

CHAPTER

1

Write Your Resume

Introduction

THE RESUME IS ONE OF THE MOST CRITICAL STEPS in securing a job. Remember that your resume precedes the interview and is the only impression you make on your potential employer before you are (hopefully) asked to make a personal impression in an interview. Most resumes are glanced at for less than a minute—less time than you might wait for a red light to turn green. Resumes that are wordy or hard to read end up in the trash, and many resumes wind up being filed away forever. Only a small percentage of resumes ever make it to the interview step.

But employers still ask for resumes, and a good resume provides a competitive edge. Your resume tells potential employers what you have accomplished already and what you can do for them now. Look at the resume as an advertising tool; it sells your talents and skills to an employer, much as a 60-second commercial sells to a consumer. Good resumes can awaken an employer's interest in you and get you what you want—an interview.

Types of Resumes

Resumes fall into one of three categories: chronological, functional, or combination (combines characteristics of both the chronological and functional). The type you choose should emphasize your strengths and deemphasize your weaknesses. Most resumes these days are combination resumes, as you will see shortly.

The chronological resume (Figure 1-1) lists the jobs you've had by date of employment, starting with your most recent job and working backward. The education section lists your education in reverse chronological order as well. Use the chronological resume if:

Figure 1-1
Chronological
Resume

- ◆ You have recent and continuous work history in the field you are looking for a job in.
- ◆ You have progressed up a clearly defined career ladder and are looking for advancement.

Cheryl Richardson

Permanent Address:
92 Longwood Road
Aurora, NY 11593
315-555-1212

cherylrich@yahoo.com

Current Address until June:
233 University Avenue
Ithaca, NY 12830
315-555-1213

Summary

Dean's List college student in culinary arts, recently promoted to Line Cook at nationally known Moosehead Restaurant.

Work Experience

- 7/08–Present **Line Cook** at Moosehead Restaurant, Ithaca, NY
Work at sauté or grill station for lunch or dinner meals in a well-known restaurant featuring healthful natural foods cuisine. Perform mise en place and food preparation. Follow safe and sanitary food procedures.
- Test and evaluate new recipes.
 - Won Employee of the Month (June 2009).
- 10/06–6/08 **Preparation Cook** at Moosewood Restaurant, Ithaca, NY
Performed all preparation tasks in kitchen emphasizing scratch cooking and vegetarian dishes. Completed all duties in timely fashion while maintaining sanitation standards.
- Received "Excellent" performance evaluations.
- Summers 2005 and 2006 **Assistant Cook** at Lenape Summer Camp, Seneca Falls, NY
Under Head Cook's direction, did basic food preparation tasks, cooking, and baking. Assisted in purchasing, receiving, and inventory management.

Education and Certification

- May 2009 Bachelor of Professional Studies in Culinary Arts, Olympia University, Ithaca, NY
- Dean's List every semester (Anticipated)
 - Treasurer, Culinary Club (sophomore year)
 - ServSafe® Food Protection Manager, #2364656 (National Restaurant Association Educational Foundation)

Figure 1-2
Functional
Resume

Employers especially like to see a clearly defined career ladder in your listing of jobs; it lets them know what you can do right now. Do not use this type of resume if you are just starting out, trying to switch fields, or have large gaps in employment—then it would be better to use the functional resume.

The functional resume (Figure 1-2) also includes a listing of your work experience and education, but in a brief form toward the end of the resume. Most of the functional resume is a summary of your skills and accomplishments, such as

Tim Fitzpatrick

3626 Chestnut Drive, Sauna, CA 84529 408-392-8942 tfitz@aol.com

Seeking an entry-level Cook position in a restaurant.

College student in culinary arts with diverse cooking and foodservice experience, including food preparation and supervising.

Culinary Arts:

- Experienced with kitchen food preparation and cooking equipment.
- Competent in basic food preparation techniques, including cutting.
- Use standardized recipes.
- Follow portion control guidelines.
- Plate and garnish foods.

Sanitation

- ServSafe® certified.
- Follow appropriate cleaning and sanitation procedures.

Supervision

- Supervised five employees.
 - Scheduled, trained, motivated, and coached employees.
 - Solved problems.
-

Employment

Cold Food Preparation, Bay Community College. September 2007 to present.
Part-time.

Head Waiter, The Tides Retirement Community. June 2006 to August 2007.
Part-time.

Waiter, The Tides Retirement Community. June 2005 to June 2006.
Part-time.

Education

Associate in Occupational Studies in Culinary Arts anticipated May 2008. Bay Community College.

specific culinary skills you’ve used or menus you’ve developed and served. Use the functional resume if:

- ◆ You are applying for a job that is quite different from your current or past job.
- ◆ You have little to no work experience in this field.
- ◆ You are reentering the job market after a break.

The functional resume emphasizes what you can do and deemphasizes where you have worked. Many skills, such as management skills, are transferable between industries, and this type of resume especially helps people who are switching to the culinary field or just starting out after college.

Many employers look on functional resumes with some level of distrust. While they can see what sorts of skills and abilities you have, they don’t know where you learned them. This is a good reason to consider the next type of resume.

The combination resume (Figure 1-3) combines features from both the chronological and functional resumes into a type of resume that is increasingly popular. Basically, you showcase your skills and achievements at the beginning of the resume, typically in a section entitled Profile or Summary. Then you go on to describe your jobs and education in reverse chronological order. It’s a format that almost any jobseeker can customize to meet his or her needs.

Figure 1-3
Combination
Resume

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Richard Plumb, C.E.C., A.A.C. 211 West Greenwich Avenue Greenwich, CT 07041 203-437-9365 (h) 203-530-8821 (c) brewchef@yahoo.com</p> | |
| Profile | <ul style="list-style-type: none"> ● Experienced Executive Chef and Director of Operations. Have operated multiple restaurants accommodating over 500 guests. ● Developed kitchen and menus for new brewery restaurants. ● Excel in developing successful menus and recipes. ● Proven team-building and motivational skills have kept staff turnover below 40%. |
| Experience | <p>Director of Operations/Corporate Executive Chef Boston Hops, Inc., New York, NY May 2004–present Responsible for menu development, kitchen/bar design, opening plan and execution, training, and staff hiring for three new brewery restaurants.</p> <ul style="list-style-type: none"> ● Redesigned kitchen. ● Upgraded menus. ● Developed corporate buying policies, recipes, restaurant standards, and training manuals. |

| | |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>Executive Chef/Back of House Director of Operations Greenwich Regency, Greenwich, CT May 2000–May 2004 Responsible for 32 Cooks and 6 Sous Chefs in a \$9.5 million food and beverage operation. Also supervised stewarding, purchasing, and receiving.</p> <ul style="list-style-type: none"> ● Five-year average of 29% food cost and 30% labor cost. ● Employee retention improved 75%. ● Operation featured in numerous publications. |
| | <p>Chef de Cuisine Pebble Creek Café, Purchase, NY June 1997–March 2000 Instrumental in kitchen and restaurant design of American regional restaurant. Responsible for all costs for front and back of the house. Developed menus, monthly marketing tools, and advertising strategies.</p> <ul style="list-style-type: none"> ● Increased quarterly sales 25%. ● Demonstrated project planning and design skills. |
| Education | <p>A.O.S. in Culinary Arts, April 1995 New Jersey Culinary Institute</p> <p>Nutritional Cuisine, January 2004, New Jersey Culinary Institute, 20-hour course</p> |
| Certification | <p>Certified Executive Chef, January 2004 American Culinary Federation</p> |
| Associations | <p>Active Member, American Culinary Federation, since 1995</p> <p>The Chefs Association of Westchester and Lower Connecticut since 1995, President from 1998 to 1999</p> |
| Awards | <p>2002 Chef of the Year, The Chef's Association of Westchester and Lower Connecticut</p> <p>Delaware Valley Chefs Association Culinary Competition, ACF Silver Medal, 2001</p> <p>U.S. Team Member, International Ice Carving Competition, Gold Medal, 2000</p> <p>Southern New Jersey Chefs Association Culinary Competition, First Prize, Poultry Platter, 1999</p> |

The Ingredients of a Great Resume

A great resume sells a potential employer the idea that you are the person to do the job. Your resume will do this most effectively if you remember that it is not just a job description of your current and past jobs. For a resume to be great, you need to:

- ◆ Choose and highlight the parts of your background that position you for the type of job you are currently seeking.
- ◆ Discuss what you did in other jobs, but especially how well you did it.
- ◆ Include measurable achievements and accomplishments.

Following are guidelines for what to include and what not to include on your resume.

WHAT YOU MUST INCLUDE

Most professional resume writers agree that you must include these sections in your resume.

- ◆ Contact information (including a businesslike email address)
- ◆ Profile (short summary of qualifications)
- ◆ Professional experience
- ◆ Education
- ◆ Professional licenses/certifications (such as ServSafe®)
- ◆ Professional affiliations (such as membership in the American Culinary Federation)

Additional sections that present information such as computer skills and awards are also appropriate.

WHAT YOU MIGHT INCLUDE

You might include a job objective, a short statement of the type of job you are looking for. It is important that the job objective be concise and not too broad—for example, “Job Objective: Sous Chef in Club Setting.” Some applicants like to use an objective; others don’t. The information stated in your objective will be stated in your cover letter, so it is not absolutely essential that it be on your resume. However, if you are not sending your resume in for a specific job opening, it’s a good idea to include a job objective because the employer is not immediately associating your resume with a specific opening.

