Food & Service Management


Get the INSIDE STORY from the professionals

The sector with thousands of OPPORTUNITIES

Find the JOB that’s right for you

www.careerscope.uk.net
Welcome to our latest edition of CareerScope Food & Service Management (FSM) the definitive guide to opportunities in the get-up-and-go world of FSM. This is one of the most vital, cutting-edge sectors of the hospitality industry, so the time to start your FSM career is NOW.

The hospitality sector is growing, with over 638,000 new staff needed over the next 5 years; it offers a variety of jobs at all levels and across such a diversity of roles that we reckon it has something for almost everyone – whatever your skills, whatever your experience, whatever your talents. FSM – there’s definitely a role for you. You’ll provide good, healthy food and high quality services to customers going about their daily lives and create fantastic, on-trend food experiences for customers in search of fun and relaxation or in need of a party, from royal celebrations to intimate weddings. FSM is all this and much, much more. If you love food and creating memorable customer experiences in a variety of different places and events, you’ll love FSM.

Our specialist careers team at CareerScope can give you tips on how to prepare a great CV, shine at an interview and a guide to creating your own career jigsaw with examples of industry specific qualifications and the support that you may need to enter a job in this industry.

We’ve also drawn together a complete list of our recommended FSM companies who offer fantastic careers and work experience opportunities.

The careers team is always available to help. Visit our website and join our mailing list where you will receive all the latest news and information from CareerScope, www.careerscope.uk.net. Alternatively give us a call on 020 7921 0420, tweet us @CareerScope_SB or find us on Facebook and get in touch.

Remember it’s…


Enjoy!
About the Industry

JOIN THE PARTY

Fantastic experiences in the FSM sector

A GLOBAL INDUSTRY with endless possibilities!

In the UK, hospitality is considered one of the big 5 industries, employing 2.4 million people, and accounting for 1 in 14 UK jobs. It helps to raise £34 billion in taxes for the Government and is growing so fast that despite the recession, it is forecast to need about 640,000 more people to fill the jobs it will create in the next five years. Many skills and attributes are transferable within the hospitality industry - your talent for guest relations and customer service, for example – or your wizardry in the kitchen.

Your ability to listen, to manage your time and workload and to get along with members of the team, even display sparks of management and leadership, will all stand you in good stead wherever you work in hospitality.

Look around you – every city, town, seaport and village has a hospitality business of some kind, be it a hotel, restaurant, pub, club or bar. There’s more to a career in hospitality than working in these establishments. You’re actually opening yourself up to far more possibilities when you choose a hospitality career...like the world of Food & Service Management, the hidden gem of the hospitality industry!

KEEP READING

GET READY FOR A CAREER IN FSM

YOU ARE ADAPTABLE

DIVERSIFY AND TRANSFER YOUR SKILLS
YOU ARE ORIGINAL
STRIVING FOR INNOVATION AND QUALITY

YOU ARE AMBITIOUS
DESIGN YOUR ROUTE TO SUCCESS
Why FSM?

Food & Service Management
Fast, forward-looking and diverse...welcome to FSM

FOOD AND SERVICE MANAGEMENT – also known as contract catering or cost sector catering – is the large scale provision of catering and facilities management services to private companies and public institutions. It’s the industry that fuels the beating heart of a nation and its people, at work and at play.

In the past two decades it has more than doubled in size, and a number of companies are managing to defy the challenging economic times, picking up new contracts and retaining old ones. It’s an industry that rises to the occasion -- the UK’s 2012 ‘Summer of Sport’ surely would not have been as successful or memorable without the contribution of a gold-standard FSM industry, providing food and drink around the clock for thousands of athletes and spectators.

In the UK, the industry is dominated by large, global multinationals such as Compass, Sodexo, ISS Food & Hospitality as well as home-grown independents such as Westbury Street Holdings (owners of BaxterStorey), bartlett mitchell, Lexington Catering and The Brookwood Partnership.

“Build good rapport with your client as every site is unique. Be adaptable, flexible and creative. No two days are the same. You can go anywhere in life with an FSM background.”

Kieron Blake, Business Manager, Sodexo - Scottish Parliament

Fact

Vital to the smooth running of both private and public sector, the industry employs over 110,000 people* serving 14 billion meals a year** in nearly 14,000 FSM outlets across the UK.**

Providing food and services essential to the health and productivity of the nation, the sector is worth £4.2 billion.**

* British Hospitality Association, 2011
** People 1st, 2010
FSM companies are contracted by their clients to provide food and drink services on their behalf – for instance, Delaware North Companies (UK) have just opened a food hall and café in Glasgow Airport and Wilson Vale now run the staff café at retailer Cath Kidston’s headquarters in London.

Nowadays, the most popular type of contract arrangement is the ‘fixed price performance guarantee’ whereby the client agrees a fixed subsidy or amount that it will pay the FSM company for its services.

The industry is therefore highly challenging and competitive. The best companies strive to maintain the quality of their food and customer experience while controlling their prices, despite the need to meet financial targets.

The best performers choose to be ‘entrepreneurial and nimble’ and to remain innovative in the face of changing customer demands. To compete with the high street for valuable customer pounds, contract caterers are listening carefully to their customers and incorporating what they hear to their offerings in terms of service style, ambience and food quality.

Greg Bramwell
Operations Manager, BaxterStorey

5 things I love about FSM…

Our People You are constantly working and managing dedicated professionals from diverse backgrounds. It’s these very important team members who provide and create such a fun, cosmopolitan and vibrant atmosphere to work in, for the team, our clients and their guests.

Multi Skilled Management Exposure
In what other industry do managers have to have detailed knowledge and proven experience in accounting and payroll, human resources, IT, training and development, food hygiene, safety management, first aid, contractual management, sales, negotiation, client facing relations, customer services, food nutrition, being a barista (coffee appreciation) along with hospitality and event management…” …only in food service.

Coaching and Mentoring
There is nothing more satisfying for me than seeing one of my team members develop themselves and their careers with my support. Our industry provides our colleagues with a very good platform to develop and quickly climb the career ladder to senior management.

Fantastic Working Environments
Food & Service Management offers experienced manager opportunities to work in prestigious famous locations, major sporting arenas and blue chip organisations’ headquarters, mixing with customers from all backgrounds, from royalty to celebrities to major business and industry board members…while it makes our role much more demanding, it also makes it that little bit more exciting.

Meeting and exceeding client expectations
There is nothing more rewarding as a Food & Service Manager than exceeding your clients and their guests’ expectations by introducing your own business vision for food and service detail so that when it all comes together, it creates that magic “wow factor, smile and acknowledgement”… job satisfaction at its best!

The industry is extremely dynamic with new innovations always just around the corner. There is also a lot of freedom in catering – you don’t have to be either tied to a desk or on your feet all day. You can have the best of both worlds. The hours are also very flexible depending on the needs of your business!

James Cannon, Group Catering Manager, bartlett mitchell

Matt Dawson
Rugby Union World Cup winning England scrum half and Sodexo Ambassador for Health & Wellbeing

A vast number of people have no idea of the enormity of the food service sector and the huge scope of employment that it has to offer. No matter where you see your strengths, there are some amazing opportunities to further all career aspirations. Skills such as people management, confidence, discipline, communication and the importance of service are just a few elements employers look for. These can all be learnt within the catering industry. All I ask is that you have a taste. Like the slightly quirky looking fruit you’re not sure of until the blast of flavour makes you want to eat the whole thing, this area of work has so much to offer.
FSM COMPANIES may not be as visible to us as a branded hotel or restaurant chain, however, chances are they’re entrenched in every site and location where good quality food really matters for nourishment and well-being.

Don’t be surprised if your exciting FSM career takes you from a staff restaurant to an executive dining room, school or hospital canteen to an army camp or naval academy.

You could find yourself on a construction site or off-shore oil rig, or providing catering services for local authorities.

To an extent, FSM also adds to our overall quality of life. Contract caterers run the restaurants, coffee shops and food kiosks in many leisure and visitor attractions including concert venues such as the Royal Albert Hall; in theatres and event hubs like the O2 and in sports venues like Wimbledon, Wembley and Salford Quays Stadium.

There’s also the food outlets catering to the needs of the UK’s travelling public at train stations, motorway service stations and airports and operated by such specialists in this field as SSP. World-class airports such as Gatwick and Heathrow depend a great deal on FSM to enhance their attractiveness and efficiency.

Source: BHA 2012

<table>
<thead>
<tr>
<th>Market</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business &amp; Industry</td>
<td>46.5%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>5.1%</td>
</tr>
<tr>
<td>State Education</td>
<td>28.2%</td>
</tr>
<tr>
<td>Independent Schools</td>
<td>4.3%</td>
</tr>
<tr>
<td>Local Authorities</td>
<td>1.8%</td>
</tr>
<tr>
<td>Ministry of Defence</td>
<td>2.4%</td>
</tr>
<tr>
<td>Off shore</td>
<td>1.3%</td>
</tr>
<tr>
<td>Catering for the public</td>
<td>10.4%</td>
</tr>
</tbody>
</table>

Source: BHA 2012
ON TREND

It’s no surprise that with the public being much more aware of pop-up restaurants, street food, the environment, local and ethical sourcing, fresh seasonal ingredients and balanced diets… these issues are very much at the forefront of FSM. And in this age of the celebrity chef and food critic, it’s no wonder that Sodexo is working closely with top chefs like Pierre Koffman and Cyrus Todiwala, or Restaurant Associates with Michel Roux Jr. Only the best will do.

The next big trend?
Simplistic food… less ingredients, cooking with bee pollen, Korean and Peruvian food, hot dogs – they don’t just have to come out of a tin, they can be gourmet.

Sally Mitchell, Operations Manager, Lusso (CH&Co Catering Ltd)

IN GENERAL, FSM COMPANIES serve a number of different markets, and use branded divisions - profit centres in their own right - to distinguish one client base from another. These brands represent different styles of service and food offerings tailored to client needs.

For example, Compass own the fine dining Restaurant Associates brand which is popular with high-end corporate clients. For its efforts it is the only contract caterer to have won a prestigious UK Customer Experience Award. Westbury Street Holdings (WSH) uses its Holroyd Howe brand to service the independent school market and another brand, Caterlink, to cater for state schools. Chester Boyd, a division of the independent CH&Co, looks after traditional venues within the city of London, such as the livery companies, while its Apostrophe brand offers high-street style cafés in major airports.

Kate Taylor
Nutrition & Administration Project Manager, Gather & Gather

The UK’s dire state of health - with high rates of obesity, heart disease and diabetes – gives the nutritionist plenty of scope to make a positive difference. Labelling is in the spotlight at the moment. Whilst I agree with full nutritional labelling on packaged goods from supermarkets and high street chains, do we really need this on hot meals and in restaurants? Calories - yes as we know the UK public understands these.

Food provenance and sustainability go hand in hand with nutrition and health. By improving our sourcing and welfare standards we improve the environment, whether it be by carbon emissions or saving water. This then gets people thinking about the food they’re buying and the impact it has on them. The better they are fuelled the better their output and wellbeing becomes.

