

# CTEoc Regional Advisory Board Meeting

## Culinary Arts/Hospitality

### Culinary Breakout

January 19, 2018

The Hacienda

1725 College Avenue

Santa Ana, CA 92706

**Jillian Johnson-Sharp:** I'd like to start by introducing myself my name is Jillian Johnson-Sharp with the Orange County Department of Education and the administration for CTE partnership. They brought us in to facilitate this breakout session I also want to extend my gratitude to our advisors for being here today and advisers so I know we have a couple of new members. If you wouldn't mind, we can start with if you can each introduce yourself and your organization is yours. If you could do that I'd appreciate it, thank you.

**Chef William Yee**

**Chef Stephen LaFountain: Mastro's Restaurant**

**David Goldstein: Sharky's Woodfired Mexican Grill**

**Danielle Carlisle: Pelican Hill**

**Kayla Caamano: AC Hotel Irvine**

**John Chiu: Knott's Berry Farm**

**Chef Bill Yee:** Bill Yee. I wear many hats. I am the President of Le Cordon Bleu Alumni Association. I own the Alhambra Culinary School. I run the Performing Arts Center in Alhambra. I'm the Vice President of the American Culinary Federation, ACF, and Chef Recruiters LA and a certified Master Chef. I'm a Sous Chef at The Masters in Augusta, Georgia when I first got out of Waffle House and a few other places.

**Chef Stephen LaFountain:** Hello Steven LaFountain, I'm currently the associate chef at Mastro's Steakhouse, Costa Mesa, I've been there 20 years. I've been there 17 years as the executive chef and this is my 24th year in restaurants. I did not go to culinary school. I came from the school of hard knocks. I have a lot of experience and I understand what it takes to get up there and expectations from restaurants.

**David Goldstein:** Hi I'm Dave Goldstein I am Bill's new dishwasher. [I'm CEO and Partner of Sharky's Woodfired Mexican Grill.]

**Danielle Carlisle:** Hi I'm Danielle Carlyle. I'm with the Pelican health and I'm the assistant director of catering.

**Kayla Caamano:** I'm Kayla Caamano with AC Hotel Irvine, I'm the beverage and food manager so I manage our restaurant, lounge and our meetings and events. I'm experienced catering managing and actually made my own way into the industry 4 years ago as a manager in training for a company. Although I don't have a lot of time in the industry, I've had a lot of exposure as I've grown.

**John Chiu:** Good morning everyone. My name is John Chiu, the director of food and beverage at Knott's Berry Farm. I've been with Knott's Berry for a little over 5 years, but before that I was at Canada's Wonderland in Toronto, Canada, for 7 years. Same parent company that owns both resorts, both theme parks so 12 years with the company in total. As you can tell I'm Canadian so if I say 'ey' and 'aboot' while talking then you'll know why. So be patient with me.

**Jillian Johnson-Sharp:** All right thank you very much. I really do appreciate you taking the time out of your busy days to come give us your industry experience. In this breakout session you know that these soft skills are a very important part for the most part, we do know that we teach we cover that but everything can be reinforced to great value. But we're also looking at what we call the technical skills. Because we know that even though a lot of these valuable areas are learned on the job if they have the technical skills as the base and then they lay the soft skills on the top that might speak to job retention and job success and the elevation within their career. But we also have those technical skills also focusing on those very much. So, looking those 10 skills and what we cover up at all levels of education both in the K12 and their ROPs and at our college levels, both 2 and 4 year college levels. We need validation that what we are covering all the areas and the competencies that we are teaching in our

course, are those still valuable? We need to keep up, it is our mandate that we keep up with the needs of the work force. This is one of the areas that enables us to do that. We get valuable feedback but we can take back and include vital curriculum into the areas that we then deliver to our students. So that's what this breakout is focused on. We're going to be looking at 2 areas from the front side of the house and the back side of the house. Because we also heard from one of our advisors that that might be simply be part might be in a culinary course where culinary expertise and cooking is the main content of when you pick your first job you probably end up in a restaurant as a cashier So, understanding both sides of the house is really valuable. We've got 2 documents shall we say that we use to guide our discussion. One is the labor market survey and the other 1 is about entry-level and the key element here is on entry-level. The entry-level job skills formed. Now our advisors were sent copies of these at the prior to our meeting and got the opportunity to provide you guys feedback. For our meeting all of you should have copies of the feedback in your packets. So hopefully that will make it easier for you if you're taking notes. We're not going to go through what everyone said but we are going to actually draw out some questions and perhaps have some further discussions on some of the responses. In terms of the audience if I could ask you to hold your questions until the end we are going to have a significant amount of time for Q & A at the end. But obviously we have our industry experts here we want you to make the most value out of the information that they're going to give us today. So, I would like to start off with our labor market survey and I'm assuming that everybody has a copy of that. Because we have a wonderfully large panel today, I would like to propose a map for this rather than going up and down and everyone asking the same questions to each of you if I could take you in turn I've got about 7 questions on this list. If I could direct the first question to Chef Yee and then ask anybody else if they have anything to add. Then the 2nd question to Chef LaFountain, and then anything else to add rather than going up and down with those. The first question if I can address it to you Chef Yee what entry-level jobs could students leaving high school or community college be hired for at your company?

**Chef Bill Yee:** Let me see we have a dishwasher. Now is that a skill level that's considered entry-level but do you know the number of the staff who know how to run the machine? A really quick example I was doing some work with Chopped on the TV show. There was a gal running around looking for dishes and she asked me who takes care of the cutlery and the pots and the pans and the dishes? Another example is when I was at the Masters, for the first 3 days, they had forgotten to send me a dishwasher, so there is a job opening. So guess who was doing the dishes? It was me. I was always told that they most

important job in the kitchen is the dishwasher. Without dishes pots and pans everything stops! Prep cook is another entry-level job, but everybody coming out of culinary school they resent the position. Front of the house positions, we ask, can you lift with the furniture, end tables, the chairs. My degree is actually hospitality restaurant management, culinary was second. The key is can you work the back of the house or in the front.