Place your job objective below the contact information on the resume and check that it is appropriate each time you send your resume out. You want your stated job objective to closely match the job you are applying for.

WHAT TO OMIT

Don't put any of these on your resume:

- ◆ Reference information (just state that a list of references is available)
- ◆ Availability
- ◆ Salary history
- ◆ Diversity issues
- ◆ Photographs

It is customary to give out your reference list only at an interview or after you have been interviewed for a job. Availability is also a subject that can be addressed in an interview. You don't want to advertise that you are available immediately—it makes you look desperate! Salary is yet another issue that should be discussed later. As described in the chapter on interviewing, it is best not to discuss salary with the employer until you are offered the job. Once you receive an offer, you are in a much better position to negotiate a good salary.

How to Write Your Resume

The type of resume discussed in detail here is a combination resume, which begins with a profile in which you highlight your qualifications and accomplishments. Then it moves on to a chronological review of your professional (work) experience, education and certifications, professional affiliations, and other information you want to include.

CONTACT INFORMATION

At the top of every resume is your contact information, including your mailing address, telephone numbers, and email address. It is acceptable to use the postal abbreviation for your state instead of writing out the name of your state. For example, use CT for Connecticut. Don't use any abbreviations for your street address (such as Ave. for Avenue) or city (such as NYC for New York City).

When typing out your phone number(s), be sure to include your area code and designate which number is which, as shown in the following example.

(H) 272-356-7890

(C) 272-367-5237

You may put parentheses around the area code, but don't put 1 before the area code. Make sure you have a reliable answering service for every phone number you put on your resume, including cell phones. Of course, once you send your resume to potential employers, you must frequently check for voicemail messages.

If you are a student still in college, it is best to give both your college and home addresses and telephone numbers and to note when to use each address. For

example, you might state next to your college address something like “Contact through May.”

Email represents yet another way to communicate with employers. You should definitely list an email address, one that sounds professional. Don't type partyguy@aol.com on your resume and then wonder why you aren't getting any phone calls. Job hunting requires a suitably professional email address. Your Internet provider may allow you to pick several email addresses, so choose one with a neutral feel. It's quite common for job hunters to reserve one email address for the resume. If you want a new email address, check out the free email accounts available from companies such as hotmail.com.

PROFILE

Your profile section appears right below your contact information so the employer can quickly get an idea of who you are, what you can do, and how you can contribute. This section can be titled Profile, any of the following names, or any appropriate name you can think of.

- ◆ Career Profile
- ◆ Professional Profile
- ◆ Summary
- ◆ Qualifications
- ◆ Summary of Qualifications
- ◆ Areas of Expertise (or Proficiency)
- ◆ Key Strengths
- ◆ Core Competencies
- ◆ Professional Highlights
- ◆ Achievements or Accomplishments
- ◆ Highlights of Skills and Experience
- ◆ Highlights of Qualifications

This section can take the form of a bulleted list, a paragraph, or both. Whichever format you choose, make this section brief and focused. Highlight your experience, accomplishments, and skills. As you write a rough draft of this section, make sure it answers this question: “If I had only 30 seconds to get someone to hire me, what would I say?”

When you mention your skills, be sure they are directly related to the type of position you want. Also, stating “hardworking employee” is not nearly as strong as evidence such as “Promoted from preparation cook to line cook within three months because of excellent knife skills and work ethic.”

Here is a bulleted profile for a highly experienced Certified Master Chef.

Profile

- ◆ Successfully completed Certified Master Chef test.
- ◆ Over 20 years' experience in quality food preparation.
- ◆ Thorough understanding of all facets and styles of foodservice.
- ◆ Well versed in many ethnic and international cuisines.

- ◆ Able to produce quality results while adhering to well-planned budgets.
- ◆ Over 8 years' experience in multi-unit management.
- ◆ Excellent human resource management skills, maintaining a departmental employee retention average of 3.5 years.
- ◆ Self-motivated quality- and cost-oriented manager.
- ◆ Highly trained in nutritionally conscious cuisine.

Of course, this profile is pretty long because of the chef's extensive and noteworthy culinary career. Yours will most likely have fewer bullets. Note that the most significant achievements are noted first. The format of this profile could be changed by combining the first three bullets into a short paragraph and then bulleting the remaining points.

A profile for someone coming out of college with some work experience in the industry might look like this.

Profile

Hardworking and reliable culinary student distinguished by:

- ◆ Over two years' experience as a preparation cook promoted to line cook at La Brasserie.
- ◆ Silver Medal earned in ACF-sanctioned hot food competition, category K.
- ◆ President's Honor Roll every semester.
- ◆ Strong interpersonal and organizational skills.

Make sure that some of the points you make are measurable achievements, like earning a silver medal at a culinary competition, saving the department \$25,000 a year in labor, and cutting staff turnover by 25%.

You may want to write up your profile after you have completed the work experience and education sections. Once you have those sections ready, it will be easier for you to see which skills, achievements, and experience you want to highlight in the profile.

PROFESSIONAL EXPERIENCE

After the profile, your next section will probably be professional experience, although in some cases it may be education. A good rule of thumb is to put the stronger section first. For example, if you are seeking a job as a culinary educator, the amount of formal education you have is important, so you may want to highlight your degrees at the top of the resume. For most culinary positions, put your work experience first unless you have almost no experience.

You don't have to call this section Professional Experience. Other possible names include the following.

- ◆ Professional Background
- ◆ Employment History
- ◆ Work History
- ◆ Work Experience
- ◆ Experience

- ◆ Career Track
- ◆ Employment Chronicle
- ◆ Career History
- ◆ Career Path

To start writing up your work experience, use the Resume Worksheet to write down information about your jobs. Start with your current or most recent job, and then work backward. The worksheet will help you decide what to include on the resume.

When writing up your job duties, think in terms of the broad responsibilities you had and the specific tasks or duties you performed for each responsibility. For example, on your resume you could state the broad responsibility first, and then present a bullet list of important duties and notable accomplishments. Don't just discuss what you did; also include how well you did it. Employers want to see measurable achievements. It helps them see how you can contribute to their organization's bottom line. Here's an example.

EXECUTIVE CHEF June 2005–July 2009

Big Oak Café, Troy, New York

Supervised and coordinated the food purchasing and production for kitchen producing 1,000 meals/day.

- ◆ Purchased over \$1 million of food and supplies yearly.
- ◆ Saved \$25,000 in the first year after improving bid system and updating purchase specifications.
- ◆ Developed and instituted regular seasonal menu changes.
- ◆ Reduced kitchen labor cost by 5%.
- ◆ Quality of food consistently rated “good” or higher.
- ◆ Conducted formal monthly training sessions and daily coaching of employees.

Note three points in this example. First, there are no complete sentences; each statement is a phrase. Second, each phrase begins with a specific, descriptive verb. For example, instead of a general verb such as manage, use precise verbs such as organize or direct. Table 1-1 lists action verbs you can use when preparing your resume. Try to avoid phrases that begin with “Responsible for”; instead, find an appropriate verb. Third, once you have climbed the career ladder, it is assumed you can cook. So talk about how many people you supervised, the volume of the business, and how you managed costs. If your experience is mostly cooking, be careful of repetitive wording when describing your jobs. For example, don't keep listing “sautéed fish and chicken” for each job.

Table 1-1 Verbs for Resumes

| Communication Skills | | | | | |
|-----------------------|--------------|-------------|-------------|-------------|-----------|
| arranged | composed | edited | motivated | publicized | |
| addressed | conferred | explained | negotiated | published | |
| authored | corresponded | formulated | persuaded | wrote | |
| clarified | drafted | informed | presented | | |
| Creative Skills | | | | | |
| conceptualized | designed | fashioned | illustrated | originated | |
| created | established | focused | invented | performed | |
| Culinary Skills | | | | | |
| arranged | converted | filleted | judged | prepared | simmered |
| assembled | cooked | finished | measured | produced | specified |
| baked | cooled | flavored | microwaved | purchased | steamed |
| boiled | cut | formulated | pan-broiled | roasted | stored |
| braised | deep-fried | garnished | pan-fried | sautéed | thickened |
| broiled | designed | griddled | performed | scaled | used |
| calculated | determined | grilled | planned | seasoned | |
| chose | dressed | identified | poached | set up | |
| Financial Skills | | | | | |
| administered | computed | formulated | purchased | sold | |
| analyzed | contracted | increased | recommended | trimmed | |
| audited | cut | marketed | reconciled | | |
| balanced | decreased | planned | recorded | | |
| budgeted | eliminated | projected | reduced | | |
| calculated | forecast | provided | saved | | |
| Human Resource Skills | | | | | |
| coached | encouraged | instructed | oriented | specified | |
| counseled | evaluated | interviewed | placed | staffed | |
| delegated | facilitated | mediated | promoted | streamlined | |
| developed | guided | moderated | recruited | taught | |
| empowered | helped | motivated | represented | trained | |
| enabled | hired | negotiated | screened | | |

Table 1-1 Verbs for Resumes (continued)

| Management Skills | | | | |
|----------------------------|--------------|-------------|-------------|--------------|
| accepted | created | finished | optimized | restored |
| accomplished | defined | focused | organized | restructured |
| achieved | delivered | founded | originated | revamped |
| adapted | demonstrated | formulated | overhauled | revitalized |
| administered | designed | generated | oversaw | saved |
| advanced | developed | guided | performed | scheduled |
| advised | devised | headed | persuaded | solved |
| allocated | diagnosed | identified | planned | spearheaded |
| analyzed | directed | implemented | prepared | streamlined |
| appraised | diversified | improved | presented | structured |
| approved | eliminated | increased | presided | summarized |
| assigned | engineered | innovated | prioritized | supervised |
| assisted | enlisted | inspected | processed | surveyed |
| chaired | established | installed | produced | traveled |
| clarified | evaluated | instituted | provided | trimmed |
| conducted | examined | introduced | regulated | upgraded |
| consolidated | executed | launched | remodeled | |
| contributed | expanded | led | repaired | |
| controlled | expedited | maintained | represented | |
| coordinated | facilitated | monitored | resolved | |
| Marketing and Sales Skills | | | | |
| compiled | distributed | generated | maintained | obtained |
| consolidated | expedited | increased | marketed | stimulated |

Another way to format your work experience is to start with a short paragraph listing your responsibilities and duties, and then have a bulleted list of your accomplishments. Here is how that approach looks:

EXECUTIVE CHEF June 2005–July 2009

Big Oak Café, Troy, New York

Supervised and coordinated the food purchasing and production for kitchen producing 1,000 meals/day. Purchased over \$1 million of food and supplies yearly. Developed and instituted regular seasonal menu changes. Conducted formal monthly training sessions and daily coaching of employees.