Countries like Vietnam and Indonesia don’t have half the health inequalities we do here so perhaps we need to take a leaf out of their book. We are getting asked more and more about the ingredients in foods, calorie content and our policy on salt. It’s great but it does mean we have to be on our game, all the time!

Next big trend?
Street food will continue but with more of a Middle Eastern theme, very healthy whilst using cheaper and more sustainable ingredients.

Paul Jackson, Managing Director, Ampersand, (CH&Co Catering Ltd)
WHERE DO OFFICE AND FACTORY workers eat breakfast, grab a coffee, relax over lunch? The job to feed them is the largest part of the FSM landscape. Directors’ fine dining rooms, staff restaurants and food kiosks in companies large and small are all outsourced to FSM categories.

Blue-chip corporations and FTSE 100 firms, companies like Unilever, Goldman Sachs, BBC, London Stock Exchange and McGraw-Hill, all rely on contract caterers to enhance the stamina, productivity and well-being of their people with high quality breakfasts, lunches and dinners plus other hospitality services throughout the day; stamping their mark on staff restaurants, fine dining and executive dining rooms.

It’s an extremely competitive landscape and the best companies have adopted a retail approach, and work flat out to compete with the high street for customers. They’ve introduced – promoting and marketing heavily on site -- new offerings such as pop-up restaurants, guest chefs, ‘bean to cup’ coffee machines, healthy options, locally sourced produce, Fairtrade products, theme days and street food style menus, such as Compass’ ‘Zone Mexicana’, all in an effort to entice customers to eat in. Or eat out – Ampersand, the bespoke division of CH&Co, will even design an entirely new catering entity for a client.

If you work in Business & Industry, remember that you’re very much a part of your client’s company and your attitude and professionalism reflects on its good name. You’re serving not just customers but colleagues.

“I love the variety in the work; it’s a challenge, developing my team and exceeding client expectations. Be resilient, versatile and a good communicator and you will do well.”

Peter Davis, Senior Account Manager, Sodexo Corporate Services

My job is to lead, coach and train our teams. It’s a great environment to work in as the company offers a huge amount of learning and development - there are always fresh opportunities.

Christine Noel, Front of House Manager, Restaurant Associates (Compass Group)
Jon White
General Manager, Graysons Restaurants - BMW Production Triangle & Rolls Royce Motor Cars Ltd

6.00 a.m. Arrive at work and check through my e-mails.
6.30 a.m. Have an initial catch up with my management team and plan the day.
7.00 a.m. Review any key hospitality events for the day/week.
7.30 a.m. Catch up on any paperwork.
8.30 a.m. Review breakfast service/other catering areas.
9.30 a.m. Daily catch up with BMW/Rolls Royce – senior client.
10.30 a.m. Meetings with any other BMW clients/directors/PAs/union representatives.
11.30 a.m. Review lunch with head chef and senior team.
1.30 p.m. Further paper work and review e-mails.
2.00 p.m. Overview of day with senior team and discuss late shift with night manager.
2.30 p.m. Review daily financials/catch with other site managers.
5.00 p.m. Finish for the day.

Emma Rogers
Deputy General Manager, Lexington Catering - NM Rothschild & Sons

What’s the best thing about your job?
The diversity, every day is different - you face different challenges.

What prepared you for work in FSM?
Mainly a love of food and passion for service but I also enjoyed the social and glamorous aspect of hotels and banqueting. It is a very good industry for young people to start in with weekend and holiday jobs; once I had sampled it I was hooked.

Your strongest quality?
People skills, from knowing how to deal with difficult customers to getting the most out of my staff.

A challenge you overcame?
I undertook a large section of my graduate scheme in a company I then went on to become an Assistant Manager at. Changing people’s perceptions of me from a “newbie” graduate to a manager was a real challenge.

What do you do in your spare time?
I eat out a lot (generally judging other catering establishments as so many people in the industry do!)
Campbell Brown
General Manager, King and Wood Mallesons (CH&Co Catering Ltd)

7.30 a.m. First things first, say hello to all the staff. Happy staff equals happy customers which in turn makes a very happy client. I love that part of the day seeing all the staff busy at their tasks and communicating between departments to get the job done.

E-mails are read, the week’s meetings reviewed and I check in with my boss, Sally Mitchell (Operations Manager, Lusso). Check last week’s figures, sales reports from all departments, stocks and operational cost and send over to Sally. Log on to the intranet to make sure all menus and marketing have been updated.

Next I discuss with the Heads of Departments what’s new at head office, staff, food/beverage, marketing/innovations, monthly accounts/financials, equipment, health & safety and training needs. These meetings are the backbone of the business. What’s best for business is usually the best starting point.

Now the most important part of the day...breakfast. Then time to pop in with a soya latte to the client to have a quick chat. If you don’t get on with your client, pack your bags, it’s as simple as that! The client is King: if you understand what’s important to them and what adds value then you are on to a winner.

11.30 a.m. Time to walk the halls during lunch service. It’s a great time to reflect on what we do and discuss new ideas from marketing new products, hospitality, fine dining, new concepts, menus, show cases for food trends and event ideas. The ideas are the easy part; the planning, implementation and control are the hard parts, also getting buy-in from the staff that have to do the work at the end of the day.

2.30 p.m. Look into any matters that have arisen from that day from client, customers and staff. Plan ahead; a yearly business plan and marketing planner and staff yearly training plan - it all gives the team goals which keeps them motivated.

Here’s looking forward to 2,600 more customers to serve for breakfast, lunch and dinner, 40 à la carte, 75 working lunches, 1,000 teas and coffees, 40 buffets lunches and 2 evening functions for 400 clients and that’s just one week. Phew - time to go home! Time for some R&R (retail research) before the train home - try and miss the human traffic at Bank station.

If you can get through the most challenging day of the week (Monday) then the rest of the week and the customer experiences will be easier to deliver for myself and the team.

Dan Wilson
Chef Manager, ISS Food & Hospitality

What’s the best thing about your job? The positive influence not just me but us, as caterers, can have on someone’s day when they have a great experience at one of our eateries.

What prepared you for work in F&SM? Working hard when I was younger made me realise the importance of doing a good job and what a difference you can make by working in F&SM.

Your strongest quality? Being unfazed by new challenges or difficult situations.

A challenge you overcame? Dealing directly with the public was something once upon a time I struggled with but a role I took on a few years ago as chef made me realise that the customers are just people like me and if you engage with them and believe in what you do they will believe in you too.

Top tips? My career mottos are worth taking on board: if you are on time, you are late. If a job’s worth doing, do it properly. Also believe in yourself, work hard and you will achieve anything you want to.

Why I love my job? The team I work with. The client we work for. The focus on constant improvement. The variety, I get really involved. The absolute belief we have in our ability to deliver.

Chris Jones, Operations Manager, Sodexo - QVC

Fact

By far the largest FSM market, with 6,414 outlets serving 468 million meals a year, Business & Industry looks after a company’s most valuable asset – its people – by making sure they’re well fed in the workplace.

Why I love my job? The team I work with. The client we work for. The focus on constant improvement. The variety, I get really involved. The absolute belief we have in our ability to deliver.

Chris Jones, Operations Manager, Sodexo - QVC

Fact

By far the largest FSM market, with 6,414 outlets serving 468 million meals a year, Business & Industry looks after a company’s most valuable asset – its people – by making sure they’re well fed in the workplace.

Why I love my job? The team I work with. The client we work for. The focus on constant improvement. The variety, I get really involved. The absolute belief we have in our ability to deliver.

Chris Jones, Operations Manager, Sodexo - QVC
Caroline Fry
CEO of Business and Industry, CH&Co

**Born:** London

**School:** Newlands Girls School, Maidenhead - have returned since to talk to students and help run workshops.

**Higher Education:** Slough College BTEC Diploma in Hotel and Catering Institutional Management.

**First Job:** Silver service waitress at Monkey Island Hotel at 15 to earn some money; that encouraged me into hospitality.

Lucky break: My first full time role as trainee manager with a contract caterer, Hall Ellison, which showed me all the sections with a great training programme.

**Roles since:** Nearly 20 years with the same company; promotional opportunities have always been amazing with CH&Co. Worked my way up from operations manager to CEO. I would not want to work anywhere else.

**Role Model:** My dad who was amazing.

**Career Motto:** Deliver promises; do what you say you will.

My biggest achievement has been to turn a staff restaurant from being a place where no-one wanted to be seen into the coolest place to be in the firm. Whenever anyone wants to have a coffee, breakfast or lunch or to hold an unplanned meeting or a quiet conversation with a client, they all think of the staff restaurant.

Shaynur Karim, Catering Manager, CH&Co - AGCS, London

Ebony Gallagher
Café Assistant, Graysons Restaurants - The Royal College of Obstetricians & Gynaecologists, Regent’s Park, London

**What’s the best thing about your job?**
Being part of a customer focused team, café development and improvement.

**What prepared you for work in FSM?**
Completing my Advanced Diploma in Hospitality Management and my previous operational experience.

**Your strongest quality?**
Customer driven equalled with enthusiasm.

**A challenge you overcame?**
A customer based conflict and the resolution to the issue.

**What would you tell someone who wants to be like you?**
Work hard; never give up on your goals and what you want to achieve.

www.careerscope.uk.net
Leisure & Events

A great day out!

Wimbledon, Royal Ascot, The Open Championship, The British Grand Prix, and Cowes Week are all world famous events where FSM companies operate the hospitality outlets. Where there’s sport, there’s FSM! Chelsea FC, the Millennium Stadium and the Emirates Stadium are just some of the sporting venues that contract out their catering requirements.

But the market also includes pop concert venues and visitor attractions. A career in FSM could find you serving customers at Blenheim Palace in Oxford, theme parks like Thorpe Park, Chester Zoo, The National History Museum, the National Gallery, and even BAFTA, the home of Britain’s most famous film awards. You have to be at your best, ready with a smile, despite the challenges of long days. Customer experience is king.

This is where FSM companies can really show off their versatility... and so can you. From ‘grab and go’ stalls to large scale sit-down lunches and dinners, champagne bars to sumptuous buffet spreads for corporate entertainment or VIP guests – the challenge is to meet customer expectations for quality and variety... as well as those all-important dietary requirements.

Fact

There are 1,443 outlets in the Leisure and Events market, serving 14.6 million meals to members of the public.
**David Gardiner**  
Commercial Manager, Sodexo Prestige

My working day starts with emails and general correspondence before reviewing the schedule of events for the forthcoming period. We deliver a full match day hospitality service together with a wide range of conference and banqueting experiences at Newcastle United F.C., Everton F.C., and Headingley Experience, home to Leeds Rhinos, Leeds Carnegie and Yorkshire County Cricket Club. We also offer catering services at a number of smaller satellite sites including Mansfield Civic Centre, Tyne and Wear Museums and the Newcastle City Library so there is a lot of planning in terms of maximising our opportunities across each of these areas.