**Jillian Johnson-Sharp:** Okay. Anybody else want anything to add?

**Chef Stephen LaFountain:** Yeah, basically starter positions dishwasher, prep cook, and hostess, those are necessary. I think that everybody thinks what we do looks like the Chopped floor on TV and all these things kids think that is what we do. For about one percent, that is what it is, but the rest of it is sometimes 70 and 80 hours a week on the job. It's hard work and you do need to know how to use the dishwasher to teach them right. If you can't teach how to use every one of the tools, you can never be in the kitchen. This is obviously for Chef's and that they need to understand being a dishwasher, being a prep cook and it's not beneath them; it is a fundamental stepping stone to the next level. If you don't have those skills you will never get to where you want to go.

**Jillian Johnson-Sharp:** Okay thank you.

**David Goldstein:** If you work in our restaurant, it doesn't matter the position you apply for or the position you are accepted in to. Every single team member is certified as a dishwasher to start with. If you are a cashier or working in our lobby or if you are a cook or you are a manager, the 1st position everyone is certified in is dishwasher. The second thing everyone is certified in is food safety. Our responsibility to be a servant to the public and to take that responsibility and ensure that we work in a safe food handling environment. I would say that that's one of the biggest changes in the last 25 years within the fast food industry is to accept that responsibility, teach that to be just as important as cash handling, or insuring the restrooms are clean and that all employees are wearing a smile and are hospitable is a wonderful thing. But if we don't take care of food safety within the restaurant it doesn't really matter. That's why starting our team as dishwashers is absolutely vital to our success.

**Danielle Carlisle:** Absolutely for entry-level jobs on the resort level there's so many different aspects to go into because we do have the restaurants and the dishwashers at the entry-level position, hostess, front desk, there's just a number of ways to get your foot in the door. I think that that is a crucial

component to moving up within the resort itself. When there's ever a position open in my department specifically, we always look first to who is already working at the resort that we can promote. Because the resort itself is 104 acres, and there's so many ins and outs to know and it takes a good solid two months off the training plan if they already know the property. So, it's crucial to us.

**Jillian Johnson-Sharp:** I can see that.

**Kayla Caamano:** One thing that you guys want to share with your students is to consider various positions at one property. For instance at a large property, a server is not an entry-level position. They're looking for experienced servers who can offer a higher level of service to their team members. My property however, and unlike my previous property which is much larger, we have a small breakfast restaurant so a server is an entry-level position. I'm looking for somebody with a good personality, high energy, flexible, somebody that I cross-train to also work at the front desk if they want. So, at my property, I have so many entry-level positions at front of the house and back of the house. Whereas, at her property, which is a higher level and the expectations are a little higher, it's different. So, come to a smaller property, gain that serving experience and gain that entry-level experience and then move up to within the same property or go to a large property.

**Jillian Johnson-Sharp:** Thank you.

**John Chiu:** At Knott's Berry Farm, we hire 2,000 employees a year. I do have a core basis for part-time and full-time employees. But every season, which is every quarter of the year, we have our boysenberry festival, our summer season, our Scary Farm and our Merry Farm, we do hire quite a bit of employees all throughout the course of the year. I think what's most important, we hire all different kinds of employees from guest service associates, cooks, bussers, hostess', dish wash and prep cooks. But I think what's important for those who are teaching college or high school students, is inspiring them about where that can lead you to. I remember a few years ago when I was at a presentation at one of the theme parks and the park general manager talked about what entry-level position was at the park. He was a park sweeper or a dishwasher and how he used that as a foundation to build and grow himself into where he is today. Like Chef Steve said, there's so much glamour right now in the world everyone wants to brag about what they're doing, where they are, what's their status and calling entry-level may

not be attractive as it would be if you inspire them with great stories of hey this is where certain individuals started off and where they are now.

**Jillian Johnson-Sharp:** Thank you. So, I'll move on to the second question and address that to Chef LaFountain, if your company offers paid or unpaid internship opportunities what type of work do you have the interns doing?

**Chef Stephen LaFountain:** Unfortunately, with our corporation we cannot do externships or internships. What I would do is to bring in entry people if I have position that needs to be filled. Typically raw bar or pantry, basically shucking oysters or making salad. Those still require some skills but it is over a slow time of the year, where I can put the students there and teach them basic skills during that time. But I still have a financial obligation in that role so I can't just spend labor willy-nilly, so normally those interns are, as Bill would say, the more qualified people that he has that he would place. He and I were having a conversation earlier, I'm looking for those individuals who want to be an intern. The person who needs more time to learn to cut with a knife, I can't take that person. But, if a person knows how to cut with a knife but just needs some grooming, those kinds of people I can take.

**Jillian Johnson-Sharp:** Anyone else on the internship?

**David Goldstein:** So out of high school we have taken students into our home office to work on writing projects or technical writing projects as well as business analysis projects. So, they're very familiar having to take math analysis as juniors and seniors in high school so we apply that immediately to our predictive analytics to working on our marketing programs and are they working properly. On a technical side, those that are taking advanced AP and IB classes in English, we bring them in and let them understand the technical writing side. I must say I'm a cheater because my daughter just graduated from high school. So, as she went through high school I had a chance to see what she was doing and as soon as I was able to see the skills that she was employing in these classes, I immediately went and talked to the teachers and said this is what I'm looking for can you help me? Instantly, I had 5 or 6 people to talk to. So, it worked out really well. My daughter never knew that.

**Jillian Johnson-Sharp:** Thank you, anyone else have any comments on internships?

**Kayla Caamano:** The company that I work for is Pacific Hospitality group, we own and manage hotels in Northern & Southern California, we have luxury properties, other limited service properties and they do have a program called a Manager in-training program, but it does require a bachelor's degree. So they're looking for individuals who have recently graduated with a bachelor's degree, it's not specific which college they graduated from. But that is a paid, it's almost like a paid internship and it's sales and operations focused and it's a 12-month program, where you learn each department and you learn the communication of each department with one another.

**Jillian Johnson-Sharp:** Okay thank you. We also heard in the earlier session that as you indicated sometimes just getting a part-time job even though it's not an internship per say, a part time job is a good entry. Because we have this difficulty with the chicken and the egg. You want them to have experience to get the job but they can't get the job because they can't get the experience. Which is something that we as educator's battle against and we have a variety of internship paid and unpaid formats. But the ability to get that experience for the students is really something of a challenge for us. We know vitally important it is to prep them for the work and the job scene might have available for them. Do you have anything to say about internships?