Performance Highlights

- ◆ Saved \$25,000/year after improving bid system and updating purchase specifications.
- ◆ Reduced kitchen labor cost by 5%.
- ◆ Quality of food consistently rated “good” or higher.

When thinking of your accomplishments and achievements, ask yourself if you ever did the following:

1. Save your employer money—if so, how much?
2. Increase sales—if so, how much?
3. Increase profitability—if so, how much?
4. Bring in new business—if so, how much?
5. Increase employee retention—if so, how much?
6. Decrease payroll costs, including overtime—if so, how much?
7. Increase guest satisfaction—if so, how much?
8. Increase profitability—if so, how much?
9. Decrease or keep food cost constant—if so, how much?
10. Increase check average—if so, how much?
11. Reduce purchasing costs—if so, how much?
12. Update and improve policies and procedures
13. Initiate and implement new menus or programs
14. Implement new hardware, software, or other systems
15. Improve productivity
16. Improve communications
17. Design new training programs
18. Introduce new standards
19. Streamline operations, functions, or support activities
20. Realign staffing to meet business demand and/or decrease costs
21. Receive a prize/honor/award from an employer, school, or professional organization
22. Manage special projects, such as kitchen renovation or purchasing new equipment
23. Develop unique skills or qualifications
24. Have public speaking experience
25. Have culinary industry certifications

Quantify your achievement whenever possible, as in “Increased check average 5%.”

EDUCATION AND CERTIFICATIONS

Next, discuss your education and certifications. Conceptually divide this section into three parts:

1. College
2. Continuing education (or lifelong learning)
3. Certifications

If this section is long, you can certainly separate it into two or three sections.

As long as you are in college or have graduated from college, you probably do not need to include high school information. If you went to a particularly prestigious high school or one with a well-known culinary program you were in, you might include the name of the school and program and the year you graduated.

With regard to your college education, the following items are the bare minimum you must put on your resume.

- ◆ Type of degree received, your major, and date of graduation—always list the degree before the name of the college or university at which you earned it. If you have graduated, you could use this format:

Bachelor of Professional Studies in Culinary Arts, 2008

Culinary University, Denver, Colorado

If you are still in school, give the month and year when you anticipate completing your degree. For example:

Associate in Occupational Studies in Culinary Arts anticipated May 2010

Culinary University, Denver, Colorado

If you are not that close to finishing your degree, you could say this:

Currently pursuing an associate degree in Occupational Studies in Culinary Arts

Culinary University, Denver, Colorado

If you minored at college in an area related to culinary, mention that as well. If your college major was unrelated to the culinary field (such as German or history), mention your degree but don't specify your major.

- ◆ Names of colleges and universities you've attended—if you transferred from a community college, for example, to a four-year college and earned your degree, it is not absolutely essential to mention the community college. However, if it might work to your benefit to mention the community college, as when the community college's culinary program is well known, include it on your resume. You can also include your cumulative average if it is good—meaning at least over 3.0 if your school uses a standard 4.0 scale. List your cumulative average like this: 3.0/4.0.

Of course, you can include many other aspects of your college education on your resume.

- ◆ **Academic honors**—Note academic honors such as Dean's List, awards, honor societies, and scholarships.
- ◆ **Internships**—Mention where you completed your internships; note the time frame and what you did.
- ◆ **Activities**—Many college students don't have much work experience, so listing involvement in school or extracurricular activities is important. Employers look for this because such involvement shows initiative. If you were involved in a culinary club or association, especially if you held an

office, include this information on your resume. Holding an office shows leadership. Include volunteer activities.

- ◆ **International study**—Include where you studied, when, and a brief statement of what you did.
- ◆ **Special projects/Team projects**—If you don't have much work experience, you may want to briefly describe a special college project, perhaps a team project, if it is related to the position you are applying for. For example, you may have worked on a project involved in catering events or culinary competitions.
- ◆ **Courses taken**—Listing four to eight relevant courses may benefit you if you are a recent graduate and don't have much work experience.

After your college section, mention relevant continuing education courses you have taken. These could include classes provided by an employer, workshops or seminars attended at industry-related conferences, continuing education courses taken to maintain American Culinary Federation certification, and formal education courses such as computer classes taken online or in the classroom. Specify the year in which you took the training. If the training was particularly lengthy, you can also add the number of hours or days it required. Don't forget to include computer courses you have taken.

You can also include certifications, such as Certified Culinarian, in this section, or you may want to list them in a separate section. Specify the certification you have, the certifying organization, and when you received the certification.

PROFESSIONAL AFFILIATIONS

Your memberships in appropriate professional associations show your enthusiasm and dedication to your career. Membership is also important for keeping up in the field and networking with colleagues.

ADDITIONAL SECTIONS

- ◆ **Computer skills**—Every job requires computer skills. List the software programs you can use with at least basic proficiency.
- ◆ **Foreign language skills**—If you are fluent in a language other than English, especially Spanish, do mention it on your resume. If you are not fluent but can read, write, or speak well, include this information too. Just make sure you write down, for example, "Speak Spanish" or "Read French."
- ◆ **Volunteer work**—Chefs frequently do volunteer work with food banks and other organizations. Mention relevant volunteer work you have performed, along with the name of the organization and the year.
- ◆ **Awards/Honors**—List awards and honors you received, from employer awards to medals won at culinary competitions. Give the name and year and describe the award/honor, if necessary.
- ◆ **Military service**—Mention the branch of service in which you served, your highest rank, your dates of service, decorations or awards, and special skills or training you received that could further your career.

- ◆ **Publications**—If you have published an article in an industry magazine, a book, or any other relevant material, list the title and publication date.
- ◆ **Presentations**—List presentations you made at professional meetings and in other professional settings.

REFERENCES

Resumes usually do not list names of references. Most resumes close with the statement “References available on request.”

RESUME WORKSHEET

Figure 1-4
Resume Worksheet

Use the Resume Worksheet (Figure 1-4, also on the CD-ROM) to help organize the information for your resume.

| |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>CONTACT INFORMATION</p> <p>Name: _____</p> <p>Home Address: _____</p> <p>_____</p> <p>School Address (if applicable): _____</p> <p>_____</p> <p>Telephone Numbers: _____</p> <p>_____</p> <p>Email Address: _____</p> <p>Other Information: _____</p> <p>PROFILE</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

PROFILE

PROFESSIONAL EXPERIENCE

Dates Employed (month/year): _____

Employer's Name: _____

Employer's Address (City/State): _____

Job Title: _____

Responsibility #1 _____

Duties and Accomplishments

Responsibility #2 _____

Duties and Accomplishments

Responsibility #3 _____

Duties and Accomplishments

Responsibility #4 _____

Duties and Accomplishments

EDUCATION

School: _____

Major(s): _____

Minor: _____

Date Graduated/Dates Attended: _____ Degree Seeking/Granted: _____

Grade Point Average: _____

Academic Honors _____

Scholarships: _____

Co-ops or Internships (Where, When, Description)

Extracurricular Activities: _____

Offices Held: _____

International Travel (Where, When, Description):

Special Projects/Team Projects (When and Description): _____

Relevant Coursework (only for current students and recent graduates):

High School (if going to include): _____

Continuing Education: _____

Certifications (certificate number and expiration date when applicable):

PROFESSIONAL AFFILIATIONS

OPTIONAL SECTIONS

Volunteer Work:

Computer Skills:

Foreign Language Skills:

Awards/Honors:

Publications:

Presentations:

MAKING A ROUGH DRAFT

Once that you have completed the Resume Worksheet, you are ready to make a rough draft of your resume. For your rough draft, concern yourself with the information you want to include and how you want to say it. At this stage, you just want to decide what to say and what to leave out. Use Figure 1-5, which is also on the CD-ROM, to start working on your rough draft.

Don't plan to tackle this project in one night. You will need a number of work sessions to get a rough draft that you can type up. Take time to edit your resume at every step. Ask friends, teachers, and family for ideas and feedback.

Use these guidelines while preparing your rough draft.