A big event for us was the Cricket International Test Match between England and New Zealand at Headingley in May 2013. We started planning for this many months in advance to ensure we offered the best catering services available. This included a lot of interaction with the local commercial and operational teams together with our venue client.

I’ll try and visit each of my sites at least once or twice a month to discuss future events, share best practice and review overall financial performance. We do a lot of post-event analysis using Key Performance Indicators and these help us identify where we can improve our service and help plan for future events. Match days themselves tend to be focused on cash security and transaction processing but there is a lot of preparation in advance of this to ensure that everything runs smoothly on the day from a commercial point of view.

---

**Jon-Ross Owens**  
Manager, Gwyn Hall, Neath, Wales

Council-owned Gwyn Hall in Neath, dating back to 1887, reopened in March 2012 as a versatile contemporary arts and entertainment centre with theatre, cinema, dance studio, licensed café bar, conference and special events facilities.

9:30 a.m. I ensure all equipment and food stations are set and ready to go. The confectionary is ready for the 11 a.m. ‘Kid’s Club’ rush at the cinema pod. I do a daily ‘customer journey’ where I put myself in the shoes of a customer. I then brief my colleagues on today’s schedule and any special promotions.

10.00 a.m. Our regular customers join us for our freshly ground coffee and delicious cakes. I meet with the schedule manager to discuss numbers of visitors for the day’s busy events including the Kid’s Club, conference and live theatre performances. Before we know it, it’s 10:45 a.m. and the children are ready for the fresh popcorn and goody bags ready for the cinema showing.

Midday/afternoon: Having sold many ‘Big Welsh Breakfasts’, we are now onto the lunch menu, where we offer daily specials. Then it’s afternoon tea within a relaxing, welcoming atmosphere where the piano plays in the background.

Late afternoon/evening: Time to feed the evening performers and set up the Taittenger champagne bar. The guests begin to arrive at 7. 00 p.m., always a busy time for the coffee and champagne bars. When the performance begins it’s time to check stock levels and prepare usher trays. During the interval, the usher trays are inside the auditorium, up-selling as much as possible.

9:00 p.m. the day is coming to an end - time to restock and clean down, ready for the next day’s events. The performance has finished - I count the till and call it a day.
How do you measure success?
I try to exceed my own expectations and deem success to be achieved once I have achieved this. Those that know me would say I’m a perfectionist!

Nils Braude, Operations Director for Travel Hospitality Services, Delaware North Companies

Steve Hibbert
Events Manager, Just Perfect - Doctor Who Experience

8.30 a.m. What will the day bring? Walkers crossing the barrage stopping for their fix of caffeine and an award-winning Mario’s ice cream? Or experienced ‘Whoovians’ staying for lunch and a coffee followed by a Doctor Who cupcake?

I meet up with Nick, the box office manager, to see how many visitors are booked. We need enough staff to ensure everyone gets the ‘Just Perfect’ experience at the Blue Box café.

9.30 a.m. The doors open. The team brief covers the specials of the day, the promotions running and what needs up selling. While the customers start to enter the Experience, the staff are filling the ‘grab and go’ with fresh sandwiches and baguettes, and the specials are being prepared upstairs in our bespoke prep kitchen.

This gives me ‘office time’ to run through any events coming up over the next few weeks. I’m planning for the PGA Seniors Tour today where we will feed 12,000 guests and VIPs.

Buffets for the day and kids’ birthday parties need to be started ready for the “little Doctors” who need refuelling. Not forgetting the cakes.

12 p.m. Lunch underway: on event days, we have Cybermen and other monsters from the show walking round the coffee shop; even the Daleks need lunch.

4 p.m. Winding down to close the coffee shop at 5 p.m. and restocking the ‘grab and go’ area and the drinks fridges ready for the next day’s trading. With the prep kitchen swept and mopped, it’s time to consolidate the till, place orders and then get ready for the next part of the day.

5 p.m. As we are an events location, there are often evening parties to cater for in the exhibition area, perhaps a champagne and canapé reception for major blue chip companies or a 5-course wedding banquet. Today’s event is a curry evening for an architecture company. A final check with the organisers of the event to make sure everybody is happy.
**Kate McIntosh**  
Sales Director, ITA (CH&CO Catering Ltd), London

**Higher Education:** Birmingham College of Food, Tourism & Creative Studies (part of Birmingham University)

**Lucky break:** Two lucky breaks – the first was meeting Charles Boyd (CEO - Chester Boyd) - this was my first London events role. It was where I learnt so much and made so many mistakes. We thrived in buoyant times, especially during 2008/9 – good times were had by all! I learnt from a true entrepreneur. The second was meeting Alison Tyler (CEO - CH&CO), a lady who means business and is now my boss! She recognised my skill set and led by example. A superb company to work for that has trained and nurtured me to the dizzy heights of director, managing a fantastic group of individuals with as much drive and passion as me.

**Role model:** Tanni Grey Thompson & Michelle Obama! Wow! Two amazing women who inspire and motivate.

**Career motto:** Work hard, play harder.

---

**Brian Wilson**  
Back of House Manager, Delaware North Companies – Wembley Stadium

**First job?**  
A kitchen porter in Edinburgh’s Acanthus restaurant. This is where I learnt basic kitchen skills and decided it was a path I would like to pursue. I have always been passionate about food so I was always striving to learn new ideas. Also I loved the banter between the kitchen brigade. It can get heated between us during service but we always come together as a team afterwards.

**How is your working day taken up?**  
My first job of the day is to check every kitchen and back of house area and then it’s on to any Conference & Banqueting work to ensure they have all the correct equipment and bins in the relevant areas. And then throughout the day monitoring the staff to make sure they have everything they need and that they are achieving the standards that I would expect.

**What issue within the business would you like to see addressed?**  
Food waste is high on my agenda. I would also like to see more apprenticeship schemes set up for the industry both back of house and guest facing.

**What does success mean to you?**  
To get the best out of my team and make sure the job is done to a high standard.

**What two attributes are most important in your job?**  
Planning and patience; things tend to change here quickly.

**Career motto?**  
I would not ask any of my team members to do a task I wouldn’t do myself.

---

**Brian Martin**  
Hospitality Services Manager, Cordia – Encore Hospitality Services, Glasgow

I started my career in hospitality at the age of 16 as a hospitality assistant in Glasgow’s City Chambers. Today I am the first hospitality services manager on site at the city’s Commonwealth Games venue - the Emirates Arena and the adjacent Sir Chris Hoy Velodrome. It’s a chance for me to put in place all the skills and knowledge I’ve gained over my 12 years with Cordia into these flagship venues. It will be one of the busiest venues for the Commonwealth Games with an expected 145,000 people passing through its doors. I will be responsible for the logistics on site bringing it all together and operating the V.I.P hospitality, official and public catering.

The Games will have a legacy beyond sport. By bringing on board large numbers of staff it allows us to offer hospitality training at its best and raise the employment levels for the people of Glasgow, many of whom may be coming into the workforce for the first time. It will also give them a once in a lifetime experience to be part of the Commonwealth Games, helping deliver this important international event.
Travel
Out and about and on the go!

ON A DAILY BASIS, thousands of people take train journeys around the UK. Thousands more fly within these shores and beyond. Fueling the travelling public are food service companies that provide catering operations at train stations and airports. Sustaining the flow of people on the move through the delivery of great food options makes the travel experience all the more palatable. It’s a specialist operation that is run by real experts in this sector, experts that are able to handle catering on a huge scale and in a variety of styles that reflect the needs of an increasingly discerning public on the go.

This scale dictates that the companies on board are themselves able to perform on the big stage – the multi-nationals are natural market leaders when it comes to food travel provision. A recent entrant into airport catering concessions is the leisure catering giant, Delaware North Companies known for its hospitality services at Wembley and Emirates Stadia. At Heathrow Terminal 4, their Dining Street Restaurant has been added into the customer offering and their travel portfolio also includes food outlets at Edinburgh and Glasgow airports.

SSP is the market leader of food and beverage brands in travel locations, not only in the UK, but also worldwide. Currently, the business operates from over 140 airports and 250 rail stations around the globe.

UK brands include well-known favourites such as: M&S Simply Food, Starbucks and Burger King, as well as home grown newcomers such as The Grain Loft at Manchester Airport, NamPo! at Euston Station and Mi Casa Burritos at Birmingham New Street Station, London Victoria, London Waterloo and Manchester Airport. From brand partners to bespoke businesses, from casual dining to grab-and-go, its diverse portfolio can literally cater for the expectations of all passengers.

SSP keeps abreast of trends on the high street and then translates these trends into its sites to ensure constant innovation in everything it does. Its people are at the heart of the business from the behind the scenes New Product Development team, continually creating and refreshing food ideas, to the customer-facing teams that serve the travelling public in their thousands each day.
Richard Atwood  
Operations Manager, SSP - Millies Cookies

My retail career started at 16 with a Saturday job in a men’s clothing store. It was my first experience of dealing with the public and I learnt how to clinch that sale and make some money! At Manchester Business School, I did a 4-year Marketing degree including a very enjoyable year’s placement with the Co-OP as a marketing assistant supporting the brand team and gaining a real appreciation of the importance of a brand and its values. I then joined Sainsbury’s Graduate Scheme and did various placements over three years. This was a great chance for me to put all of the theory into practice.

After 4 years with Sainsbury’s, I joined Selfridges & Co as their Food & Restaurant Sales Manager in Birmingham’s Bullring, a great job with lots of autonomy to be able to provide an exciting shopping/dining experience in this high-end department store. After a couple of years, I became an Area Manager for Pizza Hut taking on ten stores in the Midlands region. Joining SSP in 2011 as an Operations Manager means I now look after a region of 30 sites. I work alongside some great, inspiring people and have been lucky to be part of the Rosen training project in Florida and the Voyager training programme, all testimony to the commitment SSP have in me being part of their future.

When I was considering which university to join, I had the option of a 3 year course or a 4 year course which included a year’s industrial placement; I felt this was as important as the degree itself as these days work experience is so vital to your CV that it would be foolish to discount it.

Working in the challenging environment of food is a great foundation role, where people get used to dealing with the public, whilst managing a team and financial results. This can only build on an individual’s transferrable skill base which can then set them up for a career in any field in the future.

Louise Jedras  
Operations Manager, SSP

What do you regard as being your biggest achievement to date?
Last year winning operations manager of the year. After 20 years in SSP and 13 years as an operations manager (being in my 40’s with 2 kids) I felt really proud to have been recognised for doing a great job.

How would you sell a career in the industry to potential recruits?
With ever increasing costs of fees and living, going to college is a huge expense. Unless you need certain qualifications to be an accountant or doctor, join a big company within the catering industry and follow their in-house training and development programmes. You will learn just as much as going to college (if not more when you put it into practice in the ‘real world’) and earn a proper salary doing it.

Your top 3 tips to people entering the industry?
• Be flexible – hours you work, days you work will chop and change  
• Love people – customers come from all walks of life on train stations and the teams and peers you work with will help you achieve your goal  
• Keep smiling – it helps with the above two!