**John Chiu:** We do have a few paid and unpaid internships at Knott's Berry Farms. I am looking to grow more of the culinary internships. There's a lot of legalities behind having students work for you. But to the point that she brought up, I love having interns at our park because it gives them a chance to really experience the real world. They get to meet people face-to-face and interact with human beings, they actually get a chance to sit in board rooms and discuss and present. And do all those great things that they're going to take with them to their next career. Very much for internships.

**Jillian Johnson-Sharp:** Let's move on to the question number three, which if I can address to you Mr. Goldstein, what technical or non-technical skills would you be looking for the ideal intern? Obviously for those of you who do have an intern or extend that to a part time worker, what technical or non-technical skills would I immediately be looking for?

**David Goldstein:** If you are coming to work at my home office, I think it's exactly what you talked about before if I'm bringing interns into the home office. At the restaurant level and management position or a manager-in-training, an open mind is the first thing we're looking for. The technical skills that are

necessary would be advanced computer skills, the ability to manage people, and what I mean by manage people is the ability to actively listen and give feedback. The single most important skill as a leader within our industry is the ability to assess the standard and the actual occurrence of the activity and managing the gap between the standard and the activity and having that conversation with all members of the team. That is a skill that we practice consistently but that is the one thing we're looking for in an individual during the recruiting process and when someone comes to talk with us about interning, we are looking to see if they have the ability to give feedback on a certain situation. We build our interview tools exactly around that. We're looking for that little connection between what would be someone who's taking on management or leadership responsibility and the team that they're working with.

**Jillian Johnson-Sharp:** Thank you. I'll move on to question number four and if I can address that to you Danielle. What technology changes or updates should we incorporate into our courses? Of course, we're looking at the front and back of the house, I'm assuming some of those will be different. So, let's assume we take the back of the house, the culinary pure cooking side first, what technology changes or updates are there that we should be including in our courses? What's new?

**Danielle Carlisle:** That's a great question. I would probably say that the back of the house, I'm sure that some of the chef's might have some more insight on that. For my department, the biggest thing is really computer software that we work with in order to both customer management software that we use to book out events and guest rooms and all of that. In addition one of the things that did just change over within the entire Irvine company that's different that I've heard that a lot of people are adapting more and more is dropping Office and switching to Google. So, our entire company has made that change and that was hard for a lot people especially within the resort because we've all grown up at your level using Office software. So that was a big change for us.

**Jillian Johnson-Sharp:** Anything else?

**Kayla Caamano:** To the point of the operating system and using Salesforce, I feel like it would be impossible to incorporate that into your lesson plans. I know that each hotel is very specific. But maybe preparing them for what you expect and letting them know we're moving towards mobile check-in and these are things that they're going to be using. Each position they might think, 'Oh I'm in the back of the



house and I'm not going to need to know how to use all that stuff'. We have a rational in back which is this type of cooking, I mean you cook with it and it helps you learn how to implement menus and do all of that stuff. So, technology is everywhere it's not just front of the house. I guess just letting them know that there is that expectation that they will be using and learning that stuff.

**Jillian Johnson-Sharp:** Thank you. John?

**John Chiu:** Times are changing in the back of house. There's still a lot of restaurants or kitchen facilities that have old equipment, so it's very basic or vintage in how you work it. Technology is changing and the growth of efficiencies, I know a lot of our rationale has been changing at Knott's Berry Farm. We now have the rationale where every rack inside the oven can cook different things. We could be baking bread on one shelf, cooking steaks on another, and flashing vegetables on the third rack. So, it's more than just taking the temperatures and checking on food, knowing how to program and read program, this type of equipment. We have the clamshell grills, we're phasing out our char-grill and doing more of a clamshell grill where you do a hot dog, veggie burger, chicken fillet, and a fresh patty, all on the same grill. But you need to know how to use the touch screen keypad. So, you kind of mix those roles depending on what industry or what specific company you work for. I'm not as familiar with what kind of equipment you have in your kitchens but they can be some very serious investments, but as your students go over to the real world when you go over to some of these finer dining restaurants or these larger companies they will have this equipment. So, it's going to be more of the tech savvy than it is the hands on nitty gritty. And these new ovens clean themselves, so no more elbow grease.

**Jillian Johnson-Sharp:** Does Shudavi used?

**Kayla Caamano:** Shudavi? Yeah, we use that at our property.

**Jillian Johnson-Sharp:** I didn't know that that was included in our technical classes, we know that that's also the hit the home floor for equipment so I didn't know whether that was something used in a larger scale in your facilities. Did you have something?

**Chef Stephen LaFountain:** The biggest thing that's really changed technology wise like Dave was saying some of the restaurants go to the digital computers now so now everything is digitized when it comes into the restaurant; Cheesecake factory uses this. Every dish they'll decide, in minutes, how long it takes

to cook. So, if a server came to see how many minutes, it would pop up on the screen. So, they need to understand how the timing aspect works. But mostly as a Chef I've watched 17 years going from you taking a pen and paper to opening a small excel sheet and calculating food cost to NVO CT, where now you have all these software programs that calculate everything for you. So luckily for the generation coming up, it's more geared towards them because they're all growing up with iPad's and iPhone's, so they'll be good at this aspect, but as I said it's only a part. When I started 17 years ago, it was 90 cooking, 10 percent mental. Now, it's about 50-50. In the 5 hours I spend in the office each morning doing paperwork, finances, and labor, it's all on my computer, schedules and software systems. This industry is going well past just cooking.

**Jillian Johnson-Sharp:** Thank you all.

**David Goldstein:** One last thing on that and to Steve's point. Many of the companies that we all use to support the systems that we have in our restaurants, they would love to teach your students. So, for example, if you have a restaurant for students or teachers on campus and they would love to bring their inventory software and provide educational materials to you. I can point you in the direction of some of the companies that we use but they need their software in your classrooms for free. Because it helps the next generation adapt instantly to what's already in our restaurants.

**Jillian Johnson-Sharp:** Thank you David. All right I'll move on to question number five and I'll address that initially to you Kayla if you wouldn't mind. Which industry certifications do you value in current and perspective employees?

**Kayla Caamano:** Serv safe, everybody knows Serv safe certification. Tips also for anybody who's going to be handling alcohol, even our prep desk agents have to have Tips certification because we sell beer at the store that they service. Those are the ones I would personally allow for, I'm sure that the rest of the guys up here can expand. But also, any hospitality classes they've taken, any committees that they're a part of, any of that stuff, it shows interest and it shows that they are invested for a career so any of that stuff helps.