Contact Information _____

Profile (or other name) _____

Professional Experience (or other name) _____

Education and Certifications (or other name) _____

Professional Affiliations (or other name) _____

Additional Sections (Volunteer Work, Computer Skills, Foreign Language Skills,
Awards/Honors, Publications, Presentations)

Figure 1-5 Resume Draft

LENGTH

The length of your resume usually depends on the amount of work experience you have. Although you may have been told that your resume shouldn't exceed one page, if you have carefully chosen relevant material that requires two pages, that's fine. Resumes are frequently two and sometimes three pages long. If you have over ten years of experience, a two-page resume is common. Make each page a full page. If your last page has just a few lines on it, compress your information to remove the excess page.

FONTS AND FORMATTING

Use the following guidelines to format your resume.

- ◆ As for any business document, allow 1-inch margins on the sides, top, and bottom of each page.
- ◆ Double-space between sections and entries. Single-space paragraphs and bulleted lists. Be consistent with your spacing.
- ◆ Paragraphs should be short—five or six sentences at most. Break longer paragraphs into two or more.
- ◆ Pick out a font that is up-to-date and crisp.
 - ◆ Arial
 - ◆ Bookman
 - ◆ Century Schoolbook
 - ◆ **Franklin Gothic**
 - ◆ Garamond
 - ◆ Palatino
 - ◆ Tahoma

Times New Roman is also an acceptable font, but because it is used frequently, it is less distinctive than those noted here. The serif fonts—those where the letters have small lines extending from them, usually at the top and bottom—are often easier to read than sans-serif fonts. Examples of serif fonts include Bookman, Century Schoolbook, Garamond, and Palatino. Arial, Franklin Gothic, and Tahoma are sans serif fonts. Avoid fonts such as Courier that give the same amount of space for each letter, even though some letters are wider than others.

- ◆ In most cases, your best font size will be 10, 11, or 12, although headings and your name should be taller. For example, if you use 12-point Arial for the body text, try 14-point Arial for section headings and 16- to 18-point Arial for your name at the top of the resume.
- ◆ Don't clutter your resume with too much text. Lots of white space makes your resume easier to read. White space is the space on a page not occupied by text or pictures.
- ◆ Use underlining sparingly, if at all. Instead of underlining, try boldface, which is often better at getting attention. Further, it's easier to read boldface type than underlined text. Boldface works well for section titles and job titles. Don't use boldface to attract attention to a word or phrase in a sentence.

- ◆ Don't type words with all capital letters; this is very difficult to read. Instead, capitalize the first letter (if appropriate) and then switch to lower case.
- ◆ When you make a list, use a bullet (round, square, or diamond-shaped) or a tiny box instead of a hyphen. Use the same bullet style for each section or for the entire resume.
- ◆ Use a horizontal line to separate your contact information from the rest of the resume. The line helps organize the contents of the resume. You might set off each section with horizontal lines, as in Figure 1-1.
- ◆ To give your resume a consistent flow, maintain the same style from beginning to end. Every section should have the same design elements. For example, if your education heading is bold and centered, every section heading should be bold and centered.

FORMATS

Most resumes are set in either one or two columns. The resumes in Figures 1-2, 1-6, and 1-7 use one column, while the resumes in Figures 1-1 and 1-3 use two columns. The one-column format allows you to fit a little more information on a page because more space is available (but you still must leave plenty of white space). You can certainly type up your resume in both formats and then decide which looks best. You can even combine both formats by using one column for your contact, objective, and profile sections and then switching to a two-column format for the rest of the resume.

Let's take a look at the five resumes in this chapter to develop a better idea of ways to format a resume.

- ◆ Figure 1-1. The body of this resume is set in 12-point Arial, the section heads in 14-point bold, and the person's name in 16-point bold. In this use of the two-column format, the dates of employment and college are placed in the left column, and the job and education information are in the right column. The horizontal line under each section heading, along with the appropriate use of white space, make the headings stand out and result in an easy-to-read resume.
- ◆ Figure 1-2. This one-column resume uses 12-point New Century Schoolbook as the body font. The section names and contact information are set in 14-point type and the person's name in 16-point. The name, job titles, and section names are bolded. Because this is a functional resume, the middle has horizontal lines that emphasize the person's skills. Italics are used in this section for the top line.
- ◆ Figure 1-3. This two-column resume uses a T set of lines to make it look appealing. The font is Palatino, with 12-point type for the body, 16-point for the section heads, and 18-point for the person's name. The name, section heads, and job titles are bolded. The first column contains the section names and the second column the dates and information. If you like how this format looks but have more than one address to list, you can start your vertical line just below the contact section.
- ◆ Figure 1-6. This one-column resume shows the section heads in italic bold and centered with horizontal lines above and below for emphasis. The body

Cheryl Richardson

Permanent Address:

92 Longwood Road
Aurora, NY 11593
315-593-8270

cherylrich@yahoo.com

Current Address until June:

233 University Avenue
Ithaca, NY 12830
315-229-5987

Summary

Dean's List college student in culinary arts, recently promoted to Line Cook at nationally known Moosehead Restaurant.

Work Experience

Line Cook at Moosehead Restaurant, Ithaca, NY July 2008–Present

Work at sauté or grill station for lunch or dinner meals in a well-known restaurant featuring healthful natural foods cuisine. Perform mise en place and food preparation. Follow safe and sanitary food procedures.

- Test and evaluate new recipes.
- Employee of the Month (June 2009).

Preparation Cook at Moosewood Restaurant, Ithaca, NY October 2006–June 2008

Performed all preparation tasks in kitchen emphasizing scratch cooking and vegetarian dishes. Completed all duties in timely fashion while maintaining sanitation standards.

- Received "Excellent" performance evaluations.

Assistant Cook at Lenape Summer Camp, Seneca Falls, NY Summers 2005 and 2006

Under Head Cook's direction, did basic food preparation tasks, cooking, and baking. Assisted in purchasing, receiving, and inventory management.

Education and Certification

Bachelor of Professional Studies in Culinary Arts
Olympia University, Ithaca, NY

Anticipated May 2009

Dean's List every semester

Treasurer, Culinary Club (sophomore year)

ServSafe® Food Protection Manager, #2364656 (National Restaurant Association)

Figure 1-6 One-Column Resume Sample

Brad Barnes, C.M.C., C.C.A., A.A.C.

213 Davis Avenue, Christianson, NY 10735
203.555.0150
BandBsolutions@aol.com

Qualifications

Culinary Skills

- Very strong experience in quality food preparation.
- Thorough understanding of all facets and styles of service.
- Well versed in many ethnic and international cuisines.
- Able to produce quality results while adhering to budget.
- Committed to upholding the highest standards of operation in the professional kitchen.
- Highly trained in nutritionally conscious cuisine.

Management Skills

- Self-motivated, quality- and cost-directed manager.
- Solid experience in multi-unit management.
- Excellent human resource management skills, maintaining a departmental employee retention average of 3.5 years.
- Skilled in sanitary management of food preparation facilities.
- Experienced in public speaking, presentations, and seminars.
- Developed, wrote, and presented educational videos.

Professional Experience

Chef/Owner, B & B Solutions

2001–present

Partner in Food and Beverage Management firm currently operating food and beverages operations in two Manhattan properties: the Embassy Suites Hotel in Battery Park City and the Hilton Times Square. Food and Beverages is a freestanding entity and is required to be totally self-sustaining while providing 24-hour room service, an employee cafeteria, and many other hotel services.

- Report on profitability, quality, and operations to our client.
- Reversed the operations from substantial losses to break even.

Corporate Executive Chef, ITB Restaurant Group

1992–2001

Oversaw profitability, training, menu development, and staffing of kitchens in three restaurants while acting as executive chef for the flagship operation, 64 Greenwich Avenue.

Figure 1-7 Resume of Very Experienced Chef

64 Greenwich Avenue Restaurant, 125 seats/\$2.4 million annual sales

Responsible for design of the kitchen as well as the purchase of all equipment. Developed all menus. Developed profit and loss prospectus for opening food sales.

- Increased profitability of food sales by 10% since the opening through a customer-driven sales-oriented approach to menu development as well as a concentrated effort to retain employees and increase productivity.
- Practiced an aggressive approach to purchasing by constantly researching new resources while maintaining a good business relationship with purveyors.
- Initiated our banquet/catering division in order to expand sales as well as make better use of available staff and facility.
- Banquet/catering has grown to 35% of annual sales at a higher profitability than à la carte service.
- Maintained a constant learning atmosphere in the kitchen through promotion from within and the rotation of culinary school externs in the facility.

The Black Bass Grille, 65 seats/\$1.4 million annual sales**The Black Goose Grille**, 120 seats/\$2 million annual sales

Set tone and style of menus and worked with the Chef to produce profitable, customer-driven menus that stayed within our philosophy and food standards.

Wrote and implemented all front-of-the-house training procedures.

- Assured profitability of each kitchen through guidance in food cost control, staffing, and time management.
- Produced all graphics for seasonal menus.

Executive Chef, The Black Bass Grille

1989–1992

Hired to change the style of food and service from a tavern-style pub to a white-tablecloth casual dining restaurant.

- Raised check average from \$20 to \$37.
- Increased yearly sales from \$780,000 to \$1.4 million.
- Analyzed lunch business, which showed a history of poor customer counts, then recommended closing for that meal period, saving the company about \$16,000 annually.
- Purchased new equipment per budget to facilitate new style of service.

Executive Chef, Greenwich Island Catering, \$1.8 million annual sales 1987–1989

Supervised all food production and event logistics, including staffing and equipment setup. Maintained three daily corporate accounts.