Paul McMichael  
Operations Mananger, SSP

The buzz factor?
I get a buzz from so many things about my job right now it is hard to limit it to one or two examples. That said the overarching buzz I get is from being able to have the autonomy to manage a multimillion pound business with over 200 employees as if it was my own. In every way SSP provides you with the support (Resourcing, L&D, Finance, HR, IT, Marketing) to shape your business and deliver on the agreed KPI’s (Key Performance Indicators). It truly is like owning your own business.

Why a career in FSM?
The industry is all about people from your own colleagues to those that we delight through service and quality on a daily basis. The rewards financially are exceptional as indeed are the development benefits personally. That said the greatest reward is that of making a real difference to how people (customers) are served and delighted on every occasion. The environment is fast and ever changing and no two days are the same. You have the opportunity of working with so many multi-cultural people you gain invaluable life experience and knowledge. The most important reason for FSM is that it is fun! A pleasure to come to work! Great satisfaction is there to be earned.

How would you sell a career in the industry to potential recruits?
Come see for yourself. What other Industry provides the same diversity to those that work within it? What industry provides flexibility throughout many sectors, differing cultures, innovative concepts and fun environments? Sectors that provide flexibility with operating hours and rely on great people development.
Education

Food for thought

FSM companies served 353 million meals to students, teachers, lecturers, professors and other education management and staff across 4,487 education outlets. Whether it be a school – state or independent – college or university, you can be sure that FSM companies are doing their very best to offer best value for budget.

On the back of Jamie Oliver’s School Meals Manifesto, the issue of healthy meals in schools is here to stay. A recent survey by the Local Authority Caterers Association (LACA) shows that parents overwhelmingly support the Government setting down a set of nutritional standards which all schools should follow. It’s all part of developing well-balanced minds and bodies!

The FSM industry is keen to play its part: The Brookwood Partnership has run the pioneering ‘Eating for Life’ programme for over 15 years to raise dietary awareness among pupils and parents. Chartwells, part of Compass Group, runs a school-wide ‘Trust Us’ programme guaranteeing pupils and students nutritional meals every day. And this is a sector always out to adopt new trends and styles: from state of the art vending machines, to updated coffee counters to delis and cafés, even bringing in their own food ranges and brands such as Chartwell’s ‘Toujours’ baguettes and ‘Mondo’ submarine sandwiches.

Get ready for a high-pressure, extremely fast paced environment...and a great way to the top!
Alan Robinson Operations Manager, Taylor Shaw Ltd (part of Waterfall Services)

Lucky Break: My father knew someone who knew someone at the Savoy Hotel in London and got me an interview after returning from work experience in Switzerland.

Roles since: I became assistant reception manager at the Savoy Hotel before becoming deputy hotel manager at two hotels in Dublin and then a co-proprietor of a restaurant in the city. On returning to England I managed pub restaurants with big chains Whitbread and Scottish and Newcastle before joining the food and service manager sector. So it shows that a career in hospitality can take you into a range of different sectors and different sizes of company. I have been operations manager with Taylor Shaw, a food and service management company focusing on the education sector, for four years.


Career motto: Professionalism, integrity, loyalty.

Peter Bartholdy Chef Manager, Sodexo Education - Doncaster Deaf Trust

The best thing about my job is the variety. We cater for a huge range of customers from babies in the nursery to mature students and staff so we start early with a team meeting where we plan the daily menu, training and development and external events such as weddings and mayoral banquets.

As manager, I focus a lot on making sure we are a motivated and engaged team. Whilst I still like to wear the whites as often as possible, I’m heavily involved in other initiatives such as planning the Sodexo Apprenticeship scheme, coaching local and international work experience and placement students as well as developing my staff internally.

I’m also a Springboard Ambassador promoting the industry to young people and I contribute to the Sodexo Senior Chef cycle where we develop and launch new menus for the business across the UK.

Cooking is my passion! The hours are great. I learn loads from senior chefs who encourage me to progress. The food quality is amazing and I’m gaining lots of new skills.

Lea Eastman-Thompson, Chef, Sodexo Education, Licensed Victuallers School, Ascot
Elaine Dachtler
Chef Manager, The Brookwood Partnership

First job: After leaving school in 1989 without any catering qualifications, I got a job as a catering assistant in my local school.

Lucky break: I joined Brookwood in 2003 as a school catering assistant. The company’s various training opportunities enabled me to gain the necessary NVQ qualifications to be promoted into a chef position in 2007. My potential for management was spotted and I found myself on the company’s Management Development Programme, Brookwood’s Got Talent, in early 2011. My first role as chef manager followed in the summer of 2011.

I firmly believe that if it wasn’t for the emphasis Brookwood places on people development and programmes such as the Brookwood’s Got Talent programme I would still be working as a catering assistant.

What prepared you for work in FSM?
I have grown up in a “foodie family”. My uncle owned and ran a highly successful restaurant in Bedfordshire where I spent many years helping in the kitchen, tasting great food. In addition, I spent 4 years at a local two rosette restaurant which provided the opportunity to cover a wide range of different roles.

What would you change about your job if you could?
Due to the seasonal nature of the Education business our potential clients look to change contractors at three times in the year: Easter, Summer and Christmas. This creates three pressure points when we are extremely busy with tenders. It would be nice for that to be steady over the year allowing us time to concentrate and really perfect the details of each bid.

Just go for it! If you have the passion, you’ll enjoy working and making different things each day.

Sarah Shill, Chef, The Brookwood Partnership

What’s the best thing about your job?
Working with people who are truly passionate about what they do - from general assistants to chefs to catering and operations managers. Our teams are surrounded by great produce which enables us to reach our ambition of “amazing food made from local ingredients that are delivered and prepared on-site each day by talented and motivated teams”. Due to the nature of my job and our business, the number of projects going on at one time is incredible and, after a successful year, this wouldn’t have happened without the wider support of the on-site teams.

Thomas Pass
Business Development Manager, Caterlink (WSH)

What prepared you for work in FSM?
I have grown up in a “foodie family”. My uncle owned and ran a highly successful restaurant in Bedfordshire where I spent many years helping in the kitchen, tasting great food. In addition, I spent 4 years at a local two rosette restaurant which provided the opportunity to cover a wide range of different roles.

What would you change about your job if you could?
Due to the seasonal nature of the Education business our potential clients look to change contractors at three times in the year: Easter, Summer and Christmas. This creates three pressure points when we are extremely busy with tenders. It would be nice for that to be steady over the year allowing us time to concentrate and really perfect the details of each bid.

I absolutely love every part of my job. My college courses were a great foundation; my City & Guilds qualifications have proved to be a fantastic base upon which to grow although I’ve never stopped wanting to learn and I believe that if I ever do it’s time to give up.

Mel Tolson, Executive Head Chef, Sodexo Education - Southampton Solent University

“Just go for it! If you have the passion, you’ll enjoy working and making different things each day.”

Sarah Shill, Chef, The Brookwood Partnership

“"
James Small
Senior Food Development & Training Manager, Chartwells (Compass Group)

What's the best thing about your job?
Tasting food – I’ve always loved eating.

What prepared you for work in catering?
Helping my dad who was a great chef and ran an outside catering company.

What would you change about your job if you could?
Influencing food culture on more of a global scale.

A challenge you overcame?
Cooking for the New York Times food critic in a Michelin starred restaurant.

What would you tell someone who wants to be like you?
Be prepared to work hard and listen to what people are really telling you.
No civilised society can function without the police, fire service, government ministries, the civil service, local authorities, HM Prisons and the courts of law. Available figures show 21 million meals were served in the 242 outlets controlled by local authorities.

The size and scale of the market often dictates that only the largest companies can support public service institutions. That said, medium-size independents such as bartlett mitchell, which serves the head office of Ofgem (the government electricity and gas regulator), is steadily penetrating the market, with its ability to demonstrate a combination of value for money, high levels of service and the capacity for innovation.

As public services have tight budgets, your skills in management, budgeting and procurement will be in great demand, as well as your talent for preparing delicious, healthy meals in a variety of service styles.

**Colin Davidson**
Commercial Services Manager, Cordia – Encore Hospitality Services, Glasgow

**What is the best thing about your job?**
My role is to manage the catering facilities daytime and evening in Glasgow Museums. It’s very sociable; you get to meet a lot of people and work as part of a team. There is also a great sense of achievement when you complete a large event, like an award ceremony for 450 people.

**What prepared you for work in FSM?**
I studied for a degree in hospitality management whilst working three part time jobs. I think juggling that sort of commitment prepared me for what was involved in catering and events. It gave me a strong work ethic, important in a demanding business with long hours.

**What is your strongest quality?**
I think I’m quite a strong leader and get on with people and I think that comes across when I’m leading a team. They know I’m part of the team even if I am leading them. That works for me. If you are far with people then they’ll work well for you; if not, you’ll lose their support and their commitment.

**Name a challenge you overcame.**
Recently I completed the first year MBA certificate in management. Juggling that with the job I do full time was definitely a challenge and definitely one I overcame. Since completing this I have moved onto my present role as commercial services manager.

**What would you tell someone who wants to be like you?**
You’ve got to love the industry; you’ve got to really want to work in it. You’ve got to be self-motivated and have that drive to work your way up the ranks.
Kieron Blake  
Catering Manager, Sodexo - the Scottish Parliament

By 8am: morning duties
Check all signage and display on the Aspretto Coffee Bar is as required and that the barista is all set for the day. Check levels of home baking; extra may need to be ordered from the pastry chef.

8am to 10.15am: breakfast service in the Garden Level restaurant
Prior to service, I catch up with the Garden Level supervisor, ensure all staff are present and address any timekeeping issues or absence. Check supervisor has allocated daily duties and breaks. Catch up with the head chef on any forced changes to the daily menu caused by delivery issues. Any changes need to be updated on the Parliament intranet.

9am: Parliament Café opens
Catch up with the café supervisors – run through daily visitor sheet detailing the number of daily tours and groups expected. It’s hard to judge the footfall through the café, so any information helps. Much depends on whether anything of public interest is being debated. It is always important to keep an eye on the Aspretto Coffee Bar to keep queues to a minimum, giving a quick and efficient service for the clients.

11.20am: prepare for lunch service at the Garden Level
Facilitate the team briefing from Garden Level head chef to involve all food service assistants. The briefing covers all the dishes’ ingredients, portion size and whether the dishes are gluten or dairy free. Display plates at the entrance to the servery help the clients decide their choice before they arrive at the server. Encourage staff to taste the food so that they can help the clients with their choice. Anything that isn’t right goes back into the kitchen.

12pm to 3pm: lunch service
I constantly monitor both areas. As catering manager you have to be happy to jump in and help out if required, and answer any client questions or requests. The role is very customer focused. I have managed to build up very good working relationships with everyone from the chief executive, the presiding officer, all the 129 Members of Scottish Parliament and all other building users. My team is always looking to go the extra mile adopting the ‘never say no’ attitude.