**Jillian Johnson-Sharp:** Thank you. John?

**John Chiu:** Yes, some of the certifications are kind of broad for all the different restaurants and facilities. I want to know more about your personality, what your favorite food show is, that you watch, what is your favorite Chef and why, have you ever attended any food shows? Maybe not so much the certifications, but what other affiliations and hobbies that you have that are so closely tied to what you study at school because if you still take it seriously its above and beyond the schooling aspect. You are making your own test plates at home with different food items, you are going to different production plants and seeing how they make chicken tenders from scratch, those type of things are very important to me. Because in our industry from what I've seen over the years if you don't last more than 2 years you're not cut out for hospitality/food and beverage. But those that are actually love it and it's more than just a career and a job it's a passion that's what we want to find out when it comes to how engaged they are in the industry.

**Jillian Johnson-Sharp:** Thank you. Yes?

**Chef Bill Yee:** As Vice President of the Culinary Association we provide certifications, it's one of the things we do. It starts with being a professional member then moves up into Culinary. The top thing is a Master Chef. That's kind of a nice thing-that professional recognized organization at the end of the day The Western Hospitality and Food Trade show is a big deal. It has everything from equipment to the uniforms. This year we had a mariachi band that was entertaining. The biggest part is you get business cards, and you might find something that you never knew you had an interest in. The last thing is You Tube. I can't teach everything. And there are 1000 You Tubes out there showing that's the way someone else does it.

**Jillian Johnson-Sharp:** I see, anybody else anything to add. What about the Serv safe Manager certification, is that considered valuable or are all other things being equal would that be a deciding factor, or add weight to a candidate's hirability, if they had that in addition?

**Kayla Caamano:** I guess, but I'm going to make the point that my property is so unique to other properties so it's kind of hard to expand so much on it. But personally, at our property we need one manager certified so it's not a significant fact in hiring a team member. I even hire people if they don't have Serv safe certifications, but they're looking to get one, I just can't start them till they get it. So it's not necessarily even a hiring factor for me always.

**Jillian Johnson-Sharp:** Okay anyone else? Yes.

**Chef Stephen LaFountain:** If you are a Serv safe instructor, that's an option that can be very valuable to the company, because they know that we can teach someone. The company will know your knowledge is extremely in depth and that you really know what you're teaching that's a big bonus.

**John Chiu:** When you know that the Orange County health department comes into Knott's Berry Farms they require one individual on the management team to have the Manager Serv safe. So that's great at some point for young students who are looking for a job. Because if you have that you could become an asset to whatever restaurant or establishment you go to work for.

**Jillian Johnson-Sharp:** Okay thank you. David.

**David Goldstein:** The California Food Handlers Certification is what every student should have before they arrive. So, every student should take that and it's very simple to do, it's basic entry-level opportunity. And to Steve's point, if someone walks into my door and they're a certified Serv safe instructor, that's a great way to get in the door. Because I put someone through that class once a year to become a Serv Safe instructor and that's a great foot hold.

**Jillian Johnson-Sharp:** Thank you all. So, question number six, I'd like to address that initially to you John. Would you or your company be open to supporting any of the following experiences, externships or internships, site tours for classes of students, job shadowing, guest speaker to a class?

**John Chiu:** Knott's Berry, absolutely. I have an affiliation with Yaris Institute of Orange County, in Costa Mesa and I'm there every semester to meet with the culinary students who graduate. I collect resumes, I hand out business cards, then I email blast all of them to invite them to Knott's Berry farm to visit, not to go on the rides out front, but to go behind the scenes. Because I love the expression students have when they get a chance to see real kitchens. Ours is fantastic but as you go through the kitchen not everything is nice and new, shiny, flashy. Knott's Berry farms is an old park. It's America's first theme park and we have great facilities there. Our commissary kitchen produces so much stuff for the park, we are truly a coming from scratch theme park because we do so much stuff in our bakery production, in our icing room, in our central production, in our packaging room. When I do the tours that's where the magic happens because so much stuff is done behind the scenes you don't know where it comes from

when it just shows up on your plate as you sit down or as you order. But that's where a lot of real hard work is and we have such a great culinary team at Knott's. Our executive chef, Chef Bobby Obezo, has been with us for 32 years so he knows every piece of equipment at the park like the back of his hand. We can accommodate tours for the schools and introduce you to other industry professionals, our management team and shown you what it is all about. Then job shadowing and guest speakers, we're definitely all for that. Mentoring if we can pass on our contact information and share that with teachers and students.

**Jillian Johnson-Sharp:** So they would contact you or do you have a department that would arrange those?

**John Chiu:** I would be the correct person to that but I can assimilate that to other individuals.

**Jillian Johnson-Sharp:** Okay, anything else anyone would like to add?

**Kayla Caamano:** I keep referring to my company as Pacific Hospitality, but just to kind of clarify I don't know if you guys are familiar with Pacia in Huntington Beach, that new property that just opened up, that's our new hotel. Double Tree Irvine, Double Tree Santa Ana, the Bacara, and, recently we sold the Wyndam. That is the company I work for, although my hotel is a smaller, unique new property I have access and resources a lot more than just my inclusive hotel. We are huge advocates for taking recently graduated students, whether it's high school, college, and building them up from there, developing opportunities for them. So, we actually have a team at a corporate office in Irvine that's developing not only the manager in training but the internship program and they're open to feedback and they want you guys to reach out to them and tell them what you guys need. They like creating this program. So, there is a specific department that's working on that.

**Jillian Johnson-Sharp:** Do we have provider's information on what that includes and can we get the contact?

**Kayla Caamano:** Yes, of course.

**Jillian Johnson-Sharp:** All right so we're actually on the last question of this sheet. Do any of you have something important to share or any recommendations that we haven't already covered?