Executive Chef, The Brass Register at Four Squares , 225 seats, 240 banquet seats,
\$1.6 million annual sales 1980–1985
Worked as Sous Chef and then Executive Chef. Started catering and banquet service.

Education and Certifications

A.O.S. in Culinary Arts, Culinary Institute of America, 1987

Nutritional Cuisine course, Culinary Institute of America, 1995

Certified Master Chef, American Culinary Federation

Certified Culinary Administrator, American Culinary Federation

Certified ACF International Judge

Certified ServSafe® Food Protection Manager

Certified TIPS Alcohol Service Trainer

Professional Organizations

Member, American Culinary Federation

Member, American Academy of Chefs

Member, World Association of Master Chefs

Honors and Awards

President's Medal from the American Culinary Federation

Coach and Design Director for American Culinary Federation Team USA, 2004 and 2000

Hermann Rusch Humanitarian Award for Contributions to 9/11 Relief Effort

Two Gold Medals, IKA/HOGA Culinary Olympics, Frankfurt, Germany

"Chef of the Year," The Chefs Association of Westchester and Lower Connecticut

font is 12-point Garamond, and the name font is 18-point. Section heads, job titles, and the person's name are bold. The years of employment are kept to the right.

- ◆ Figure 1-7. This resume is typical of someone with a lot of experience, expertise, and involvement in the culinary profession. The font is Franklin Gothic (12-point body text, 14-point section heads, and 16-point name). Section names, job titles, and employer names are bolded. The section headings appear to the left and have a horizontal line coming out to add emphasis and clarity. The body text is tabbed in to make the section headings more prominent.

The formats of these resumes can also be found on the CD-ROM.

KEYWORDS

Keywords are nouns or noun phrases that state job titles, skills, duties, and accomplishments (see Table 1-2). Some employers scan resumes into a database.

Table 1-2 Culinary and Management Keywords

| Culinary Keywords | | |
|------------------------------|----------------------------------|--------------------------------|
| Back-of-the-house operation | Food service management | Mise en place |
| Banquet operations | Front-of-the-house operations | Multi-unit operations |
| Banquet sales | Garnish | Profit and loss responsibility |
| Budget administration | Guest relations | Portion control |
| Catering operations | Guest satisfaction | Presentation |
| Club management | Information technology | Product positioning |
| Corporate dining room | Inventory control | Project design |
| Customer retention | Labor cost controls | Project management |
| Customer service | Leadership | Purchasing |
| Employee training | Marketing | Sales |
| Food and beverage operations | Menu planning | Service management |
| Food cost controls | Menu pricing | |
| Management Keywords | | |
| Benchmarking | Leadership | Problem solving |
| Communication | Leadership development | Profit and loss management |
| Consensus building | Long-range planning | Quality improvement |
| Corporate culture | Multi-unit operations management | Sales management |
| Corporate mission | New business development | Team-building |
| Decision making | Organizational development | |

Keywords help the employer identify applicants who may be able to fill a specific position. This is described in length in a moment. For now, you want to use appropriate keywords when possible in your resume. Another source of keywords is job advertisements.

VOICE AND TENSE

Even though you never say I on a resume, the subject of each phrase is indeed I. Be sure your verbs agree with the first person. Use the past tense of verbs when talking about past jobs and events. Use the present tense when describing what you do in your current job.

SPELLING, PUNCTUATION, AND GRAMMAR

When in doubt, use a good dictionary and a style guide. Use the dictionary to determine when certain words are hyphenated or capitalized. Also:

- ◆ Capitalize job titles, department name, company name, and towns/cities. Capitalize the first word of each bulleted item.
- ◆ Do not use abbreviations. Spell out abbreviations and acronyms, unless they are certifications that follow your name. For example, in Ron Smith, CPC, Certified Pastry Culinarian does not need to be spelled out.
- ◆ It is common practice to spell out numbers one through nine and then write the numbers 10 and above as numerals.
- ◆ Use colons and semicolons correctly, as well as apostrophes. Remember that it's means "it is," and the form its' does not exist in English.
- ◆ Put one space between a period and the first letter of the next sentence.
- ◆ Put a comma between a job title, the company name, and the location.
- ◆ Always put a comma between the name of a town or city and the state.

HONESTY

This guideline is simple: Be honest. Don't even try to be dishonest. The culinary world is really quite small, and you don't want to get a reputation for twisting facts. Even if you get something past an employer who hires you, many contracts include a clause that says dishonesty in the hiring process can result in job termination later.

PAPER

As you can guess, white or conservative colors such as ivory and light gray are best for resumes.

If you use watermarked paper, be sure to print your resume on the correct side of the paper. Hold up a piece of watermarked paper to the light; the correct side is facing you if you can read the watermark. Be sure the paper you use is at least 20# weight and is suitable for your printer.

Edit and Proofread

Once you have typed up a resume, it's time again to edit and proofread. The most common mistakes are simple typographical and spelling errors. Computer spellcheckers do not catch correctly spelled words used incorrectly—of for on, for example, or their for there. You want your resume to stand out, but not for the wrong reasons. Avoid mistakes: Have several people proofread your resume before you send it anywhere.

Use Table 1-3, Resume Checklist, to make sure you have a polished product.

Table 1-3 Resume Checklist

- | | | |
|--------------------------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> | 1. | Is your resume easy to read? |
| <input type="checkbox"/> | 2. | Is your resume attractive? |
| <input type="checkbox"/> | 3. | Is there enough white space? Is each section distinct? |
| <input type="checkbox"/> | 4. | Have you kept every paragraph under five lines? |
| <input type="checkbox"/> | 5. | Is your contact information all correct? |
| <input type="checkbox"/> | 6. | Are your qualifications at the top of the resume easy to scan? Do they make you an attractive candidate? Does the list include at least one substantial accomplishment? |
| <input type="checkbox"/> | 7. | Does your resume highlight relevant education and work experience? |
| <input type="checkbox"/> | 8. | Does your work experience include measurable accomplishments? |
| <input type="checkbox"/> | 9. | Did you use action verbs when describing past work experiences? |
| <input type="checkbox"/> | 10. | Have you omitted references to salary and reasons for leaving jobs? |
| <input type="checkbox"/> | 11. | Is your highest educational attainment shown first? |
| <input type="checkbox"/> | 12. | Have you included relevant continuing education? |
| <input type="checkbox"/> | 13. | Have you included certifications you have, such as sanitation? |
| <input type="checkbox"/> | 14. | Did you mention special work-related skills? |
| <input type="checkbox"/> | 15. | If you are still in college, did you mention college activities and clubs you were involved in and offices you held? |
| <input type="checkbox"/> | 16. | Have you proofread your resume and allowed at least one other person to edit and proofread as well? |
| <input type="checkbox"/> | 17. | Can someone quickly glance at your resume and see the most important points? |

Scannable Resumes

Many large companies, and a growing number of small ones, use computers to sort the hundreds of resumes they receive. These companies scan paper resumes into a computer database. When managers need to fill a position, they program

the computer with keywords that describe the qualifications they want in a candidate. The computer then searches its database for resumes that include those keywords. The resumes with the most matches are forwarded to the managers.

Before you submit your resume to a company, call them to find out if it scans. If it does, be sure your resume's design is computer-friendly. Resumes that will be scanned should contain no graphics or formatting that a computer might misinterpret. Follow these steps to increase a scanner's ability to read your resume:

- ◆ Use nontextured white or very light paper with black letters.
- ◆ Choose a plain, well-known font such as Helvetica, Arial, or Times New Roman.
- ◆ Use a 12-point font for all body text and 14-point for all headings.
- ◆ Do not use underlines or italics, and do not use asterisks or parentheses. Modern systems can understand bold, but older systems might not. You can still distinguish headings by using capital letters.
- ◆ Use a one-column format.
- ◆ Avoid boxes, graphics, columns, and horizontal or vertical lines.
- ◆ Put your name on its own line at the top of each page. Also, give each piece of your contact information (address, phone number, email address) its own line.
- ◆ Use round, solid bullets.
- ◆ Do not staple or fold your resume.

Figure 1-8 contains an example of a scannable resume.

Everything You Need to Know About References

Before making a hiring decision, most employers want to speak with people who know you well. You should find three to five people who agree to recommend you to potential employers.

Choosing references can be difficult, especially for people with little work experience. But you may have more options than you think. The people you ask to be references should be familiar with your abilities. Supervisors from paid or unpaid jobs, teachers, advisors, coaches, and coworkers are all good choices. Select the most willing, articulate people you can. Always ask permission of the people you want to speak for you before including their name on your reference list.

After choosing and contacting references, type a list with the name, address, telephone number, and email address of each one, and briefly describe his or her relationship to you. Bring copies of this list, along with your resume, to interviews.

When people agree to be references, help them help you. Send them a copy of your resume or application to remind them of your important accomplishments. Tell them what kinds of jobs you are applying for so they know what types of questions to expect.

Cheryl Richardson

92 Longwood Road
Aurora, NY 11593
315-593-8270
cherylrich@yahoo.com

Summary

Dean's List college student in culinary arts, recently promoted to Line Cook at nationally known Moosehead Restaurant.

Work Experience

7/08-Present Line Cook at Moosehead Restaurant, Ithaca, NY
Work at sauté or grill station for lunch or dinner meals in a well-known restaurant featuring healthful natural foods cuisine. Perform mise en place and food preparation. Follow safe and sanitary food procedures. Test and evaluate new recipes. Won Employee of the Month (June 2009).

