Job Offer** You may decide that the job is not right for you. Or, perhaps you have been offered a better job in the meantime. If you do not intend to take the position that has been offered, say so. You do not need to give reasons for turning down a job offer. Simply say to the contact person, “Thank you for considering me, but I am not interested in taking the position.” Always remain polite. There may come a time when you will meet the contact person again.

 **Reading Check List** What are the steps that you should take after a job interview?

SECTION 4.2

After You Read

Review Key Concepts

1. **Identify** potential networking sources.
2. **Describe** the proper way to fill out an application.

Practice Culinary Academics

English Language Arts

3. Follow your teacher’s instructions to form pairs. Role-play a job interview between an employer and a prospective employee. Then, switch roles. Give a short presentation on what behaviors made the most difference from each perspective.

NCTE 12 Use language to accomplish individual purposes.

Social Studies

4. Re-read “A Taste of History: On-the-Job Training” from this section. As a class, discuss the impact of apprenticeship on the foodservice industry and how apprenticeships are used today to benefit individuals in the foodservice industry.

NCSS VI E Production, Distribution, and Consumption
Analyze the role of specialization and exchange in economic processes.


Mathematics

5. You receive a job through an employment agency that charges a fee equal to 10% of your first month’s wages. If you make \$12.50 per hour, and work 160 hours your first month, what is the total fee?

Math Concept **Converting Percentages to Fractions** Since a percentage represents a ratio of a number to 100, every percentage can be rewritten as a fraction with 100 as the denominator and the percentage as the numerator.

Starting Hint Rewrite 10% as a fraction ($\frac{10}{100}$) and simplify to $\frac{1}{10}$. Multiply this fraction by the total first month’s wages earned ($\$12.50$ per hour \times 160 hours) to determine the total fee due.

NCTM Number and Operations Understand numbers, ways of representing numbers, relationships among numbers, and number systems.

 Check your answers at this book’s Online Learning Center at glencoe.com.

On the Job

Reading Guide

Before You Read

Prepare with a Partner Before you read, work with a partner. Read the titles of the heads and ask each other questions about the topics that will be discussed. Write down the questions you both have about each section. As you read, answer the questions you have identified.

Read to Learn

Key Concepts

- **Summarize** the rights and responsibilities of employees and employers.
- **Explain** the differences between tips, deductions, and benefits.

Main Idea


Employees have certain rights guaranteed to them. They also have responsibilities to their employer. If you work well, you may gain opportunities for advancement.

Graphic Organizer

Use a KWL chart like the one below to keep track of your knowledge of working in the foodservice industry. Fill out what you already know in the first column. Read the section headings and write down what you want to know more about in the second column. After you have read the section, write down what you have learned in the third column.

Employee Responsibilities on the Job

What I Know	What I Want to Know	What I Have Learned

 **Graphic Organizer** Go to this book's Online Learning Center at glencoe.com for a printable graphic organizer.

Know your rights and responsibilities as a foodservice employee.

ACADEMIC STANDARDS

English Language Arts

NCTE 4 Use written language to communicate effectively.

Mathematics

NCTM Number and Operations Compute fluently and make reasonable estimates.

NCTM Problem Solving

Solve problems that arise in mathematics and in other contexts.

Social Studies

NCSS X B Civic Ideals and Practices Identify, analyze, interpret, and evaluate sources and examples of citizens' rights and responsibilities.

NCTE National Council of Teachers of English

NCTM National Council of Teachers of Mathematics

NSES National Science Education Standards

NCSS National Council for the Social Studies

Rights and Responsibilities

It does not matter whether a job makes you part of a large workforce or of a small business. When you accept a job, you enter into a relationship. As an employee, you must maintain a good relationship between yourself and your employer. Both you and your employer have rights and responsibilities. Specific expectations and work rules will be explained to you by your employer when you begin your job.

In this section, you will learn about your rights as an employee and your responsibilities to your employer. You will learn about wages, taxes, and benefits. You will practice the skills you need to get along with coworkers on the job. You will also identify some of the qualities that you will need to advance in the foodservice industry.