**John Chiu:** I just want to say this is the first time doing something like this, however I think what you are doing is hugely important. I see our industry trending into partnering with the education institutions and that way we can get jobs for your students the next day after they graduate from your schools. That's why it's so important that you are the ones that are breaking these individuals out of their shells. We talk about millennials, it's a challenge to work with them and I'm sure it's a challenge to teach them, but all of the invaluable learning that they will get from you are really going to make our lives appear easier. When it comes in front of house all the soft skills that are needed, it helps us to bring conversations to our tables earlier. Those individuals who work in front of house, they're not good with confrontation with guests, they're not good with confrontation with each other and that's because they're behind a screen all day long and they're used to texting and typing than they are to face-to-face interaction. There's a funny SNL skit where they're making fun of millennials and I experience that every single day at work where we just give them direction and they think you're yelling at them. They say 'Stop yelling at me.' I just asked you to do something. You guys are the ones that can help put them out of their comfort zone before they come to the career world and that definitely makes their opportunities a lot greater. From that back of the house stand point it is just so hard right now to hire culinary, I'm out. Indeed, LinkedIn, you name it, whatever other job companies are out there recruiting for. I have the same job posted as my competitor Universal, Disney, Sea World. We're all fighting for the same individuals out there and it's really challenging to find individuals. So those out there on these programs, that's also hugely beneficial for us because a lot of individuals that I get coming to us to the Farm are hired because they're just looking for a job. As you can imagine they don't have, they've not used the right pieces of equipment applicable for wherever they get a chance to. The stove-oven is antique now sitting in their house. You're lucky if they've even worked a microwave machine to make macaroni and cheese, because of the way that foods are so readily available. Thank you, guys, so much for being here and being a part of this. I really appreciate you all up there because you are the ones that will get them prepared to be engaged with us after they graduate from your schools.

**Jillian Johnson-Sharp:** Thank you.

**Chef Bill Yee:** One small thing, the people come to work for us personally do not have the tools. They ask us, do you have an apron, do you have a sharp knife, do you have a kit? Things like that are pertinent. And they need to be prepared.

**David Goldstein** So, by a show of hands is anybody have a question for us that we did not answer for you? Yes sir.

**Audience:** As a teacher in high school my students are ready to enter the job force. They're looking for jobs and maybe go to junior college a little bit. What you want to see?

**Chef Stephen LaFountain:** I tell them three key factors, don't tell me what I want to hear, tell me what you want to know, tell me what you want to learn, tell me what you want to do. If they can answer those three questions properly in my opinion, I'll have a good idea of what they're trying to accomplish. That would give them a good chance with me at least for a spot at least over a resume if I really liked it and I have a spot.

**Dave Goldstein:** Passion. Be passionate. The resume isn't going to tell us a lot.

**Audience:** It's only if they come that way and see you.

**David Goldstein:** I'll come to your class.

**Audience:** About the resume, what do I put on it that's going to make you say, 'Oh, call that person.' What do you want to see?

**Alycia Harshfield:** I think that your students have to think about transferable skills and what they're doing in leadership roles, nonprofit work, volunteerism and athletics. What can you put on your resume that will demonstrate the soft skills that employers are looking for. For example, I know about teamwork, I know about responsibility - I demonstrated these skills because I had to show up on time whatever I was doing. Maybe it's not work experience but if they're catering for your class and they're doing some other things put those on your resume and use that top part to put their soft skills that they have learned and have demonstrated while in school.

**Kayla Caamano:** Just to kind of expand on that a little bit. I completely understand your frustration and I think everyone in this room has been there, where you go apply for a job and you're like, I'm so qualified for this job, my resume just doesn't speak enough volume for me. I possess all these skills. I would encourage your students to be realistic. I keep saying it; don't go to a larger resort and expect to get this position as a server. Don't go to Ruth's Chris and expect to walk in as an inexperienced server. Set

realistic expectations; go to the smaller property, a smaller restaurant, go to a cafe. Where you can get food and beverage experience and work there part-time and build up your experience. Then that way it's a little bit easier to get the resume in the door. I also do get resumes all the time at the front desk; people leave them for me and I do look at them. I cringe if I see a spelling error, so make sure you don't have any. Those little things matter, but even if I get an application where everything is spelled correctly, but they don't have a huge job history, but they have their skill set that they can apply and they can communicate, I do look into that and I do absolutely bring them in for an interview if we have a position.

**Jillian Johnson-Sharp:** If I could just guide us to your next area of the agenda which won't take long. Then we have a large amount of time for general Q & A from the audience. I now as I said we just need to go to the entry-level job skill forms again. This was sent to each of our advisors and they gave us a feedback. You do have copies of those forms. We have two forms because this being one of the main features and focus' of this particular breakout was the technical skills. What are we teaching at our various schools, at our various levels, are we on target, are we missing? We've got those two areas as I said the culinary and I know you can't read this but I have to do it to look at it. These forms or these groups of skills will come together as a collaboration as I said between K12 the ROP's, the community constructs. What are the very basics, we know everybody has variations and there are additional schools. But in terms of culinary what are the main focus areas, we listed those and actually some of our participating schools ranked them in what they thought were most important. The same with our restaurant and food service, the pathway is smaller and they are distinctly different to those who are being taught to be Chefs, to be culinary. And perhaps move on to a private culinary school, community college or whatever. So, this is our opportunity and the reason that we sent those to you. We tried to make it readable because we know education forms can tend to be obscure. If you have a viable candidate and they're coming to you especially an active culinary interview. We know why you might be able to hire them as a chef right off the bat, but what are those entry-level areas? If they were applying for a job at this level what would you absolutely expect them to have? What would you expect of the training? For example, in the culinary area I tabulated some of the functions not all of them they would have the different ones. The title's that we had were prep cook, cook, and sous chef. Those were three possible entry-level positions that were named. We know there were more and you have said they might have to come up the ranks from dishwasher. But that would be enough to head right into the culinary area, those were some titles and we looked at indication of what we're teaching in our courses.



Such as basic kitchen safety, sanitation, the basics for food prep, sous, meat poultry fish, etcetera. Are we wrong that this is a general basis for training in the culinary area? Are we teaching what is needed for those general courses? The feedback we got would seem to indicate that yes, we are on track for that. I think some of the questions that we had in the areas especially for the prep cook and cook where we asked what level of education? Is just graduation from high school enough if they have, for example, taken a culinary, which tends to be 2 or 3 years actually it's not just for one off course we deal with pathways now. I think it will work at our levels of education. It's a sequence of courses with increased expertise levels and complexity. If they had gone through those would they be eligible for these jobs? For the prep cook and the cook, it seems that they may be based on their experience and knowledge. But for something such as the sous chef level, then perhaps a 4 year degree or 2 year community college certificate that sort of thing might be expected. If I could start by saying sous chef, in terms of the entry-level particularly in the culinary area for their instruction, for their certifications, the training programs they have gone through. For these types of prep cook and cook and sous chef is high school enough? Do they need to go to post-secondary and take say a certification or 2 year AA degree in that area in order to be a viable candidate?