10/06-6/08 Preparation Cook at Moosewood Restaurant, Ithaca, NY
Performed all preparation tasks in kitchen emphasizing scratch cooking and vegetarian dishes. Completed all duties in timely fashion while maintaining sanitation standards. Received "Excellent" performance evaluations.

Summers, 2005 and 2006. Assistant Cook at Lenape Summer Camp, Seneca Falls, NY. Under Head Cook's direction, did basic food preparation tasks, cooking, and baking. Assisted in purchasing, receiving, and inventory management.

Education and Certification

Bachelor of Professional Studies in Culinary Arts Anticipated
May 2009, Olympia University, Ithaca, NY

Dean's List every semester

Treasurer, Culinary Club (sophomore year)

ServSafe® Food Protection Manager, #2364656 (National Restaurant Association)

Figure 1-8 Scannable Resume

EXERCISES

1. Learn more about resumes at the monster.com website: http://resume.monster.com/resume_samples/
2. Use the Resume Worksheet (Figure 1-4, and on the CD-ROM) to write up the information for your resume. You will probably not include everything you write on this worksheet on the resume itself, so just be complete.
3. After you have gathered the information for your Resume Worksheet, write your first draft using Form 1-5 (on the CD-ROM). Be sure to use action verbs from Table 1-1 and keywords from Table 1-2.
4. Type your rough draft in at least two different formats. The CD-ROM contains five formats. Which looks best?
5. To evaluate your resume, use Table 1-3 or go to the following website and use their checklist: http://www.quintcareers.com/resume_critique_worksheet.html

PROFILE

Lee Cockerell

Learning from those who have blazed the trail before us still proves to be one of the best educational approaches besides formal instruction. Leaders are quoted in trade magazines, speak at numerous affairs, set trends—and stop them—helping establish industry direction. As mentors, they have helped many chefs make good decisions that promote success, they have served as a sounding board for important presentations, and much more.



**LEE COCKERELL, Executive Vice President of Operations,
Walt Disney World® Resort (recently retired)**

Q / What is your present position?

A: I am currently Executive Vice President of Operations for the Walt Disney World® Resort in Orlando, Florida. I am responsible for all of the operations, including the four theme parks, the resort hotels, our shopping and dining complex, and our sports and recreation business. I also have responsibility for the operations that support our operations, including security, transportation, engineering and maintenance, textile service, and so on.

Q / And you currently have how many employees?

A: We currently have 50,000 employees, whom we call Cast Members. Everyone at Disney is a Cast Member, including me. We're the largest single-site employer in the United States, and approximately 36,000 of these 50,000 Cast Members are in operations.

Q/ That's a tremendous number to be in charge of. How did you first decide to go into cooking, or did you decide to go into management?

A: I was one of those young people who had no idea about what I wanted to do when I got out of high school. I asked a friend of mine what his college major was going to be, and he said hotel and restaurant administration. I said, "Okay, I am going to do that too." I'd never even been in a hotel, as growing up on a farm in Oklahoma left no time or money for vacations. I went off to Oklahoma State in 1962 and spent two years there studying hotel and restaurant administration. After my sophomore year, I went off to Lake Tahoe, Nevada, to work at Harvey's Resort and Casino. The first half of the summer I worked in house-keeping doing turndown service in guest rooms. The second half of the summer, I worked in the kitchen. My title was grease man. My job was to roll this cart around and empty the grease from the griddles before they overflowed.

I kind of got back to Oklahoma late (accidentally on purpose) and missed going back to school for my junior year. I really did not like school; so here I was, and in those days you either were in school or were soon drafted. I promptly joined the Army, went to Fort Polk, Louisiana, for basic training, and became a cook. In cook's school, I met another soldier. He asked me what I was going to do since we were being discharged. I told him I had no idea. He told me that he was going to Washington, DC, to open the Washington Hilton, this new hotel opening in three weeks, and that I should come along. This was February of 1965, and little did I know that this would be the beginning of a 40+ year career in the hospitality business.

I walked into the Washington Hilton on February 26, 1965, and applied for a job. They asked me what I wanted to do, and since I had no idea, I said, "How about a job as a Room Service Waiter?" I had seen this on television and noticed that they made good tips. The lady in the personnel office said that those jobs were all filled but that they needed Banquet Servers. I said fine, and off I went to be a Banquet Waiter. I was fortunate to have one of the Banquet Captains take a liking to me, and he taught me everything. I don't even think I had ever seen a cloth napkin before.

I worked as a Banquet Waiter for a couple of years and then had an opportunity to get into a Food and Beverage Control Clerk position, which led to a management training program. This is when I got my first big break. The job paid so little that I had to get a job at night as a waiter in a French restaurant and also another job on weekends for an outside catering company to be able to survive financially. Those were two great experiences as well.

Q/ Had you graduated already from the university?

A: No. I didn't graduate from college, and I never went back to finish, so I am probably the worst person in the world to give any advice on the advantages of a college degree. I was lucky, and I would not suggest this strategy to young people today. I do joke sometimes that if I had graduated from college that I would have a really good job today! Despite not graduating, I guess I was lucky that some people noticed my drive, work ethic, and positive attitude. I was Mr. Agreeable.

When they asked me to work on New Year's Eve and then be back on New Year's Day morning at 6 AM, I smiled and said, "No problem." Next thing I know, I am promoted. That has been my secret strategy for all of my career.

On the other hand, my son received his undergraduate degree from Boston University and years later his MBA from the Crummer Business School at Rollins College. I would have had a fit if he tried to do it my way without a degree. I really was the one who inspired my son to go back and get his MBA. These days, business is far more complicated than it was back in my day. When I started, the electronic calculator had not even been invented. Now with computers, everything can be calculated to the tenth of a cent. A person in business today needs to understand all of finance, marketing, cost management and productivity, industrial engineering, and on and on. I definitely would recommend for everyone to start and finish college; and if you can, go ahead and get that advanced degree as well. It will pay off for you.

I worked for Hilton Hotels Corporation for eight years. I held the positions of Banquet Server, Food and Beverage Controller, Assistant Food and Beverage Director, and Food and Beverage Director while working at the Washington Hilton, the old Conrad Hilton in Chicago (now the Chicago Hilton), the Waldorf Astoria, the Tarrytown Hilton, and the Los Angeles Hilton.

In 1973, I had the opportunity to join Marriott Hotels. At that time, Marriott had 32 hotels. I spent 17 years with Marriott and saw them grow to over 800 hotels by the time I left in 1990. Today I think they exceed 2,500 hotels or maybe even more. Marriott was great, and this is where I got the best training on how to manage a business. During the 17 years with Marriott, I held the positions of Director of Restaurants, Director of Food and Beverage, Regional Director of Food and Beverage, Area Vice President of Food and Beverage, Vice President of Food and Beverage Planning, and General Manager. I worked for Marriott in Philadelphia, Chicago, Washington, DC, and Springfield, Massachusetts.

I loved my food and beverage career, but I must admit that my very favorite position was that of General Manager of a hotel. In that position I had responsibility for everything from food and beverage to marketing, sales, rooms, and housekeeping. I loved taking care of our guests and the associates who worked for me. Once you have been in the food and beverage business, you can do anything. The challenges in the food and beverage area are tougher than any other area of the hospitality business. All areas can be challenging, but food and beverage is fast-paced, with hundreds of decisions to be made daily. This really gets into your blood. I love making decisions at a moment's notice, so running a hotel was an exciting experience for me. I held that position for two and a half years.

In 1990, the phone rang one day at my hotel, and it was Disney asking me to interview for a position as the Corporate Director of Food and Beverage and Quality Assurance for the Disneyland Resort in Paris. I went home and asked my wife, Priscilla, what she thought. She immediately said, "Let's go." She said, "Lee, you get to work for Disney, they are going to pay you, and we get to

live in Paris. If you don't take this opportunity, you will look back in five years and regret it." I went for the interview. I was offered the job, so I resigned from Marriott the next day and was living in France two months later. It turned out to be the best decision that we ever made. Living in France was exciting and actually exhilarating. I didn't speak French, so I learned quickly what it is like to be illiterate. It was difficult at times; but as they say, "It's the difficult times that make you stronger."

I learned a lot about myself on that job. It was the hardest position that I had ever held. When you hear people talk about working 18-hour days, they are usually stretching the truth a bit; but I really did work 18-hour days, from 4:30 AM, finally getting back into bed at 10:30 PM. I must admit that I would not want to work those kinds of hours my whole life, but in a crunch you have to be able to have the stamina and energy to do what is necessary to get the job done. The clock was ticking toward opening on April 12, 1992. After the opening, I was promoted to Vice President of Operations for the six 1,000-room resort hotels. A year later, in 1993, I was promoted to Senior Vice President of Operations for the resort hotels in Orlando at Walt Disney World. A couple of years later, we merged all operations into one operating group, and I was promoted to Senior Vice President for Parks and Resorts; and in 1997, I was promoted to my current position of Executive Vice President of Operations for all of the operations in Orlando.

I have now been in Orlando for 11 years and with Disney for 14 years. My wife and I have moved 11 times in my career. We have enjoyed every place we have lived, with no exceptions. I tell people all the time that it really does not matter where you live, as you spend 99% of your time at work or home anyway. So if you love what you do and your home life is good, then it does not really matter where you live. I might make one exception to that. My son and daughter-in-law and my three grandchildren, Julian, Margot, and Tristan Lee, live in Orlando and only one mile from me, so that would cause me to not move for sure.