Employee Responsibilities

As an employee, your main responsibility is to do the very best job possible for your employer. This means that you must be responsible, reliable, flexible, and honest. It also means that you must use job resources correctly and efficiently.

There are several ways for you to carry out your responsibilities:

- Show up for work when you are scheduled, and be on time for work. Stay at work for your full shift, or the specified hours of employment. Return promptly from designated breaks and meal periods.
- Use your work time responsibly. Keep busy on the job. Do not waste time chatting with coworkers. Never use company time or resources for personal business.
- Respect the business by learning and following your employer's rules, regulations, and policies. You will probably be given an employee handbook. Once you review the policies, you may be asked to sign a statement that says

FIGURE 4.5 Culinary Advancement Opportunities


Move Up There are many job advancement opportunities in a professional kitchen. *Which of the jobs listed in the table are service-related?*

From	To
Server	Head server
Busser	Server
Dishwasher	Kitchen helper
Counter worker	Assistant manager
Host	Server
Dining room supervisor	Banquet captain
Cafeteria attendant	Cafeteria supervisor
Short-order cook	Line cook
Kitchen worker	Pantry supervisor
Baker's assistant	Baker
Cook	Sous chef
Caterer or chef	Restaurant owner
Prep cook	Line cook
Garde manger	Caterer
Pastry cook	Pastry chef
Line cook	Sous chef
Sous chef	Executive chef
Executive chef	Corporate chef

that you understand them. If you are in doubt about a company policy, ask your employer any questions.

- Work safely and familiarize yourself with the safety requirements of your job. Learn how to operate and maintain equipment safely. Report any unsafe conditions or practices to your supervisor immediately.
- Maintain a positive, enthusiastic attitude. Be polite and respectful to supervisors, other employees, and customers. Follow directions that you are given. Accept constructive criticism, and try to work your best without constant supervision.
- Complete each task that you are assigned. Keep your work area neat and well organized. Use company resources efficiently and responsibly.



 **Safety First** Performing your work safely protects you and your employer. *What other responsibilities do employees have on the job?*

Advance on the Job

Foodservice jobs offer many ways to advance. Advancement may come as a job promotion. Advancement also may include getting more responsibilities at the same job level. Sometimes, advancement may involve leaving your current workplace for a better job elsewhere, or beginning your own business. (See **Figure 4.5**.)

You will know how well you perform your job through evaluations that you receive from your employer. An **evaluation** is a written report of how well you have performed your duties, and what you can do to improve. You can use this information to make yourself ready for advancement.

Two qualities that will help you advance in your career are initiative and the desire to learn. The willingness to take on new tasks and levels of responsibility shows initiative (i-ni-shə-tiv). **Initiative** is the energy required to begin new tasks and see them through to completion. Workers with initiative do not wait to be told by their employers what to do

next. They seek ways to improve their on-the-job performance.

The desire to learn is also important. Continue your education or training through formal classes, workshops, or independent study. Be excited about the opportunity to learn and practice new workplace skills.

Employer Responsibilities

The employer-employee relationship goes both ways. Your employer has responsibilities to you, too. Your employer's main responsibility is to make sure that you are paid fairly for the work that you do. Your employer is also responsible to:

- Supply what you need to do your job.
- Provide you with safe working conditions.
- Make sure that you are treated fairly.

Your employer will **outline**, or describe in a basic way, what your job responsibilities and expectations are. You also may be offered on-the-job training. If you have any questions about your job duties, ask your supervisor.

Safe Working Conditions

Federal, state, and local regulations require your employer to provide you with safe working conditions. Your employer must:

- Eliminate any known health and safety hazards in the workplace.
- Provide you with the equipment and materials that are necessary for you to do your job safely.
- Let you know when job conditions or hazardous materials create a danger to your health and safety.
- Keep accurate records of job-related illnesses and injuries.
- Comply with environmental protection policies to safely dispose of waste materials.

Workers' Compensation

If you are injured on the job and cannot work, your employer has a legal responsibility to provide financial help. **Workers' compensation** is insurance that pays for medical expenses and lost wages if you are injured on the job. Your employer is required to pay for this insurance.