3.20pm: lunch service close down
Ensure all daily duties are completed and signed off. Check the back shift set up. Then there is a quick debrief with the staff and a thank you for a good lunch service. Then a catch-up with emails or paperwork. Look at opportunities to develop the team. The current restaurant supervisor in the Garden Level restaurant started off as a part-time food service assistant. She has recently been enrolled on a Management Level 3 apprenticeship.

5pm: finish work
I cover the unit close down and cash up the tills in the Aspretto Coffee Bar, the Parliament Café and the Garden Level Restaurant.

After work
My job gives me a great work life balance. My main activity is cycling which I took up in January 2012 after I signed up to cycle from London to Paris for Macmillan Cancer Support. I have been cycling to and from work for the last six months as part of my training for my latest Macmillan challenge - RideUK24, Newcastle to London, 300 miles in 24hrs.

My day can all change when you are called to sort out equipment problems, access sheets for other departments, you are covering for the finance manager or your supervisor is on leave. Reps or visitors are needed to be shown round. In my role I need to be very flexible and able to quickly respond to any situation that arises. This keeps up the interest. You have always got to have a smile on your face.
My training as a chef was the best grounding possible; working in a busy London hotel has prepared me for anything that life can throw at me. My greatest recent challenge was mastering the switchboard systems at QMh as in a hospital it can literally be a matter of life and death if it is down.

Nick Galloway, Business Director, Sodexo Healthcare - Stoke Mandeville Hospital

In 2012, FSM companies prepared 145 million meals in 700 NHS and privately owned hospitals and care homes. It’s just what the doctor ordered - nutritious food for patients to assist in their recovery and to sustain health workers as they take on the demands of the caring profession.

FSM companies step up to the plate, bringing added comfort to patients by delivering freshly-cooked, healthy, increasingly gluten-free menus, often geared to specialist diets, within a challenging, financially constrained environment. Most NHS and NHS Trust hospitals still keep their catering in-house, while private care homes choose contract caterers who can also help them boost their occupancy with the quality of services they provide.

The scale of operations which, like defence, often includes bundled up services such as retail and facilities management, dictates that mainly the large contract caterers hold NHS and other public health contracts, although the British Hospitality Association (BHA) is working to level the playing field to allow smaller, independent operators to compete.

Healthcare
Making it better
James Cannon
General Catering Manager, Bartlett Mitchell - private mental healthcare hospital

8 a.m. My days typically start, although working in a hospital I can start up to 10am if I need to work late. I have a catch-up with my senior team to discuss both the previous and current day’s service and we put any necessary actions in place. I then make sure that both my chefs and front of house teams are ready for breakfast service. By 8.30 a.m. I’m in my office checking emails for action.

9 a.m. I call my client to update him on current and future events and catch up on my tasks, like updating the attendance records and reviewing the accounts. At 10 a.m., the head chef and I agree menus, including any special dietary needs for patients. There may also be some event and meeting hospitality menus to plan too.

10.30 - 11.30 a.m. I meet with ward managers to make sure that they are happy with our service or to see if they need anything new. Some facilities like the Eating Disorders Unit have very specific and interesting requirements and it’s very important to get their catering right.

11.30 – 2 p.m. Our key service time. The best bit of my day; it’s time to focus on the most important thing – the team and customers. Firstly, I make sure that any functions have been set up correctly and by 11.45 a.m. I’m back in the restaurant where I check that all the staff on the late shift are in. The senior chefs then complete a menu briefing with the team, and my duty manager or I complete a service journey to make sure the restaurant is ready for service. Between 12 and 2 p.m. I manage the service making sure the food looks and tastes good, the team are on form providing great service, and that the customers are happy.

2.10 – 2.40 p.m. Time to relax as a team, perhaps play cards or board games; it’s great fun and good for team building. After lunch, we often tag on a 10-20 minute meeting to discuss any issues – service changes, menu adjustments, training, special functions to plan and, of course, praise for a job well done. After this, there’s another hour in the office for paperwork, interviews, meetings, appraisals and reviews.

After 4 p.m. My late team takes a short break – a good time for me to update them on things they need to know about from earlier in the day. Unless there are evening events I need to be around for, my day usually finishes after this with one last check to make sure everything is on schedule. I then hand over to the Duty Manager and I get the evening off!

Lorraine Cuppleditch
Group Contracts Manager - Talkington Bates, Midlands

What’s the best thing about your job? Variety, not knowing what is ahead and facing challenges on a daily basis.

What prepared you for work in FSM? Having to cook for the family as a child as both my parents worked so after finishing my homework I would then cook the dinner. This was the reason why I chose catering as a career and the management side developed for me as I, and my career, matured.

Your strongest quality? I’m a strong team player and good at bridging gaps, for example, gaps between staff and management and also gaps between residents in the care homes where we cater and our chef managers.

Name a challenge you overcame. Being short of a chef in a unit one day recently, arriving at 9.40 am and still managing to provide all meals required for a 12 o’clock lunch time service after finding out on arrival the fish for lunch was in the freezer and no other preparation had been done.

What would you tell someone who wants to be like you? Do your best at all times and never give up trying to succeed.
We still can’t do without oil and gas! In 2012, contract caterers prepared and served no less than 201 million meals on 184 oil rigs for the teams who work in often challenging conditions. Food takes on a heightened significance – it’s the glue that keeps body and soul together.

FSM companies enhance the quality of life on offshore locations by making a temporary home for workers who normally work a two-week on/two-week off shift. You’ll be providing comfortable hotel-style accommodation, daily meals tailored to varied diets and cultures, planning and executing leisure activities, on-line concierge services, running shops and more.

Only the largest companies can cater to this sector. Sodexo Remote Sites serves BP Sollum Voe Terminal, one of the largest oil and liquefied gas terminals in Europe, and 110 offshore sites. Compass’ ESS Support Services also provides both food and retail services including its Global Kitchen, bringing together a home-from-home approach with cuisine from around the world to satisfy the tastes of an international workforce.

William Bragg, Camp Boss, ESS Offshore – Compass Group

As camp boss on a drilling rig off the coast of Egypt, I oversee the running of full support services on board - delivering the provisions our clients pay for from the food on plates to accommodation, hospitality and a 24-hour laundry service. Central to this, I also ensure that my Egyptian crews adhere to safe working practices at all times. This rig has 140 people to house and feed 24 hours per day, 365 days a year. I work 12 hour shifts for 28 days at a time, then have 28 days off while another crew boss takes over.

3am: On the day of departure I normally leave my house in Bristol to take the first flight to Paris, then fly to Cairo where I stay overnight.

The next day:
2.30am: I have a three-hour drive to the heliport and await the helicopter to take me to the rig. It’s certainly not your average commute!

5am: My day starts with a debrief from the night crew over a large cup of coffee.
5.45am: First meeting of the day with the heads of department and the offshore installation manager (that’s the captain) to discuss any issues and report on the tasks for the day.
7am: I meet with my Egyptian cabin crew to go over the day’s programme.

Morning: I spend mornings checking that everything is going according to plan and helping the crew wherever needed. I’ll also have a debrief with the chefs and make sure that food is ready for the hungry guys coming in.

Afternoon: I get some fresh air on the heli-deck and a catch-up on BBC World News, I take care of paperwork, organising task analysis and risk assessments for any tasks we’re doing – I’m actively involved in the safety processes that we operate on board.

Before I started working offshore I had to go for underwater survival training, a must for all offshore personnel. It’s a four day course both in the classroom and a swimming pool getting dunked in a helicopter into the pool numerous times, climbing out of the windows and learning to breathe in what’s essentially a bag underwater. I do a refresher course every four years and it’s taught me the vital importance of safety in any working environment.

The best bit about my job is knowing that I’ve made a difference. Some of our crews are from countries that are so poor they don’t have the same opportunities that we have. Seeing the proud smile on someone’s face when you teach them something – as simple as making a cottage pie – is absolutely priceless.

Offshore
Making a home away from home
Defence
In the Line of Duty

FSM does a great job in supporting our brave men and women in uniform. Contract caterers provide a complex mix of services that often includes catering, domestic and building services, facilities management, leisure and retail services as well as supply and logistics across a number of outlets at home and overseas...sometimes in far-flung regions and active war zones.

FSM for the British Armed Forces – the Royal Navy, Royal Marines, British Army and Royal Air Force – is a multi-site operation spread across 331 outlets in the UK and overseas, where 166 million meals are served. Because of its scale, only the largest companies are involved such as Compass’ ESS division and Sodexo Defence.

It’s not just preparing meals every day (in a variety of styles, including canteen and plated offers), but also official banquets, formal military balls and children’s parties. Bars, internet zones and games rooms also come under FSM. Off-site, there are central support roles: in marketing and logistics, supply chain, HR and finance.

Stacie Harrison
Apprentice Chef, ESS, Compass Group - HMS Drake

Stacie was a national finalist in Springboard’s FutureChef Competition in 2012. She was one of 640 young people aged 12-16 who entered the Devon local final and went on to win her regional final competing against 9 others. The level of skill she achieved and the passion for cooking that she demonstrated made her a natural choice for the Compass Chef Academy apprenticeship (open to 16-24 year olds). FutureChef is a great way for young people interested in cooking to develop their skills and potentially open doors to a career as a chef.

A ‘typical’ day...
As part of a team I work a 5-week rotating shift pattern. I am based in the Senior Rates Galley serving senior naval personnel. In our galley we have a team of 12 chefs including our executive head chef, second chef and supervisors.

Breakfast shift: 5 a.m. - 12.30 p.m. This is the earliest shift; we are the first chefs at work. We prepare and cook all the food for breakfast service which runs from 6 a.m. until 8.45 a.m. Then it’s straight on to preparing the soup of the day for lunch, making the bread rolls and preparing for lunch service which starts at 11.30 a.m.

Float shifts: 8 am - 2 p.m. or 9 a.m. - 4.30 p.m. On this shift I prepare all the salads for lunch and make both hot and cold desserts for the evening meal. I also serve behind the counter during lunch service and help out other chefs when needed.

Evening meal shift: 12.30 - 19.30 p.m. Prepare the evening meal which usually includes a roast and three other choices. Evening meal starts at 6 p.m. until 7 p.m.

Bar shift: 2 - 10 p.m. You stay on late to cook a snack style call order menu for the bar, once the evening meal service has finished. On the bar shift you are the only chef in the galley so it’s lots of responsibility.

Weekend shift: 6 a.m. - 1 p.m. and 4 p.m. - 7 p.m. This is a split shift where we basically do all of the above but for fewer customers. Alongside these shifts we also have private and official Navy functions which usually fall on weekends. These are great opportunities to showcase our culinary skills and do something a bit different.

Steve Whiting
Services Manager, Sodexo Defence - Infantry Battle School Brecon

The best thing about your job?
Providing a service that I feel passionate about, that makes a difference - whether for one person or a whole event. My team are equally committed which makes it even more enjoyable.

Your background?
I had 23 great years in the Army Catering Corps and Royal Logistics Corps. This has stood me in good stead to progress as a service manager, although I’m always learning new things – most recently adding retail and leisure offerings to my business.