**Chef William Yee:** Coming from an established culinary school, I look at the positions that are these commercial businesses have. Often, I'll see a sous chef, an Executive Chef, a chef of cuisines, coming from a recognizable culinary school, not just a cooking program. And, I think that helps. Two years is generally enough for an associates but I find many getting a 4 year bachelors is because they want to teach. The second thing is commitment, like another doing the trade shows, getting qualifications, keeping up with meeting service, are you doing community service, networking? I've met a lot of students who do that and they turn into a great opportunity.

**Chef Stephen LaFountain:** Most of the time just walking into a restaurant to be a sous chef is not going to happen, unless you've already been to school and you have skills. But just having entry-level skills, now that doesn't mean you can't be hired without the intention of fast tracking into a sous chef position. Yes, it goes hand-in-hand with your degree and some areas we feel like they're strong. We might hire a broil or sauté cook with the expectations that after a few months we might promote to a sous chef. We do that all the time. But, you can have a high school degree and you just come in without any culinary degree and be a chef one day. I'm living proof of that. But, I wanted to be a chef very badly

so I chased that to an Executive Chef when I was 22 because I wanted it. But I also knew I had a long way to go because I couldn't afford culinary school. I had been working in restaurants for a while with a lot of good Chefs. I figured I got my foot in the door with a lot of them and worked my way up. But nowadays, a lot of kids aren't doing that, so it's becoming more important than ever because a lot of Chefs are looking for that base knowledge so we can work with the students coming in. With a culinary degree, you get prep work which can actually be a lot of the work. But it is really important that you aren't changing jobs every 3 months because no one will want to hire you. One thing you can really train in the classroom is making them understand commitment. If you take a job, make the job commitment for at least a year. It used to be you don't want to change up every 2 to 3 years. Now, I will settle for a year. I would settle for you if you've been at this job for a year and committed that you would be here, on time and give some work ethic. I can work with that. But they have to understand changing every 2 months if they're just doing it for a paycheck, that's the worst reason to be changing a job.

**Jillian Johnson-Sharp:** Thank you. David?

**David Goldstein:** There are two types of jobs. One is a skilled-based job, where you've learned knife skills, you've learned what rotation means, and you've learned guide rope principles. You understand things about how the structure of a restaurant or a hotel might work. Then, there's leadership and what I said before giving someone the ability to communicate with another team member about their performance - that takes time. That in some cases is continuing education, and it's our responsibility as the employer to help someone find their way by giving them a chance to exercise that bone in their body. Because they may come as a wonderfully trained culinary graduate with no ability to manage. They know how to manage themselves, they know how to technically do a lot. But interacting with other team members is not necessarily their best attribute and you need to understand that and you need to understand how you bring that out of them, if it's possible, if it is a talent that lives within them. If that talent does not live within them, they're probably going to remain in the position they entered in. They won't rise within the organization, like Steve said you can put a plan together but that plan won't stick because they can't manage up out of that.

**Jillian Johnson-Sharp:** So, Danielle in particular the culinary area, skills and education?

**Danielle Carlisle:** Sure. Honestly, I think that technical skills are obviously crucial but at the same time the most important thing within the hospitality industry in general is to be able to build relationships and establish relationships and keep them. We are a large industry but very small everybody knows everybody. So, if you have the passion and the commitment and the dedication you can go anywhere within industry and don't be too proud to take that initial job as the dishwasher because 6 months later you could be a sous chef. It could happen if you have the basic technical skills but you have the passion it's not out of reach.

**Jillian Johnson-Sharp:** So, if a viable candidate applied for a job as a prep cook or whatever with no technical training, no course of high school, or course of community college, would still be considered for that type of job?

**Danielle Carlisle:** I think you have to be realistic about the job but my point was more that I would say all of the students, you need to exude passion, commitment and warm hospitality. I can teach the technical part to anybody and as far as the, obviously depending on the level too. As Kayla has mentioned starting within her property and we can grow you, whereas walking into Mastro's, maybe not.

**Jillian Johnson-Sharp:** Okay thank you. Kayla?

**Kayla Caamano:** I would require at least a high school education, because I believe that shows commitment, completing something like that, or if they're currently going back to get their. Being able to commit to doing something is a huge asset.

**Jillian Johnson-Sharp:** Okay thank you. John did you have anything to add?

**John Chiu:** Yes. I can't speak for everyone else but, at Knott's Berry it's hard to find even entry-level prep cook positions because there's a lot of glamour behind the chef position and a lot of the egos who graduate from your schools unfortunately make themselves believe that they're going to go right into a chef title position even sous chef. That's not the case because the company wants to see who we really are, they want to see over a period of time engage your technical and you're non- technical skills. For example, I have a sous chef and a pastry chef position that I've had open at Knott's Berry farm for well over a year. You think that's crazy! Why would no one want to work at Knott's Berry farm, but the

problem is the candidates who come in they're either too green or too experienced. The green ones are the ones we can work with and develop. Who hires you and who fires you, who promotes you? Yourself. So, your students have to be willing to put their foot in the door and maybe start off in a prep position, maybe start off as a dishwasher, maybe start off as a cook first and grow themselves from there. I would tell a lot of the young excited individuals *chase the position* not the salary, the wage. That's easy for some, hard for others, but if you chase the position then you're on the right track to ask the right questions to get the right experience to get to where you want to be. If you're going to job hop because someone else is going to offer you a few dollars more well they might not have the ability to give you the growth in that company. So, chase the position not the salary, give it some time. Companies need longevity out of their employees because it's just so expensive to hire now. To recruit and they have a whole on boarding process with layers of training that are being built in every year. What we're having to do at Knott's Berry farm is because of the lack of culinary candidates we are shrinking those service associates those front house associates as cooks for those peak seasons. Because we identified those that have the right personality or goals or some sort of like in their interest to the culinary world and we get them trained by our chef's to be cooks for a period of time. If I can give any advice to you all encourage your staff to plant their seed with a company and really work to grow within that company and the opportunities will be there. Companies want a whole valuable employee and if you show them that's what you are to them it will be very beneficial for their growth.

**Jillian Johnson-Sharp:** Thank you.

**Chef William Yee:** The first reality is that the economy is so strong every restaurant, every place, every company is looking for people. There is a lack of culinary students in general. At my own school, we graduate in 2,000 students a year, where are those people going? We don't have enough training positions available to address the market. We can provide them the steps, but we don't have enough bodies, we need more students to say we can go down to schools and talk about business including honor students and maybe culinary will become their profession or career.