Preventing injuries is another important responsibility for your employer. For example, employers have supported research into common workplace injuries. One of these injuries is a **repetitive stress injury**, which can happen to employees who must perform the same motions over and over. Repetitive stress injuries can potentially disable an employee. Your employer should periodically evaluate the workplace to make sure that it is as safe as possible from injury. Some employers also offer information and classes on avoiding injury in the workplace.

Fair Labor Practices

Your employer has a legal responsibility to protect you from unfair treatment on the job. The federal government has passed laws to protect workers. U.S. labor laws are meant to protect the following rights of employees as they work at their jobs:

- To have an equal opportunity to find and keep employment, regardless of age, gender, race, ethnicity, religion, physical appearance, disability, or other factors.
- To be paid a fair wage.
- To be considered fairly for promotion, based on your skills and past performance.
- To be protected in times of personal and economic change.

Employers must pay their employees at least the federal minimum wage. The **minimum wage** is the lowest hourly amount a worker can earn. Some states have their own minimum wages. An employer must pay employees whichever minimum wage rate is higher. Some businesses pay employees a higher minimum wage than the federal government requires. Employers must compensate employees who work overtime with extra pay or time off. Paid time off to reimburse workers for overtime is called **compensatory time**.

American workers are guaranteed the right to join a labor union. A **labor union** is an organization of workers in a similar **field**, or line of work. Labor unions act as the voice of their members in collective bargaining. Collective bargaining includes negotiating safe working conditions, employment contracts, and other job benefits. About 15% of American workers belong to labor unions.

Employers must also protect their employees from discrimination in the workplace. **Discrimination** is unfair treatment based on age, gender, race, ethnicity, religion, physical appearance, disability, or other factors. For example, sexual harassment, or any unwelcome behavior of a sexual nature, is forbidden in the workplace. If you think that you have been a victim of discrimination, report the incident to your supervisor immediately so that he or she can take action.

Performance Evaluations

Your employer must provide you with feedback on your job performance. Some employers

consider the first few months of your time working on a new job to be an employee probation (prō-'bā-shən) period. **Probation** is a short period of time when you first start work that gives your employer a chance to monitor your job performance closely. Your employer will use your probation time to confirm that you can do the job. Most probation periods last for three months.

Teamwork

You also enter into a relationship with your coworkers when you take a job. Many workplaces focus only on individual skills. Food-service workplaces also focus on working as a team. Every worker is an individual, with his or her own personality traits, strengths, and weaknesses. To bring individuals together to create an effective team, each employee must practice good teamwork skills.

Keep a positive attitude. An upbeat, positive outlook contributes to the team spirit of the group. Complaining can bring down the attitude of the whole team and affect your job performance.

Respect yourself and others while on the job. You demonstrate self-respect when you accept responsibility for your actions, learn from your mistakes, and take care of your appearance. Being disrespectful can result in being fired from your job. Learn to practice empathy ('em-pə-thē) to better understand your coworkers. **Empathy** is the skill of thinking about what it would be like in another's place.

Resolve Conflicts

No matter how well you and your coworkers get along, you will not always agree. Disputes and conflicts are an inevitable part of being part of a team. While conflict can be unpleasant, you can learn something from the process of working to resolve conflicts respectfully. There must be give and take. Learn to negotiate.

You may find that there are some conflicts that cannot be resolved. Remember to focus on the problem. Do not focus on the personalities involved. Try to concentrate on performing your work to the best of your ability. If you are unable to work because of a conflict, discuss the issue with a manager. A manager may have a different view of the situation.

 **Workplace Diversity** Your coworkers may have different backgrounds and opinions.
How can you demonstrate positive interpersonal skills with coworkers?



Small Bites

Ending Employment There may come a time when you must terminate your employment. Always try to leave on good terms. Give at least two weeks' notice before leaving to give your employer time to find your replacement. Work as hard during those weeks as you did before you gave notice.

Ethical Behavior

Ethical behavior means doing what is right. Your **ethics** ('e-thiks) are your internal guidelines to distinguish right from wrong. Much of the time, it is easy to recognize the ethical course of action. When two choices appear equally right or equally wrong, ask yourself the following questions:

- Does the choice comply with the law?
- Is the choice fair to those involved?
- Has the choice been communicated to me honestly?
- Will I feel embarrassed or guilty about the choice?