Your advice?
Be positive, enjoy what you do, learn all you can and be sure to do it right. If you believe in it, people then believe in you.

www.careerscope.uk.net
Facilities Management

The provision of support services beyond catering is a big growth area for the FSM industry. It accounts for 25% of industry turnover, and will only continue to grow as more and more clients seek to ‘bundle up’ services as part of an integrated package.

This is great news because it means that the rich diversity and spread of jobs in FSM is growing and the industry will be increasingly attractive and appealing to people from other hospitality industries such as hotels. Receptionists, concierges, housekeepers, conference and events managers...there’s a home for all in FSM.

Facilities management roles are classified as ‘hard’ or ‘soft’. ‘Hard’ FM roles include plumbers, painters and decorators, electricians, roofers and engineers. ‘Soft’ FM covers receptionists, secretaries, administrators and crèche managers. So the world of FSM - and its job opportunities - goes far beyond food and hospitality.

Today, facilities management is still largely dominated by the big players, who have the required capacity and networks. Almost 50% of Sodexo’s business is in non-catering services. Portico, a division of WSH, provides front of house management – reception, meeting rooms, switchboard, concierge services and even flowers for the office. Smaller independents like Host Management work in partnership with other companies to bundle up security, cleaning, reception and retail services with their catering offer.

I began my exciting journey with ISS Front of House (ISS arena21) as a Team Member and subsequently became a Team Leader and a Training Champion. It is the challenges which make it worthwhile – being able to think creatively helps me turn those challenges into achievements.

Joanna Wilczynska, People Development Specialist – arena21 academy – ISS Facility Services – Front of House
Beyond Food Service…

I work as part of a strong, supportive team. I enjoy the challenges I face and like to get stuck into a project and to see the end results. I find it satisfying to keep on top of the admin side while maintaining positive relationships with my client and with Sodexo employees.

Lisa Butters, Reception and Security Supervisor, Sodexo Corporate Services - Admin Re UK

Brenda Donk
Client Service Manager, ISS Facility Services - BNP Paribas, London

What’s the best thing about your job?
My team. I manage a talented team who are passionate about delivering service excellence. Working alongside them and seeing how they ‘go the extra mile’ for our client makes me feel extremely proud.

What prepared you for work in FSM?
Experience working in the service sector, including the hotel and travel industry. This is where I developed my skills in assessing and evaluating customer expectations. My attention to detail has also helped. Working in hotels and busy restaurants, I quickly learnt how to prioritise effectively and remain calm under pressure.

Your strongest quality?
Being positive! I am generous with praise, constantly smiling and I will always find something positive in every situation. My enthusiasm is contagious and I enjoy celebrating my team’s achievements. I believe that work can be fun, and no matter what the setbacks, one must never lose that sense of humour.

What would you change about your job?
Nothing immediately springs to mind, but innovation is key. I am always looking for smarter ways of working and delivering the best value to our client, be it utilising the latest technology or cost-saving initiatives.

Name a challenge you overcame
The transition from Team Leader to Client Service Manager was a big challenge. I took on a much larger team and enhanced responsibilities, but I was fully supported throughout the transition and have never looked back.

What’s the best thing about your job?

Brenda Donk
Client Service Manager, ISS Facility Services - BNP Paribas, London

What prepared you for work in FSM?
Experience working in the service sector, including the hotel and travel industry. This is where I developed my skills in assessing and evaluating customer expectations. My attention to detail has also helped. Working in hotels and busy restaurants, I quickly learnt how to prioritise effectively and remain calm under pressure.

Your strongest quality?
Being positive! I am generous with praise, constantly smiling and I will always find something positive in every situation. My enthusiasm is contagious and I enjoy celebrating my team’s achievements. I believe that work can be fun, and no matter what the setbacks, one must never lose that sense of humour.

What would you change about your job?
Nothing immediately springs to mind, but innovation is key. I am always looking for smarter ways of working and delivering the best value to our client, be it utilising the latest technology or cost-saving initiatives.

Name a challenge you overcame
The transition from Team Leader to Client Service Manager was a big challenge. I took on a much larger team and enhanced responsibilities, but I was fully supported throughout the transition and have never looked back.

What’s the best thing about your job?

Brenda Donk
Client Service Manager, ISS Facility Services - BNP Paribas, London

What prepared you for work in FSM?
Experience working in the service sector, including the hotel and travel industry. This is where I developed my skills in assessing and evaluating customer expectations. My attention to detail has also helped. Working in hotels and busy restaurants, I quickly learnt how to prioritise effectively and remain calm under pressure.

Your strongest quality?
Being positive! I am generous with praise, constantly smiling and I will always find something positive in every situation. My enthusiasm is contagious and I enjoy celebrating my team’s achievements. I believe that work can be fun, and no matter what the setbacks, one must never lose that sense of humour.

What would you change about your job?
Nothing immediately springs to mind, but innovation is key. I am always looking for smarter ways of working and delivering the best value to our client, be it utilising the latest technology or cost-saving initiatives.

Name a challenge you overcame
The transition from Team Leader to Client Service Manager was a big challenge. I took on a much larger team and enhanced responsibilities, but I was fully supported throughout the transition and have never looked back.
So what is the take on the industry from those who are now at the helm? Of course, they had to start somewhere too – perhaps as a commis chef, on the sales side or HR? Why do they love FSM? What was their career path and what is their advice to young people entering the industry?

See how some of the top in the industry made their start...

**Strong Foundations**

**Alastair Storey**  
Chairman & Chief Executive, WSH (parent company of the brands BaxterStorey, benugo, Caterlink, Holroyd Howe and Portico)

Despite initial thoughts of art school, I followed some friends who were working at a hotel on the coast of Scotland and had my eyes opened to the higher education opportunities in hotel and hospitality management. Following my degree in Hospitality Management from Strathclyde University I decided that hotel management would be too time consuming and so got into industrial catering. At 26 I was an area manager with 600 staff and running 40 client sites.

Starting as a trainee, I had worked my way up to becoming Group Managing Director by 1996. My most notable achievement was almost doubling turnover from £500m in 1996 to £920m in 1999. My reason for leaving was to fulfil my ambition of owning my own company.

**Allister Richards**  
Managing Director, Gather & Gather

During a gap year before university I worked at Baliffscourt Hotel, a medieval folly on the south coast with a secret tunnel leading from under the hotel to the beach... It was all roaring open fires, four poster beds and stone flagged floors. It was at Baliffscourt that my interest in wine started to develop which later informed my career choice once I’d finished with higher education.

So after university (reading English Literature) I joined a global spirits, wine and retailing company (Allied Domecq PLC). After a graduate training programme, I moved into the retailing arm and my first real job was as a rookie area manager looking after pubs in East London and Essex. It was a baptism of fire and I learnt a lot...very quickly!

**Kate Martin**  
Managing Partner, The Brookwood Partnership

I fell into catering college as a school leaver as I loved food, did well in Home Economics and didn’t really know what else to do. I did an OND and a CMS and have attended many training courses throughout my career. I strongly believe in personal development and that there is always something new to learn. Above all else qualifications and training have given me the confidence to do what I wanted to do and that sense of self belief that I think is vital for success.
Rick Holroyd  
Founder, Holroyd Howe

After an HND in Hotel and Catering Admin and a year getting some basic experience in a hotel, I moved into contract catering working my way up the ladder to Unit Manager, Group Manager and then to Area Manager. I had my eye on setting up my own business. I liked the idea of having a free hand in things. With the support of an amazing mentor, Philip Nash, I gained the confidence to get an all-round business understanding – cost management, debt control, and contract management. I then set up Holroyd Howe with Nick Howe – he focused on the operations side while I did the sales and finance. We were there at the right time - there was a gap in the Education market for an independent, high-quality food operation that was well managed from a cost prospective and with a good people-management approach. After 10 years we sold the business to BaxterStorey.

Nick Howe  
Founder, Holroyd Howe

After graduating from Cheltenham in 1982, I embarked on a career in hotel management with Anchor Group, as was then, but switched to contract catering gaining a training management role in Sutcliffe Catering. I progressed through the ranks of management, at Burmah Oil in Swindon and then my own contract at Sir William Halcrow as chef manager.

I moved on upwards before changing company to join Baxter & Platts, who were to become one of the market leaders as an independent contract caterer. I was promoted to operations director and, after 8 years, took the big step to set up my own company with Rick Holroyd (an ex colleague from Sutcliffe days). Holroyd Howe Ltd was to grow into a wonderful organisation, being the first accredited caterer to gain Sunday Times Top 100 Status in 1995 and 1996.

After much thought, we sold Holroyd Howe to Baxter Storey in 2007 when turnover reached almost £50 million and I took on the role as managing director of the newly-branded Holroyd Howe Independent. We now operate catering at 92 schools across the country.

Ian Sarson,  
Director of Healthcare and Senior Living, Compass Group, Europe & Japan

At 16, I fancied a girl who was going to catering college so I went too! After getting an OND at Crewe College and an HND at Holllings (now part of Manchester Metropolitan University) my first job was as a graduate trainee with a company called Taylor Plan in ‘industrial catering’ in London. Then into a hospital catering contract that led us to become the largest hospital caterer in the UK within less than three years.

The way my career and the business developed was very organic – learning as you go, making up the rules. A company takeover took me to Hong Kong with Sodexo. Before returning to the UK, I was Healthcare Rep for the whole of the Asia Pacific. Back in the UK, Compass became my employer – first Healthcare, then yearly moves to head up Defence, Education, Offshore and then the lot! OND & HND. Honorary Doctorate. 30 years of abject pleasure!

Phil Hooper  
Corporate Affairs Director, Sodexo

Obtained an HND in Hotel and Catering Management from Middlesex Polytechnic during which time I undertook two industrial release periods, one with Trusthouse Forte Hotels and the other with Gardner Merchant (contract caterer). I then joined Gardner Merchant on their management trainee scheme in 1976 and followed this with a number of roles in operations and sales. Ultimately I became sales and marketing director for Gardner Merchant prior to the acquisition by Sodexo. I continued as sales director for UK and Ireland moving into a marketing and communications role over the last few years. Currently I sit on Sodexo’s UK Executive board as Corporate Affairs Director. I was chairman of the British Services Association (BSA), am current director of the British Hospitality Association (BHA) and a trustee of The Springboard Charity.