**Jillian Johnson-Sharp:** Thank you all. Now I can throw it open to the floor for any new questions. So, if anybody has a question they would like to ask?

**Audience:** Hi, I'm Julie Paterson I work at Harbor High School through Coastline ROP. I have a question for Chef Yee in regards to ACF. Are there any ACF programs for high school students to get involved or into ACF at all? What can we do to get exposure to ACF and how can they go about doing that at the high school level?

**Chef William Yee:** American Culinary Federation does have a program for high school students to become members of the ACF. To learn about what the whole purpose of it is, the career paths and how to get better educated. So, we can talk about that because we are very strong.

**Audience:** I have another question in regards to some of the software. I'm actually in the process of working with some of the students on a menu process and we're costing recipes and I'm really interested in if there's any software out there that can be donated or provided to schools. Because I think not only is it hard for them to know how the cost process works from even physical numbers standpoint, but the software programs allow them to see how one price change effects all the way through down through the menu. Any suggestions there?

**David Goldstein:** So, we use a software I think Steve uses the same one. We use C2 which is also now partnered with Compete. Compete is an accounting software that compliments C2. It's a business analytics and I'm happy to make an introduction to Pat Garling, their VP, and put you guys together. There's no doubt in my mind that they would love for your school to have their software.

**Alycia Harshfield:** They're partnered with CRAF so we can also look at something in this area too. Thank you very much.

**Jillian Johnson-Sharp:** Do we have any other questions for the floor?

**Audience:** What I want to know is how we can get field trips for these students to get exposure. I've tried on my own and I don't have the chamber of commerce behind me, so I can't get them in for field trips. How can we pull these resources together for our career capable education so if we have all these schools that we have a pool of resources? What I'm getting from my students who are graduating, they're going to community college, they're taking business classes, they're taking culinary classes. Then they come back a year and a half later and say that it is so competitive, I'm so sorry I can't go into

culinary, it doesn't make enough money. Or their parents want them to do business. The kids have a passion but their parents want a different direction that the parents are having to chase that paycheck.

**Chef Stephen LaFountain:** I think that the conversation would be better between the student and the parent than with us. Because the expectation that this degree is not something that we give people when they graduate, and they walk out and they have a job. When you go to medical school and you finish, you're a doctor. It doesn't work that way in this industry. The students get a base understanding of what we do. It's what I tell a lot of the guys are you a football player or a broadcaster? They also will tell me, 'Well broadcaster, they can point to everything that's going on in the field but if I tell them to give me another route, they don't know what to do. That's kind of what the Kitchen Chef industry is, it's you can have the understanding but if you haven't mastered the craft, that's why it's so important after school to go get a job in the industry in the field you are working. Yes, it means that you are going to be working harder, maybe an 80-90 hour weeks but if you really want to bridge that gap to be a chef because you're not going to make a lot of money. You're going to make between \$25,000 to \$35,000 a year as a cook. Because most places won't give you overtime hours nowadays, so you've got to work maybe two jobs and go to school but if you put the work in and get that education, you can get to that sous chef position. Which is where the parents will be happier because they'll be making, I hope, \$45,000 plus at most places. But you don't really see the big checks till you become the Executive Chef.

**Audience:** Can we get the resources where we can get very excited about the companies that they can work a part-time job and grow into a career? Our CTE has this where we can use it in CTE planning, so it's a curriculum too, it's not just planning.

**Kayla Caamano:** So, you're looking for resources to get into the hotels for site tours and educating, because I think the big thing is educating the students on the various positions available. When I went into the industry, I had no idea how many positions there were, and what went into them. There's hundreds and hundreds of jobs. I'm like, 'Wow, mind blowing! You see that done but somebody has to actually do it, and there is a job for that!' So, educating them on the industry and the possibilities there is. That's getting them into the hotels for site tours maybe, job shadows things like that. I'm happy to connect with you and talk about that because I know my company is extremely open to that. They're always looking for good talent as everybody's mentioned up here. It's a partnership they're not necessarily working for us we're helping them and they're helping us. I'm happy to help.

**Jillian Johnson-Sharp:** Any other questions on the floor?

**John Chiu:** We really have expanded how we do manage our business and doing transfers between the departments. So, to your specific situation where a student might find something temporarily that pays more for the family. They need to have those soft skills to be aggressive and go up to their boss and ask what kind of other lateral positions they can take. It sounds crazy talking to a teacher in culinary programs. But within a big company they can go full circle, I've seen that many times where if they believe they have those opportunities they need to be able to do other skills within that company to make that financial gain that they need. Then still be able to come back and further their career that they want to be in when their situation and timing is right.

**Audience:** Debi Far from Foothill High School in Tustin. I have some questions because I've had students go into this field and it seemed like they have a lot of promise. They have all the right qualities and have had to switch because they can't afford to live or support family on it. So, I just want to be able to counsel them to lead them a path for success in the area that they're passionate about. So, if I'm telling them we have a lot of entry-level jobs and that hard work pays off but I'm wondering if that's changing and if you have suggestions on continued education. If you have any suggestions to chart a pathway in these fields, help them bring success, and be able to live in our county?

**David Goldstein:** So continued education is fabulous and as Bill said, ACF has opportunities. Culinary Institute of America, their entire online course in professional education is available as well. It's a great supplement to hard skills or technical skills that you may have. It's a great way to learn different disciplines. And to have a professional job in the food services industry, you also need to be able to work in other inter-departmental areas. Being able to work is about understanding about what operations is about, understanding culinary, understanding what finance and accounting looks like. These are not necessarily high school topics in reality, but they're very familiar to the students because they've learned them in disparate ways. Our responsibility as leaders is to help them draw the connection between these disparate parts of their education and then begin to develop them. Bill said earlier that 10 percent of the students are super stars and he's probably right. Those are the folks that are going to make a career in any industry they're in, doctors, lawyers, culinary, food service, restaurant professionals, hospitality professionals. They're going to excel. It's finding the people that are in the middle that may have the inward talent and identifying that and helping them grow. We have a

responsibility to build the next generation of leaders and the responsibility to help the next generation to grow them up. You have the responsibility to give the basics of education necessary to understand and appeal to what could be exciting about hospitality. When I graduated from college at FIU in Miami, my first job was as an assistant kitchen manager at a TGI Fridays, with 300 menus from scratch. It was 1983 and I made 18,000 dollars a year. I thought I was rich. I worked about 90 hours a week. That was what I did. The first time I went to be reviewed, I sat with my regional manager and I said 'How do I get a raise?' And he said, 'Tell me what you've accomplished.' And I was stunned. I didn't understand anything about what he had just told me and I loved what I was doing, I was passionate about the industry. I felt that I could do any job in the restaurant but I didn't understand what setting goals were, what I needed to do to move up. What I know is that whether you are 19 or 17 or 24, you want feedback on your performance, you want feedback on who you are and what you need to do to accomplish the things you want in your life. It does not matter what you call that generation Gen x, Gen y, millennial; it doesn't matter, everyone would like feedback. It's our responsibility to take the best of the breed and we'll make them great.