Behaving ethically also means taking responsibility. If you make a mistake, you should admit it. Responsible employees learn from their mistakes and change their behavior to make better choices.



Reading Check

Explain What are some responsibilities that a worker owes to his or her employer?

Wages and Benefits

When you agree to take a job, you trade your skills and efforts for pay. Your pay is determined by a number of factors, including your level of experience, the difficulty of the work, and the number of people competing for the same job. Employers pay weekly, every two weeks, or once a month.

If you are paid an hourly wage, your employer will pay you a certain amount for each hour that you work. Your pay will vary depending on how many hours you work. If you receive a salary, your employer will pay you a set amount of money regardless of how many hours you work.

Gourmet Math

Overtime Pay

Some employers would rather have an employee work overtime than hire additional help. The cost to hire and train new employees and the added cost of employee benefits are higher than the amount the employer would pay in overtime. Overtime pay may be paid at time-and-a-half or two times your hourly wage. Garrett is paid time-and-a-half overtime for any time he works over 40 hours in one week at Mason's Cafeteria. Last week, Garrett worked 44 hours. If Garrett's hourly rate is \$10.40, how much was his gross pay for last week?

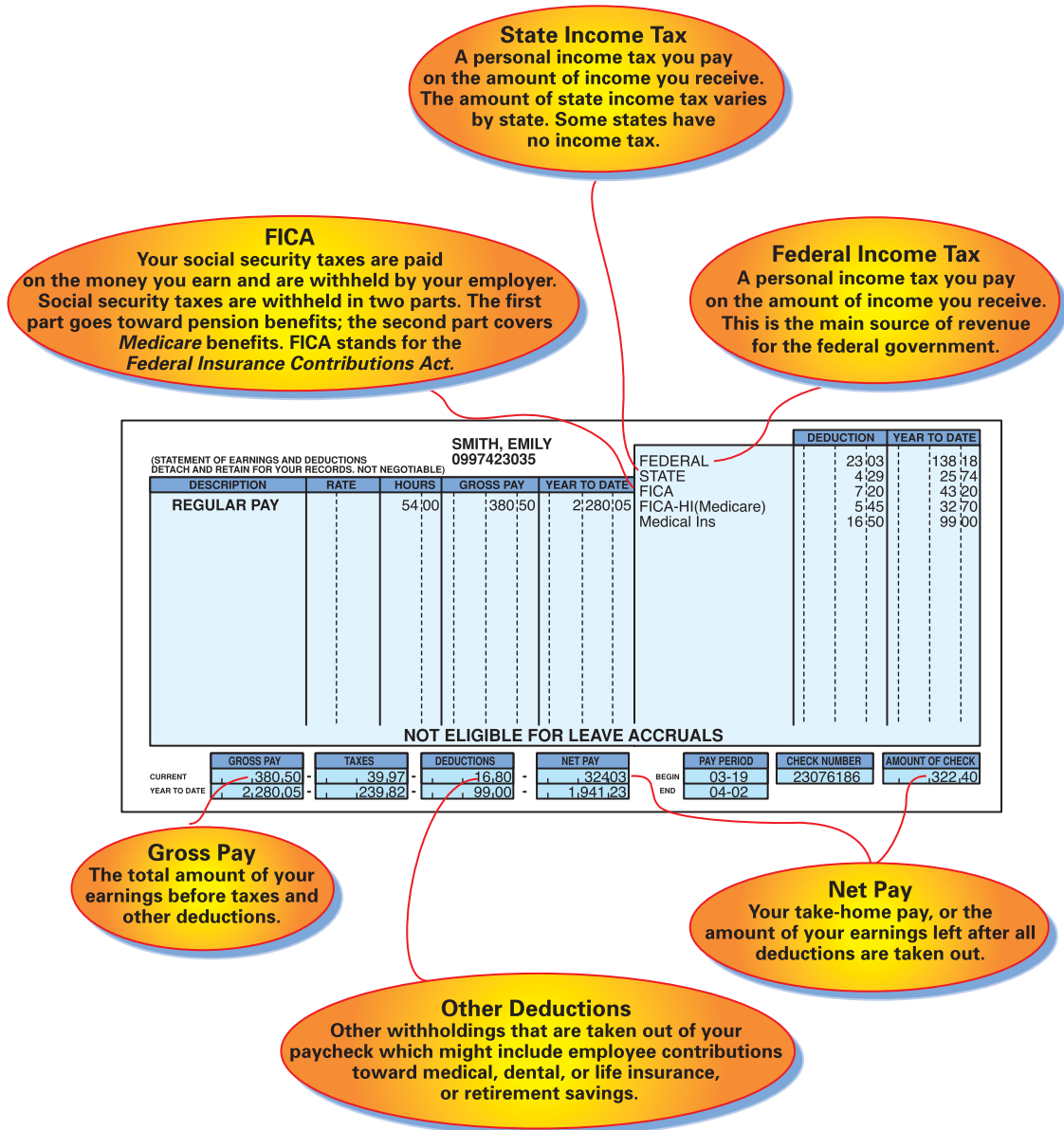
Math Concept **Rate Increases** To calculate an increased rate, multiply the original rate by the increase. For example, to calculate time-and-a-half pay, multiply the normal hourly rate by 1.5.