Your career  
Ian Sarson, director of healthcare and Senior living, compass Group, Europe & Japan

at 16, i fancied a girl who was going to catering college so i went too! after getting an ond at crewe college and an hnd at hollings (now part of manchester metropolitan university) my first job was as a graduate trainee with a company called taylor plan in ‘industrial catering’ in london. then into a hospital catering contract that led us to become the largest hospital caterer in the uk within less than three years.

the way my career and the business developed was very organic – learning as you go, making up the rules. a company takeover took me to hong kong with sodexo. before returning to the uk, i was healthcare rep for the whole of the asia pacific. back in the uk, compass became my employer – first healthcare, then yearly moves to head up defence, education, offshore and then the lot! ond & hnd. honorary doctorate. 30 years of abject pleasure!
Andy Chappell
Managing Director, ISS Food & Hospitality

In truth I always wanted to be a sportsman; I competed at good levels in both rugby and athletics but after a series of part time jobs, I decided to go into the service industry and became a trainee manager with ARAMARK at their Shell International site in 1996. By 1999 I had progressed to become ARAMARK’s youngest food service manager. Another move saw me working for Eurest, Compass Group’s B&I division, with progression through general manager for their Direct Line contract to account manager for the Royal Bank of Scotland Group’s sites in UK South and Ireland. In 2004, I was an Acorn Award winner – one of 30 people under 30 recognised for their contribution to and success in the hospitality industry. Back at ARAMARK as group operations director I then joined ISS in 2007 as executive director of operations for all UK business. Four years later I realised my dream of becoming managing director of a food service business by the age of 35.

Tim Jones
Co-Founder & Chairman, CH&Co Catering Ltd

I know mine is not a typical route into the hospitality industry entering very late and from a career in finance. I progressed to be Finance Director for RWS Group, Europe’s largest technical translation company, at the age of 30 so was very pleased to have achieved a directorship at a relatively young age. Shortly after this, my wife, Robyn, and I decided to set up Charlton House, which went on to become CH&Co. This was my first exposure to the hospitality industry in a professional capacity. My boss at RWS was incredibly supportive of what we were doing encouraging me to combine the two roles so that for a number of years I worked part time with both Charlton House and RWS.

Fiona Hopkinson
Managing Director, Midlands & Care, Talkington Bates

I have worked since leaving school at 17. Having never really been confident in myself and not shown any great ability at anything at school I was determined to get a job and establish a career. I went to college and learnt Cordon Bleu cookery and realised I had an ability in cookery and I was interested in this kind of work. I am without formal training; all my skills have been gained via job experience. I believe this has stood me in good stead to cope with the different environments in the FSM industry.

Mike Sunley
Chief Executive, Lexington Catering

Not counting paper rounds and milkman, my first proper job was barman at The Cavalier Steakhouse, Rotherham. My lucky break came when meeting Tim West (chairman of Lexington) at Compass in 1984 - I was Assistant Manager on a site and he was an Area Manager.

Role Model: Currently Hilary Devey of Dragon’s Den fame – I admire any successful business person who has had to start from the bottom rung of life (and you have to admire the shoulder pads too!)

Career motto: Just do it!
Paul Bates  
Group Managing Director,  
Talkington Bates  

After spending 6 years in hotels and restaurants, I decided to join a contract caterer called ACMs who were a small, totally fresh food company which was quite unique 20 years ago. Then the industry did not have a great reputation for freshly prepared food unlike now. After joining them as a head chef, I progressed up the management to area manager looking after 12 contracts in the Home Counties. However, after the acquisition of the business by Granada and at the age of 30 I decided to start my own business with a £5,000 loan in partnership with Janice Talkington - and the rest is history!

Sue Parfett  
Managing Partner,  
The Brookwood Partnership  

I was quite adventurous with food although I hadn’t initially thought of it as a career. I did seriously consider becoming an accountant then I decided I liked to travel so when I looked at various courses I found the HND in Hotel and Catering Administration. It included food, accounts and a wide range of other subjects so decided it was for me (apart from biology which never improved). I think personal development is a result of both study and experience, and I am a great believer in vocational qualifications.

Wendy Bartlett  
Managing Director, bartlett mitchell  

I am a true Londoner having been born in my parents’ house in west London. I had no real stand out academic or sporting abilities & was more a jack of all trades - master of none. My older sister, who had a massive influence on my life, worked in clubs so my first taste of catering was when I used to go to work with her – when I am sure I shouldn’t have! I worked as a pot wash in the evenings in the small restaurant in the club. The lady who ran a small hotel above asked if I would work weekends looking after the reception desk, so while I was studying for my ‘O’ Levels and when I went to college, to do my OND in catering, I continued to work there. I am sure that’s how I got through as I got to study most of the day. I was often the only person of authority in the place – which is worrying when I think about it now.

Kevin Watson  
Managing Director,  
Amadeus  

I left school knowing that I wanted to get a job but not knowing what work I wanted to do. After trying a few jobs, I was lucky enough to fall into hospitality and FSM, gaining a place on a Trainee Restaurant Manager programme with Burger King. I saw the opportunity, realised the investment Burger King was willing to make, and grabbed it with both hands. I am living proof that in this industry you don’t have to have a degree to succeed – with hard work, determination and an element of luck you can succeed. This is one of the few industries that you can genuinely work your way up through the ranks; if I can do it so can you.

Chris Mitchell  
Managing Director,  
Genuine Dining Company  

While at college studying media and IT, with the view to becoming a film editor, I reluctantly got a job at McDonald’s to earn some money. To say I enjoyed it was an understatement! The training was fantastic, as was the team. By the time I was 18 I was running my own shifts taking thousands of pounds and getting the feel for the crazy, exciting world of hospitality! I left McDonald’s when I was 19 to join Compass Group and then chopped and changed jobs and worked around most of our wonderful industry from hotels, restaurants and still my favourite, high street catering. I then took the plunge with my first business – manufacturing the first UK juice machine. The recession hit and I lost everything at 25. Great support got me up and running again and at 29 I was managing director of Yes Dining, a contract catering company. In 2012 we completed a management buyout of the company backed by entrepreneur Luke Johnson, former chairman of Pizza Express. We rebranded as The Genuine Dining Co. and things are going really well.
**Bill Toner**  
**Chief Executive, Host Management**

I grew up in West Lothian, Scotland. From an early age I wanted to be a chef – at the age of 14 I got a part-time job at the Bridge Castle hotel in Bathgate as a kitchen helper. I loved it. That was all I ever wanted to do.

**Why a career in FSM?**

FSM is a diverse market. You can work across a wide range of sectors. Host, for example, has contracts in business & industry, healthcare, leisure, education and heritage sites, as well as some fascinating contracts such as Pinewood film studios and the advertising agency Ogilvy & Mather in Canary Wharf. The FSM business is financially challenging, competitive, exciting and you work closely with clients to fulfil their expectations and needs. I like that personal contact with clients – I’m not a remote CEO. I like to get out there and talk to our teams and our clients; FSM enables me to do that.

---

**Robyn Jones**  
**OBE, Co-Founder, CH&Co**

I loved cooking at home. Mum let me cook as, in later life she would say, because I cleaned the kitchen to a much better state than when I started. I did a Hotel & Catering course in Norwich. I liked being at college and learning the nitty-gritty of catering – how to mop, clean the kitchen and the groundwork for my career.

I worked for Midland Catering (Compass) and started at the bottom - you need to know the grass roots stuff to progress and do your job well. I moved to a college in Cambridge as chef manager and then to Suffolk again as a chef manager of a school. I think it is important to learn all the disciplines of your trade to allow you to move up the ladder and manage. Then in London I did lots of different jobs from staff restaurants, catering to fine dining. In 1991, I set up my own business, Charlton House (now CH&Co) and was very naïve – no clients and I thought I could just cold call! It’s about building relationships.

---

**Tim West**  
**Chairman, Lexington Catering**

Father in the army so moved around a lot, boarding school in Dover, Kent. No real idea of career direction whilst at school – but chose safe option of banking for a while. My first job was as a kitchen porter in cadet camps as a temporary post with the firm that also catered to the school; then waiting bar and kitchen work in hotels and restaurants whilst at college.

**Biggest achievement...**

Joining Lexington in its darkest hour and helping guide them to fantastic success. I was awarded the Food Service Manager Catey, the hospitality industry’s Oscar, in 1998. In 2012, I was recognised by industry peers with the FSM Lifetime Achievement Award.

---

**Gareth Harrison**  
**Joint Managing Director, Harrison Catering Services**

My father (Geoffrey Harrison, founder of Harrison Catering) shared his passion for good food made from fresh ingredients with me from a young age. With this influence I developed a strong restaurant craft background. Working in a family business can have its challenges, but it is also unbelievably rewarding as long as you communicate well. My father may have founded the company but I had to prove myself through hard work like any other employee. I came to the company with a great deal of restaurant experience and have worked my way up through the ranks to my current position. Working alongside my colleagues in the business, I’ve demonstrated that I understand their roles, because I have done them myself. I think this makes a big difference as a leader, because you have credibility and the respect of your team.
Top Tips
Here are some top tips from leaders in the industry

- Be prepared to give all of yourself
  - Have the right attitude
  - Stay in touch with the industry and customers – make customers feel special
  - Be enthusiastic. Develop a ‘can-do’ attitude. Ask lots of questions. Always remain focussed; be prepared for long hours and remember it is a rewarding career choice with endless opportunities.
  - Open your mind to new ideas or ways of doing things. Use your youth to your advantage to challenge the way things are done and see if you can persuade your manager to trial some of your ideas and then learn from the outcomes. Be patient and identify someone who you respect and can mentor you for the future. Be confident in your decision making. Enjoy it and have fun!
  - You have to be prepared to work at it but the rewards will come
  - Draw on your training (the nitty-gritty stuff)
  - It’s there if you want it!
  - Have to be prepared to work at it but the rewards will come
  - Draw on your training (the nitty-gritty stuff)
  - It’s there if you want it!
Robyn Jones OBE, Co-Founder, CH&Co

- Work hard, be a team player and enjoy yourself.
  - Phil Hooper, Corporate Affairs Director, Sodexo

- Be sure you like and are good with people, food and figures – not always in that order
  - Tim West, Chairman, Lexington Catering

- You must have commitment, be enthusiastic and keep a sense of humour. Be realistic about your own goals and learn from essential work experience and others around you. It is important to be a team person and remain positive through the inevitable harder times.
  - Fiona Hopkins, Managing Director Midlands & Care, Talkington Bates

- Put in the effort to learn everything you can about the food service business; hone your management and people skills as well as your craft skills; and, above all, work hard.
  - Gareth Harrison, Joint Managing Director, Harrison Catering Services

- Be prepared to:
  1. Work hard
  2. Listen and learn
  3. Take pride in what you do – remember you can make a difference!
  - Tim Jones, Co-Founder & Chairman, CH&Co Catering Ltd

- Be natural in your style – you’re at work too long to put on a front and your natural personality is what needs to shine through. This is a people business at all levels. Always maintain a standard in the way you communicate with colleagues and peers. Every email, voicemail message and text is a representation of you. Be open minded – opportunities for your career to develop in different areas will present themselves – maybe you’ll start off in a kitchen or front of house, or in a support function, or go straight into management – the path to success and fulfillment can take many different turns – be open to opportunities, and don’t be scared to try something new.
  - Allister Richards, Managing Director, Gather & Gather

- Be prepared to work hard and get up before anyone else and you will succeed
  - Be professional at all times in everything you do
  - Embrace change and never be afraid of doing things differently
  - Kate Martin, Managing Partner, The Brookwood Partnership