**Jillian Johnson-Sharp:** Okay John.

**John Chiu:** If I can give you a challenge as educators, I would challenge your students to challenge the status quo. I think a lot of times they see a lot of road blocks because they just see what's in front of them at face value. A company that jumps out to me that offers a lot of assistance to their employees and it's not so deeply culinary but it's still our industry is Starbucks. I know they provide competitive pay if you work a minimum of 28 hours a week, they will put forth secondary schooling funds for you. You have health benefits also working only 28 hours a week. Also go digging and find out the companies that will help you with your dream and keep you in the industry and what you need for the time being. Or if you aren't a part of these companies, you work for a franchise, challenge that status quo. See them face-to-face, ask them if they're willing to subsidize some of your schooling. They may ask you to lock in 2 or 3 years after you finish your schooling, but see what you can negotiate for the terms of your life. I truly believe those options are out there. I know one individual that works for a bunch of franchisees and they're just a restaurant manager but they hop between the stores. The franchisee offered to help them with their rent, if they lived on their own if it kept them in their store. Some of these are out there but there's so many opportunities if your students are willing to put themselves out there and create



something they don't see. Within our company, I know people who have furthered their education and have had some of that subsidized by writing letters to their general managers or directors, and challenging them to put forward some money from their funding. Maybe it's \$1,000 dollars or \$5,000 dollars, but to get more out of their jobs or their careers.

**Jillian Johnson-Sharp:** Thank you. Chef Steve.

**Chef Stephen LaFountain:** I moved here 10 years ago from Ohio. Everyone I worked with wanted to be a Chef, so the talent pool was deep. The guy next to me had a degree, the guy on the right had a degree, and the guy in front of me had a degree and they were good. So, the only way to succeed was working harder; harder and smart. One thing that happened when I became an executive chef was my boss had us all go talk to the local colleges about getting better programs. He instructed us not to glorify what we do but make it very real with the understanding of what it takes to do the job and what it takes to get there. If you had people coming in talking to your classes, have them focus on the success that is required to get them to where they want. If they hear that they'll be washing dishes for 1 year, prep for 1 year and burn and prep at 110 degrees for another year, they may not want to do that. They'll just walk away. Maybe you're left with that 15 to 20 percent who really want to do it and they've got a good grasp of how to get there. One of the best people I ever picked up was a 16 year old girl out of high school who called me after I left for the day. I asked her, 'Why do you want to work here?' She said, 'I want to work for you. Because you're honest with me on what it takes.' She became my best sushi cook and it took her only 3 weeks, because she was willing to work so hard. So, I think sometimes letting them hear the realistic truth and that it's not all roses can be good.

**Jillian Johnson-Sharp:** Thank you.

**Danielle Carlisle:** I think knowledge is power, obviously. In addition to that, if someone goes in with an entry-level position, we should empower them to be confident enough to express interest in moving up. Maybe working the front desk, they could say, 'If you guys ever need coverage in the restaurant, I would love to learn a little bit more about that.' I know it takes a lot of confidence and courage to ask that, but that might be something that's already on management's mind but they don't know how to put it together or who to reach out to. So, by them bringing it up, they can say, 'Oh we can cross-train this person.' That will help them when they go to another job. I was front desk but I also have server skills or

culinary skills because I also covered shifts for the PM team or whatever. So that's education but it's live education and it's working in the industry.

**Jillian Johnson-Sharp:** Thank you. I think we have time for 1 more question.

**Audience:** Hi I'm Christine from Garden Grove High School through Coastline ROP. I have a question about interviewing. What if you were in the middle of an interview, what would be a 'make-it-or-break-it' question? I know what I've done in the industry and there's things that I look for, but it's been a long time since I've been a manager in the industry. So, it'd be nice to hear so I can take back to all my students because they've been asking who's hiring?

**Jillian Johnson-Sharp:** Danielle.

**Danielle Carlisle:** There's not one question that I ask that's the magic question but interview skills in general are hugely lacking in the candidates that I see. Being able to retain eye contact, ask appropriate questions, and come prepared as if you really want the job. If somebody doesn't have questions for me, that's kind of a problem. Being able to follow up, sending a thank you, writing a cover letter.

**Audience:** Can I ask you something for the follow up? What is the most ethical way of doing it? Because they don't write on paper anymore.

**Danielle Carlisle:** I mean email is definitely appropriate. I think that's kind of the world we live in these days. Even though I love it if I get a hand-written thank you note, and if I do, you pretty much have a job.

**Audience:** It's hard for me to encourage applications online because I would look at how they filled out an application and they scribbled it out or it looks like they've washed it or if they folded it up. To me that's not showing that they are looking for me to hire them.

**Danielle Carlisle:** Absolutely I 100 percent agree and the reality is everything's online these days and especially even within my company if someone comes to me directly and I want to hire them, I still have to have them go through HR and do the online process as well. We miss that component definitely but that's why these other components are so important, because I want to know that you know basic business etiquette. I can put you in front of a customer.

**Jillian Johnson-Sharp:** David?

**Chef Bill Yee:** The internet is a wonderful thing because there is no way you will not know things about the company. You will have done your research, so that's first. Before any questions are asked is, what do you know about our company, so that's the first question. Second, question is what's your favorite menu item on our menu, Third question is and this is to anybody it does not matter their age, the really important what do you want to be when you grow up. It's not an age question, it's a Jimmy Buffet question actually.

**Jillian Johnson-Sharp:** Thank you. Please join me in thanking our panel.