Starting Hint Determine the number of regular hours and the number of overtime hours Garrett worked. Multiply the number of regular hours times his normal hourly rate to determine his base pay. Multiply the number of overtime hours times his overtime pay rate ($1.5 \times \$10.40$) to find his overtime pay. Add the overtime pay to the base pay to determine Garrett's gross pay.

NCTM Number and Operations Compute fluently and make reasonable estimates.

FIGURE 4.6 Paycheck Deductions

Pay Stub Elements A pay stub shows you the amount of each deduction taken from your paycheck. *What types of deductions may be withheld from your gross pay?*



Deductions

The total amount of money you are paid from working is called your **gross pay**. A **deduction** is money that is withheld from your gross pay for taxes, insurance, and other fees. The amount of money you actually receive after deductions is called your **net pay**, or take-home pay. (See **Figure 4.6**.) Ask your employer to explain any deductions.

Tips

Some foodservice workers earn tips amounting to between 10% and 20% of the customer's check. A **tip** is a small bonus payment from a customer as a reward for excellent service. Because employers are allowed to count tip money as part of a worker's minimum wage, some foodservice workers may actually earn more in tips than they do in wages.

If you earn tips as part of your job, it is your responsibility to keep a record of the money you earn. You will need to report your tips as income when you file federal and state tax returns.

Benefits

In addition to your salary, your employer may offer benefits. **Benefits** are services or payments provided by an employer in addition to wages. Common benefits that employers give to employees include:

- Health and accident insurance. Sometimes employers will allow employees to pay for health insurance to cover dependents.
- Paid vacation days.
- Discounts on meals or company products for employees.

- Life insurance.
- Disability insurance, a policy that helps pay your expenses if you become disabled and can no longer work.
- Tuition reimbursement, or full or partial repayment of fees you pay for education courses that are related to your career.
- Savings and investment plans, such as a 401K, to help you earn money for retirement.

Figure in any benefits when you calculate your job compensation. A high wage may make up for few benefits. A good range of benefits, on the other hand, can make up for a lower wage. Carefully consider what benefits are important to you before you accept the job.



Reading Check

Summarize What are the two ways that an employer can choose to pay an employee?

SECTION 4.3



After You Read

Review Key Concepts

1. **Explain** the concept of worker's compensation.
2. **List** the different types of benefits an employer may offer.

Practice Culinary Academics



English Language Arts

3. Follow your teacher's instructions to work with another student. Role-play a restaurant manager and a line cook discussing the line cook's duties. Then, switch roles. How did you communicate as an employer and as an employee? Write a short summary of your experience.

NCTE 4 Use written language to communicate effectively.



Social Studies

4. Choose an aspect of fair labor practices, such as minimum wage or discrimination, and research the development of the practice throughout history. Write a short report on the subject you have chosen. Be sure to list your sources.

NCSSX B Civic Ideals and Practices Identify, analyze, interpret, and evaluate sources and examples of citizens' rights and responsibilities.