I remember telling my wife when I was with Marriott that we would be moving to Philadelphia and her response was one of alarm when she said, "PHILADELPHIA?!?!" Philadelphia turned out to be one of our favorite places to live, and we made a lot of good friends there who we are still in contact with today, 30 years later. So I can't think of one place that we lived that we did not really enjoy. My wife is a saint. She packed up and moved without hesitation each time I was promoted. Marry a saint if you are going to move a lot.

I tell people all of the time that there are three ways that we learn. First is a formal education, then get as many experiences as you can, and last but certainly not least, travel. Those three things make you a well-rounded person. Those three things are very clear to me and important to me. Meeting people in their country or home and getting to know them on a personal basis makes you more tolerant, and you learn that everyone is trying to achieve the same things for themselves and for their families. This is one thing that I know for sure.

Q/ It's interesting that you say that. One of the things that we're trying to establish in this book is a career and education path. This is a very diversified industry, with many career avenues to pursue. If you were going into a culinary program, you would want to get all of your resources together to map out a focused plan. Most aspiring students don't think that far in advance.

A: My advice to aspiring young Chefs would be a little different. I would approach it in a different way. If you are going to start out in culinary, you will need to gain a lot of hands-on culinary experience and technical skill. Technical knowledge is the ticket that opens the first door to entry into a career. You will gain your credibility for having strong technical skills and knowledge. This means you can cook a great meal. At least with technical knowledge and experience, you can cook one good meal.

The second thing to focus on is becoming a great manager. Management is defined as the act of controlling. This simply means that you are well organized, that you have a system in place for planning your day and for following up and for doing the right things in the right order. You know the difference between urgent, vital, important, and limited-value tasks, and you do them in the right order, day in and day out. Being organized is the reason that you can manage a large kitchen and put out hundreds of meals a day and keep your payroll and other costs in line. This ensures that you have the right inventories on hand and that you make a profit. A good system that organizes you ensures that you keep your promises and that your follow-up is excellent and reliable.

The next thing you need to be concerned with is keeping up with technical advances so that it will become quickly apparent to you how to apply technology to your business to help with all kinds of business issues, from marketing to cost controls to improving service to improving the quality of your products. Technology will be the answer to many business solutions in the future, so this is one you must pay attention to.

Last, but not least, you must be a great leader to be successful. When I talk about leadership, I am talking about the ability to lead and inspire others so that you have followers. Without a team of followers, you will be cooking alone. Learn to do four things with your fellow employees. Make them feel special, treat them as individuals, show respect to everyone (keep your biases to yourself), and train and educate your teams and know their jobs so they can get ahead. When you inspire your teams and watch your own behavior, you can be assured that they will look after your business even when you are not there. Listen to your people, involve them in the decisions, ask their opinion, help them, teach them, and recognize them for their good work. Tell them every day how much you appreciate them. This is the way to build their self-esteem and self-confidence. You will have a loyal and dedicated team if you do this. They will be more than interested in their jobs. They will be committed, and committed is far different from interested. Committed teams accomplish extraordinary things.

What happens when you don't understand these four things is this: You are a great Chef, a great technician. You can cook a great meal, but you are not a good manager, so you miss deadlines and your costs are out of control and your inventory system does not work and you are frequently out of ingredients. You don't stay up with technology solutions, so your business is not on the leading edge in the areas of taking care of your guests, employees, and business results. You are not a great leader, so you have turnover and people don't want to work with you because you are abusive and egotistical and your team soon lacks motivation caused by you, their so-called leader in name only, and things go from bad to worse.

It's great that the Chef can cook, but the management part is getting everything organized so you have everything to cook. You and your systems must be well organized if you want to stay in business. Lasting leadership is how you get the whole team working together. You have to get the team inspired, feeling good, and wanting to go out every single night to win. If you are a good manager, a great leader, and you are technically competent and pay attention to technical advances, you will do very well.

Someone once asked me, "How did you get the job you have now?" I told them that I believe the main reason that I have been so successful is that I have a positive attitude. I wake up every morning and go to work and I stay positive. I advise every leader to be careful what you say and do, as they are watching you and judging you. You are the key to your success. Most leaders underestimate the impact that they personally have on the people and the business. I always smiled and said "yes" when I was asked to do something, from working every single holiday to cleaning out the grease traps. I did not always want to do those assignments, but they never knew that, and it was not long before I got promoted. I got picked because I had the technical knowledge, but most of all I got picked because I had a positive attitude and great relationships with others—with my boss, for sure.

So when the job opened for the management training program, I was picked because I had a good relationship with my boss and coworkers. When they asked me to do something, I did it without complaint. That is how the real world works—relationships. When you promote people, you don't have to look in their file. We all know who they are. It is in our head!

If you are going to be a great manager and leader, you need to keep balance between your profession and your personal life. You have to make time to be involved in your community. Chefs are asked all the time to be involved in charity and community events. You need to learn to keep all parts of your responsibilities organized. There is enough stress already in the food and beverage business without being disorganized as well.

These young adults that are making their choices now in school need a foundation, and it's not so easy to do hands-on training as it used to be. I learned management by working under good managers, and I learned skills on computers by someone teaching me. It's more complicated today.

Today, just like back then, you have to count on yourself. You were lucky years ago to have good managers and leaders to learn from. Everyone is not going to be lucky, so they have to count on themselves, as they may not end up with a good mentor to guide them along. I, too, am grateful for the good leaders that I had along the way, and I can tell you I had some pretty bad ones too who I learned a lot from also. My advice is for people to make sure they have the technical skills mastered by going to the right programs or schools and by getting the right experience. Take classes and read a lot about management and leadership and focus on learning about technology. If you have a great leader to learn from, then you are lucky; but most people can make their own luck with hard work, planning, and thinking.

Q/ What is a typical day for you?

A: My days are very routine. I get up at 5 AM. I make my wife's coffee so it is ready when she wakes up. I go to Einstein's and have my breakfast, which now is a low-fat yogurt and a cup of coffee with cream and sugar. I read USA Today, and I get to my office by 6 AM. For the next couple of hours, until 8 AM, I write my weekly newspaper, The Main Street Diary, which goes out to all 50,000 Cast Members on Friday night at 5 PM. I do my email, I plan my day, and I clean up my mail from the day before. My first appointment is at 8 or 8:30. I am driven by my schedule. If something is important, I schedule it, including walking the parks and resorts and other operations. I schedule time to talk with guests and with Cast Members and to do things like teach a time management course once a month. The minute something is important to me, it gets scheduled. Someone taught me long ago to schedule the priorities in your life. That is why my work-outs are scheduled appointments in my calendar. I have a full day of meetings, appointments, and walks of our property. I stop working at 5 PM and go work out and stretch at one of our spas until 6:45 and get home around 7 PM. My wife and I have dinner, and we hit the sack pretty early Sunday through Thursday.

On Fridays we go to our beach house, which is 90 minutes from Orlando on the Atlantic, and spend the weekend with my son, Daniel, his wife, Valerie, and our three grandchildren. Some people may think that routine is boring, but I have learned that routine is really important. If you want to know what is going on, maintain consistency in your business. We also take our grandchildren to Disney frequently and visit just like any other guest. We wait in line and we do the parks just like a visitor, for me to learn the truth and for the kids to have fun. If you have routine in your life and schedule your priorities, you will find yourself doing what you are supposed to do versus just what you like to do.

Q/ How do you communicate with your 50,000 Cast Members and get your philosophy to trickle down?

A: Actually, I worry about my philosophy trickling up and down and all around. I have several strategies on how I do this. When I came to Walt Disney World, in 1993, I worried about this one thing a lot. How was I going to get

all of these people to understand what we needed to do? First, I personally write a weekly newspaper for all 50,000 Cast Members. It goes out every Friday at 5 PM. In that paper are numerous columns that I write on leadership expectations, our purpose and role, our vision and how we achieve it, diversity, pre-shift meetings with our teams, general important information, and on and on. This paper is used to not only inform but also to recognize our Cast for the great work they do. We print numerous guest letters that compliment the Cast on the great job they do.

I hold monthly meetings with our front-line Cast and our front-line management to listen to them and to explain things to them that are concerns.

I make myself available to speak to any group so I have the opportunity to deliver my messages in person. I speak to thousands of people a year.

I make myself available to see anyone who wants to see me, as do all of our executives.

To deliver my messages, I teach classes on leadership, time management, and how to build commitment on a monthly basis.

I visit the operations frequently and talk to the Cast about what is important. I inspect the restrooms for cleanliness and check the food. I check the break rooms and cafeterias. I make unannounced visits as well.

I pretty much know what is going on, as I talk a lot with front-line Cast who have direct interaction with our guests. After a while, you get a great reputation for this sort of thing, and then the Cast tells you everything. They actually help me do my job better than anyone else because they know why we are trying to do what we do and how we do it.

To really know what is going on and to get your messages and expectations embedded, you have to have a clear and routine strategy in place. You need a few simple messages that you deliver over and over and over until you are blue in the face and then deliver them again.

Our Cast Members read. They give copies to their friends and neighbors and their children. We even have articles in there on how to raise your children and how to deal with things like getting homework done and how to properly discipline your children, and how to build your relationship with your partner or spouse. We talk about our expectation for being fair and firm. We talk about our expectation to treat everyone with respect no matter what their background, color, race, culture, or sexual orientation. Respect, appreciate, and value everyone is the battle cry around here for how to treat people.

Q/ So I guess that they know you are going to take action and do something about it. Is that correct?