Mathematics

5. You worked 38 hours waiting tables at a restaurant last week, earning \$8.75 per hour. In addition, you received \$326.86 in tips for the week. How much money did you make per hour, including tips?

Math Concept

Multiplying Decimals Multiply decimals the same way you would multiply whole numbers. Add the number of decimal places in each factor, and use that total number of decimal places in the product.

Starting Hint Determine your total wages for the week by multiplying your hours worked (38) by your hourly wage (\$8.75 per hour). Add this amount to your tip income, then divide by the number of hours worked.

NCTM Problem Solving Solve problems that arise in mathematics and in other contexts.



Check your answers at this book's Online Learning Center at glencoe.com.

Chapter Summary

Basic employment skills for the foodservice industry include math, reading, writing, speaking, and listening skills. To find a job at a foodservice establishment, you can network with other professionals, join professional organizations, and read trade publications. You should

also prepare a résumé as part of a job portfolio. Both employers and employees have certain rights and responsibilities in the workplace. If you work well, then there will be opportunities for you to advance to positions with better pay and more responsibility.

Content and Academic Vocabulary Review

1. Label each of these vocabulary terms as a noun, verb, or adjective.

Content Vocabulary

- calculate (p. 84)
- make change (p. 85)
- active listening (p. 85)
- distraction (p. 85)
- work ethic (p. 88)
- responsibility (p. 88)
- flexibility (p. 89)
- honesty (p. 89)
- reliable (p. 89)
- teamwork (p. 89)
- commitment (p. 90)
- leadership (p. 90)
- resource (p. 91)
- prioritize (p. 91)
- networking (p. 94)
- trade publication (p. 95)
- employment agency (p. 96)
- job lead (p. 96)
- résumé (p. 96)
- job application (p. 96)
- job portfolio (p. 96)
- job interview (p. 97)
- keyword (p. 98)
- evaluation (p. 105)
- initiative (p. 105)
- workers' compensation (p. 106)
- repetitive stress injury (p. 106)
- minimum wage (p. 106)
- compensatory time (p. 106)
- labor union (p. 106)
- discrimination (p. 106)
- probation (p. 107)
- empathy (p. 107)
- ethics (p. 108)
- gross pay (p. 109)
- deduction (p. 109)
- net pay (p. 109)
- tip (p. 109)
- benefits (p. 110)

Academic Vocabulary

- qualities (p. 88)
- compensate (p. 92)
- suitable (p. 97)
- nature (p. 100)
- outline (p. 105)
- field (p. 106)

Review Key Concepts

2. **Demonstrate** basic employability skills in foodservice.
3. **Evaluate** the characteristics of a positive work ethic.
4. **Identify** the leadership skills necessary for foodservice employment.
5. **Identify** sources for foodservice job leads.
6. **Illustrate** the proper skills to apply for a foodservice job.
7. **Summarize** the rights and responsibilities of employees and employers.
8. **Explain** the differences between tips, deductions, and benefits.

Critical Thinking

9. **Imagine** that you are working as the host in a restaurant. You overslept and you are running late. What should you do, and why?
10. **Offer** advice to your friend Carla. She wants to apply for a job as a server at a nearby restaurant. You know that she is friendly and outgoing, but that sometimes she does not finish her school assignments on time. What tips can you give her to get and keep the job?

Academic Skills

**English Language Arts**

- 11. Telephone Techniques** Follow your teacher's instructions to form pairs. Role-play answering the telephone for foodservice businesses. Scenarios may include taking a reservation, transferring calls, and taking customer special requests. Use your best speaking and listening skills, as well as your customer service skills. Then, switch roles. As a class, evaluate how employee phone manners can affect customer service.

NCTE 4 Use written language to communicate effectively.

**Science**

- 12. Create a Safety Assessment** Employee safety is an employer's responsibility. Employers should take the time to assess whether working conditions are safe for all employees.

Procedure Assess your foods lab for safety, as if you were an employer. Pay attention to areas around cooking appliances and chemical storage.

Analysis Create a list of the areas that you think should be checked regularly for safety. Using the list, write a short summary of the current safety of your foods lab and how it might be improved.

NSES F Develop an understanding of personal and community health.

**Mathematics**

- 13. Find a Percentage** You are waiting on three tables at a high-end restaurant during dinner service. Customer A leaves a tip of \$35 on a \$245 check. At another table, Customer B's meal costs \$112.50, and she leaves you a tip of \$17.50. Finally, Customer C leaves you a tip of \$40 on a \$260 check. Out of the three, which customer was the best tipper, on a percentage basis?

Math Concept Solving Percentage Problems with Proportions

When you know two of three values (part, base, percentage) in a percentage problem and need to determine the third, set up a proportion and solve for the missing value:

$$\frac{\text{Part}}{\text{Base}} = \frac{\text{Percent}}{100}$$

Starting Hint Determine the tip percentage for each customer using the formula above, substituting the tip amount for Part, the check amount for Base, and the variable p for Percent.

For Customer A:
$$\frac{\$35}{\$245} = \frac{p}{100}$$

Cross-multiply the proportion to get $\$35 \times 100 = 245 \times p$, or $3,500 = 245p$.

Divide both sides by 245 to solve for p , which represents Customer A's tip percentage.

NCTM Number and Operations Compute fluently and make reasonable estimates.

Certification Prep

Directions Read the questions. Then, read the answer choices and choose the best possible answer for each.

- 14.** What position can you advance to if you start as a host?
- a. sous chef
 - b. server
 - c. kitchen helper
 - d. caterer
- 15.** How might a server use math skills?
- a. to weigh ingredients
 - b. to estimate profits
 - c. to adjust recipe yields
 - d. to make change

Sharpen your test-taking skills to improve your kitchen certification program score.

Test-Taking Tip

In a multiple-choice test, the answers should be specific and precise. Read the questions first, and then read all the answer choices before you choose. Eliminate answers that you know are incorrect.

Real-World Skills and Applications

Communication Skills

- 16. Interview a Restaurant Employee** Interview a restaurant employee about how he or she got their job. Ask what the employee considers the most important skills used on the job. After you have completed your interview, give a five-minute oral report to the class on what you have learned, and relate it back to the information in the chapter.

Interpersonal and Collaborative Skills

- 17. Overcome Prejudice** Follow your teacher's directions to divide into pairs or small groups. Role-play ways in which stereotypes and prejudices might negatively effect employee relations. Also role-play possible solutions to the situations you portray. Try to use good management and problem-solving skills to resolve the situation.

Technology Applications

- 18. Explore Job Search Resources** Get your teacher's or parents' permission to go online and search for Internet job search resources, such as networking sites, professional organizations, and online job listing services. Choose one resource from the list and write a one-page summary of how to use it to look for foodservice jobs.

Financial Literacy

- 19. Determine Your Financial Situation** Imagine that you are starting a job as a prep cook at a restaurant, making \$7.25 per hour. You will work a full 40 hours per week at your new job, with no overtime. You will be paid every two weeks, and 15% of your pay will be deducted from each paycheck for taxes and fees for insurance. How much money will you take home per month?

Culinary Lab

Use the culinary skills you have learned in this chapter.

Interview Practice

- 20. Participate in Mock Interviews** In this lab, you will invite a local foodservice manager, such as a chef, restaurant manager, or deli manager, to conduct mock interviews with the class. Then, you will evaluate the interviews.
- Research background information.** Research background information about the operations for which the guest interviewer works. Prepare any questions you have for the interviewer about his or her place of business.
 - Prepare your résumé.** Write your résumé and complete a sample employment application.
 - Interview for a job.** Participate in mock interviews with the guest interviewer. Videotape the interviews, if possible.
 - Create an evaluation chart.** Use the following rating scale: Poor = 1; Fair = 2; Good = 3; Great = 4.
 - Evaluate the interviews.** Evaluate the videotaped interviews using the evaluation charts. List strengths and offer suggestions for improvement.

Create Your Evaluation

Review your evaluation chart and the evaluations given to you by the teacher and other students. Create a plan for your next interview that includes the strengths that you will try to repeat and also includes your weaknesses and how you will try to improve on them so you can do a better interview.