A: That's right. They call me too. I have a confidential voice mail number that I constantly publish. Anyone can leave me a message and whether they leave their name or not, that is up to them. I follow up on every single item. A manager in my office traces every single item until it is resolved one way or the other. This is why I have such credibility. I follow up! When they don't leave their name, I put their message in the Main Street Diary. I say, "This week

I got a message about the locker rooms not being clean. Since you did not leave your name, I just wanted you to know that I took care of that and I hope that you are happy. Call me back if they don't stay clean." We just keep pounding away on stuff like this. These are the kinds of things that are important to people. The leaders behave better too, because I tell them if your leader is not behaving, let me know.

Q/ How do you motivate and educate yourself? You are the leader, the main visionary.

A: When I was young, I was very introverted. Actually, I took a speech course in college and I dropped the course the night before I had to give the speech because I was so terrified. I was a quiet, shy little boy. Seventeen years later, I am in an executive position, and I am asked to give a speech to 300 guests of the Chicago Marriott, where I was working as the Director of Food and Beverage. I agreed. What I forgot is that I did not know how to give a speech. I wrote out something on a yellow pad and went out there and made a fool of myself. That fear came rushing back. After that day, I went to get some help from an expert who happened to be Bill Marriott's father-in-law, who taught speech in college. He gave me some of the best advice. He told me, "Lee, always talk about things you are passionate about; use personal examples; and always prepare your own material. Don't let people write speeches for you. Talk about your kids, your mother, your dog, or whatever." So I started doing that, and it works beautifully. What he was telling me was to tell stories and not make speeches. People don't remember speeches but they do remember stories and the people who tell them, therefore they remember the lesson that is taught by the story.

Q/ Right. You have such a reputation here for speaking that anybody who comes in contact with you usually has a notepad with them and they're taking notes.

A: I tell leaders to learn how to be good communicators by watching people who are good at giving speeches in addition to taking classes, and take the time to test out your speaking skills on your staff. This is what I did. Create a few message points that you want to become known for and talk about them all the time. You can tell lots of different stories to make the same points. One day it occurred to me that leaders basically talk for a living. We try to figure out what is going on, and then we figure out what we want to be going on, and then we communicate with our teams to try to get them to do what we want them to do. We communicate in writing, and we communicate by speaking. I think speaking is the best method, as there are far fewer misunderstandings when you speak to people because they can ask questions to clarify.

Experience is another way to develop yourself. For example, I had a mentor once who was the Director of Food and Beverage of the Waldorf Astoria. His name was Eugene Scanlan. He later became the General Manager of the Waldorf Astoria. He was the first Executive Chef there after starting as a young

apprentice at 17. He was very impressive. He would take me and another young manager for dinner every Monday night to one of the restaurants in the hotel, and he would make sure that we ordered different things, or he would order them for us. He would have us taste each dish, and then he would explain the dish including the ingredients, how it was prepared, and any other history of that dish. He would order different wines and do the same. The first time he ordered raw oysters, I was wishing I was not there. I am from Oklahoma, and I had never eaten a raw oyster. When I looked at it, I was pretty sure I would never like it. I really didn't want to try it; but with Gene's insistence, I ate it, and I liked it. From those early experiences, I learned a lot. First, I learned that it is important to mentor others. This was a real gift that was priceless. To this day, I still encourage others to try things and to get varied experiences. I tell people that there is more to food and beverage than a cheeseburger and a beer, and that there are a lot of other wines besides Cabernet Sauvignon and Chardonnay. This, like all experiences, gets better and better with time. Just think about how much you would miss out on if you did not try things. Just like those oysters that I thought I did not like, it is the same with public speaking. When I first started doing it, I hated it. Now I love it and want to do it as much as possible. In both cases, I had great teachers who showed me the way.

Q/ Who do you report to?

A: *I report to the President of Walt Disney World. He has been here since he was 17. He started in a front-line position in Cash Control ringing out the registers at the end of the night. In those days, it was called a Z run. Today, he is the President. It pays early on at least to get with a company that is well-known, I think. I would tell any graduate to go to work for a large well-known quality company when they get out of school and stay five years. In those five years, you will get great training and experience. If at the end of those five years you are not achieving your goals, then move on. A well-known company will open many doors for you for your next move. Don't go jumping around every year from company to company for a few more dollars. You want stability on your resume. After five years, you will still have at least 40 years to work. Get really good at what you do before you start moving around.*

Here is some excellent advice that my boss gave to someone recently. One of our executives went in and said, "Now that I've become a General Manager, how do I get ready for my next position and promotion? What is your advice?" He said, "I wouldn't worry too much about what you have to do to get the next position. What you should be worrying about is what you have to do now to get that really big job ten years from now." You might have to go back and get your MBA or get certain experiences under your vest over the next ten years. This is a great question, I think. What do you need to do today, this week, or this month that will pay off for 5 to 40 years from now? One thing comes to mind for me and that is to pay attention to your health. And a really big and important one is that if you smoke . . . stop!

Q/ Were you always an excellent leader?

A: No, I was not. When I first started my career, I was a great manager because I was so organized that there was no deadline that I could not make. I was a highly disciplined person with a system for keeping on top of things. I was very organized. The problem was that I was so focused on getting things done that I did not focus or pay attention to people. I forgot that it all gets done through people. I know that today, and I use my organizational skills to pay attention to the work and to the people. I am now a great manager and a great leader.

Being aggressive and not being focused on people can get you into a lot of trouble even though you might get short-term results with that style. I got fired once after 90 days on the job. I should never have taken the job in the first place, as it turned out that the place was going bankrupt, which they forgot to tell me in the interview. My wife had told me not to take the job in the first place, but of course, I was pretty aggressive and knew everything, so I took it. This was a good lesson in listening to others. I went home and told my wife, Priscilla, that I got fired. She said, "Good, I hate living here." Later on in my career, I got passed over for a big promotion, and it turned out to be because of my aggressive style which was to get things done at the expense of people sometimes. I was more focused on getting things done than I was on developing and inspiring people to get things done. This was in 1985. I really knew then that I had to take a long, hard look at my management and leadership style. I started studying leadership. I went to seminars. I read a lot about leadership. I thought a lot about my behaviors and how they affected people. I became totally aware of myself and the impact that I had on people. I made a lot of changes. I learned how to listen, how to show respect to others, how to involve others in the decisions, how to build others' self-confidence and self-esteem. I am a lot better today than I was then, and I continue to get better. I even became a better leader for my family and friends as well.

I can guarantee you that in the first half of my career, there were thousands of people who couldn't stand me, and now in the second half of my career, there are thousands who have a great deal of respect for my leadership. I just wish I could get them all together for a weekend to clean up my reputation from the early days! Today, I have a great amount of respect and admiration for the people I lead, and I make sure that I let them know that. In the old days, I thought that people had to listen to me. I have learned that it is the other way around if I want to get great results. I now know that I serve them and not that they serve me.

Being in a place where you are learning is really important too. I go out to the operations a lot. One day I asked one of our cooks how long he had been in one of our restaurants, and he told me he had been there since it opened. I asked him why he was still there, and he told me that he stayed because the Chef taught him something new every day. That is a great lesson for all leaders. Develop your people. Get them ready so they can move up to the next level and have a better life.

I am doing a lot of research right now on the subject of commitment. How do leaders inspire commitment from their teams? I know for sure that the following things are important: (1) Make your employees feel special.

(2) Treat your employees as individuals. (3) Treat everyone with respect. (4) Develop your employees, teach them, and know their jobs. Do these things, and you will have a committed team who will do anything for you, and they will go all the way. Being interested in your job and being committed are two different things.

I think a lot about my responsibility to create an environment where people are happy. Happy people don't quit, and they live longer. My main responsibility at Walt Disney World is to create a happy, healthy environment where every single Cast Member can achieve whatever they are capable of. Get people into jobs that they can be happy in. Many unhappy people are just in the wrong positions.

Q/ What do you see as trends in the industry?

A: The industry will always be changing. I think we've got to have an industry where people can have a balanced life. The days of working 14 and 15 hours a day and six and seven days each week are over. I make sure that our people get two days off a week, and we expect a ten-hour workday on average. That's enough. Go home and have a life. We really insist that our people get off to do what they have to do. Go see your son or daughter in a school program or to that teacher's meeting or whatever. Don't miss these things and then have regrets some day. This is one reason that we have such low turnover.

Q/ In your organization there must be so many job opportunities: teachers, Chefs, Sous Chefs, and so on.

A: Yes, there are, and add to that purchasing, test kitchens, restaurant managers, and on and on. We have 7,000 leadership positions at Walt Disney World. There are lots of opportunities here.

Q/ In the test kitchens, would Chefs develop new menus? Is that a whole division?

A: We have our Chefs work together to create new things. We have a team just working on coffee ideas. We have a team just working on desserts and others that just think about children's menus, and others on healthy eating, which is a big craze again right now. We have people just focused on wines. We make over 1,500 wedding cakes a year. You need a lot of culinary and artistic talent to get all of this done.

Q/ What is the volume of food and beverage?

A: This year, we did just about \$1 billion in food and beverage sales at Walt Disney World® Resort in Orlando, with over 100,000,000 food and beverage transactions from full service to quick service to buffets to carts and snack bars. We have hot dog carts that do \$5,000 a day. I wish I owned that cart. Walt Disney World is an exciting and magical place to work, and I just love working here. This is a place where we really do make dreams come true and a place where everyone who works and plays here finds a real sense of joy and inspiration.