- If you get really good at something, move on – it’s time to think ‘what can I do next’?
  - Ian Sarson, Director of Healthcare and Senior Living, Compass Group, Europe & Japan

- Work hard, be true to yourself, and enjoy the journey.
  - Bill Toner, Chief Executive, Host Management

- Be prepare to:
  1. Work hard
  2. Listen and learn
  3. Take pride in what you do – remember you can make a difference!
  - Tim Jones, Co-Founder & Chairman, CH&Co Catering Ltd

- Be prepared to:
  1. Work hard
  2. Listen and learn
  3. Take pride in what you do – remember you can make a difference!
  - Tim Jones, Co-Founder & Chairman, CH&Co Catering Ltd

- Be prepared to:
  1. Work hard
  2. Listen and learn
  3. Take pride in what you do – remember you can make a difference!
  - Tim Jones, Co-Founder & Chairman, CH&Co Catering Ltd

- Be prepared to:
  1. Work hard
  2. Listen and learn
  3. Take pride in what you do – remember you can make a difference!
  - Tim Jones, Co-Founder & Chairman, CH&Co Catering Ltd

- Be prepared to:
  1. Work hard
  2. Listen and learn
  3. Take pride in what you do – remember you can make a difference!
  - Tim Jones, Co-Founder & Chairman, CH&Co Catering Ltd

- Be prepared to:
  1. Work hard
  2. Listen and learn
  3. Take pride in what you do – remember you can make a difference!
  - Tim Jones, Co-Founder & Chairman, CH&Co Catering Ltd

- Be prepared to:
  1. Work hard
  2. Listen and learn
  3. Take pride in what you do – remember you can make a difference!
  - Tim Jones, Co-Founder & Chairman, CH&Co Catering Ltd

- Be prepared to:
  1. Work hard
  2. Listen and learn
  3. Take pride in what you do – remember you can make a difference!
  - Tim Jones, Co-Founder & Chairman, CH&Co Catering Ltd
Choose your job role

An array of exciting choices... which one is for you?

Kitchen and front of house service roles are the backbone of the industry, as well as the management involved in delivering food and service to the end customer.

You could play a crucial back of house role as a kitchen porter, sous chef or chef manager; preparing healthy, nutritious meals that reflect new food trends and fashions. Alternatively, you could be interacting with customers as a waiter, deli bar assistant, or barista before you move up to a site supervisory or management role. Starting out front or back of house, your career ladder can take you to general manager of your unit. Beyond that, your next step could be as operations manager or a general catering manager role. If food is what really excites you, you’ll have the chance to have a hand at creating and planning menus as a development chef.

The higher you progress in your career, the more likely you’ll be to travel, visiting different sites within a region as operations manager, dealing and negotiating with clients. Maybe you’ll have a role in head office where sales and marketing, logistics, purchasing, human resources, finance, supply chain management, corporate social responsibility (CSR) and, increasingly, IT and social media are all critical to the success of an FSM operation.

Moving on step by step - before you know it, you’ll be running a winning career.

Here is an example of a business organisational chart detailing the chain of command in central management, with thanks to CH&Co Catering Ltd.
The FSM sector provides you with a real opportunity to acquire and develop key core skills such as customer service, time management; catering and people management which are highly valuable and can enable you to move in any number of directions.

Emma Pankhurst, HR Director, Sodexo Corporate Services

**Adi Schmid**  
Executive Chef, Cordia – Encore Hospitality Services, Glasgow

**Morning:** Volumetric – breaking down volumes for client groups; meal rotation, items per day. Menus for sports centres. Creating international themed meals for our sports centres reflective of the participating countries in the Commonwealth Games. Visit venues to confirm equipment and explore new menu options based on facilities.

**Lunchtime:** meeting with architect and client for a new-build venue. I am involved in discussing kitchen requirements, I would then arrange to meet the kitchen designer to have an input in more specific ideas. Carry out food safety audits in several locations.

**Afternoon:** visit the Riverside Museum to meet with the chef there to discuss a new menu which meets the necessary requirements of our awards e.g. Soil Association Good Food for Life standards. Meet with suppliers for upcoming events to place orders and ensure we have correct quantities. Attend photo shoot for menu items to ensure food prepared and presented correctly. These would later be used in marketing materials including photographic menus and promotions.

---

**Jon Simpson**  
Catering Manager, Harrison Catering Services, Warrington

**What’s the best thing about your job?**  
Working with customers every day.

**What prepared you for work in FSM?**  
It was something I always wanted to do, so I got the best training I could, searching for every bit of knowledge and experience I could find.

**Your strongest quality?**  
A great sense of humour and the ability to rise to every challenge.

**Name a challenge you overcame**  
There are so many. I set my own challenges daily and conquer them by working closely with my team to improve our own standards.

**What would you tell someone who wants to be like you?**  
Listen a bit more and take every opportunity that comes your way.
Back of House

Chefs are the creative soul of FSM. Companies rely on your talent for whipping up delicious, healthy meals using the best ingredients your budget can buy. You’ll be super at portion control and feeding large groups in styles that suit them and their locations best. You can be innovative and introduce new tastes and flavours to give your company the edge.

Different cultures will excite you to create international dishes, and you may even get the chance to travel to learn new influences, or win one of the numerous industry chef awards. If you’re good, you’ll definitely get noticed!

You can start as a commis chef, work your way up to chef, head chef (leading your very own chef brigade) or towards operations management and you may even become food development director one day. This is your industry, strive to go far and make a difference.

**KITCHEN PORTER**
- Responsible for washing the restaurant dishes and all the kitchen utensils
- Cleans all the larger items of kitchen equipment and the food production areas
- Understands importance of hygiene standards
- Takes instruction from kitchen staff and restaurant management

**CHEF DE PARTIE**
- Oversees the preparation, cooking, and presentation of culinary dishes
- Directs chefs in their section in preparing
- Carries out orders handed down to them by the sous chef and head chef
- Enforces strict health and hygiene standards in the kitchen
- Trouble-shoots any problems that may arise
Peter Stonard  
Head Chef, Graysons Restaurants - Vertu

6.15 – 7 a.m. Arrive, switch on the stoves and ovens, change into whites and prepare the bread.

7.15 a.m. Briefing with the chefs to discuss the day’s objectives, hospitality, the menu etc.

7.20 a.m. Prep and cook the salad bar, six base salads and three guest salads one including protein.

9.30 a.m. Brief Amy on the Deli Bar on things we have to use up - also guest meats we are sampling, special breads etc.

11.00 a.m. Help on mains to get lunch out helping to apply the finishing touches to our dishes.

11.30 a.m. I quality control the lunch dishes and inspect the Deli bar. I check promotional offers making sure they are topped up and looking great. Have a briefing with all the front of house staff on the dishes and any allergy warnings there might be. I also run through the freshly made soup of the day, the salad bar and finally go over the Deli specials.

12.00 noon Observe service and greet customers, help with topping up, keeping things tidy and tending to customers’ needs. We also have a theatre bar where we cook the week’s specials to order.

2.00 p.m. Lunch ends and I brief the front of house team on what we are keeping and what has to be thrown away.

2.30 – 3.30 p.m. We finish lunch, clean equipment, deck scrub the floor and use our water vac to remove the water finishing with a hot mop.

3.30 p.m. Place the orders and do any paper work needed before heading home.

**SOUSS CHEF**

- Ensures that all meals are served to standard required: portion size, presentation and that wastage be kept to the minimum
- Plans menus and negotiates the best price and quality from suppliers
- Prepares certain types of dishes with the help of the team
- Keeps preparation surfaces clean and other equipment for raw and cooked foods to prevent cross contamination
- Plans and directs food preparation in the kitchen

**SALARY BANDS**

<table>
<thead>
<tr>
<th>Role</th>
<th>Salary Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kitchen Porter</td>
<td>£12,875</td>
</tr>
<tr>
<td>Commis Chef</td>
<td>£12,875 - £13,237</td>
</tr>
<tr>
<td>Chef de Partie</td>
<td>£16,435 - £16,575</td>
</tr>
<tr>
<td>Sous Chef</td>
<td>£20,527 - £21,250</td>
</tr>
<tr>
<td>Head Chef</td>
<td>£19,000 - £39,655</td>
</tr>
<tr>
<td>Executive Chef</td>
<td>£36,566 - £46,350</td>
</tr>
<tr>
<td>Chef Manager</td>
<td>£17,677 - £32,639</td>
</tr>
<tr>
<td>Food Development Director</td>
<td>£65,000</td>
</tr>
</tbody>
</table>

With thanks to ISS

---

www.careerscope.uk.net

41
6.35 a.m. Arrive in the kitchen - my second home but ‘home sweet home’. Get changed into my clean, pristine whites ready for what the day throws at me.

6.50 a.m. Log on and check the day’s business. Deliveries arrive; time to spot check the produce. I have a friendly chat with the fishmonger hoping for some inside information on the day’s catch.

7 a.m. Time to meet, greet and brief the team to see who’s in and who needs support.

8 a.m. Daily walk around with a fresh cup of tea, check breakfast and run through the day’s menus, ingredients and presentation with the chefs.

8.30 a.m. Back in the kitchen and onto a section with the team, all working towards new ideas, dishes and a perfect lunch service.

10 a.m. Final checks on the menus and update the office on any changes for lunch.

11 a.m. Time to chase everyone to ensure we are on time and quality is spot on! Anything substandard goes back to be redone!

11.45 a.m. Check we are ready to go, staff briefing time! Talk through each dish with information on where it’s from, history of the dish and tasting sessions with the front of house team. Have they listened? Time for a little test...

12 p.m. Back to the engine room (kitchen) to make sure the back-up is ready to ensure a smooth service. Thinking - if we run out of items, what can we replace with?

12.15 p.m. Up to the heights of the 12th floor to ensure the team is ready for the big boys’ lunch. Very different style of service up here but still the same high standards. I lead the pass seeing the food out and help the team plate up.

1.30 p.m. Back downstairs. This is an important time; service slows down but the food still has to match the same standards as if we had just opened.

2 p.m. Time to place the orders, barter with suppliers, what’s good and what’s not. DONE! Run through the next day’s menus with each section; write the ‘mise en place’ lists for the next day.

3.30 p.m. Final kitchen checks before the daytime brigade finishes. Checking fridges, labelling and HACCP (Hazard Analysis & Critical Control Points) before they are released for the day.

3.45 p.m. The kitchen is quiet and it’s time to catch up on paperwork, menus and innovation, with a cup of tea and maybe a little cake or two.

5.30 p.m. Check evening service standards and the kitchen in general. Head home knowing we have satisfied customers and another smooth service under our belts. Let’s see what tomorrow brings...
CHEF MANAGER

• Plans, prepares, cooks and presents food to the standards required by the company and the client
• Is responsible for the day-to-day running of the site
• Supervises recruitment, assesses staff performance and recognises training needs
• Assists Operations Manager in preparing annual budget and ensures financial targets are met
• Holds regular team meetings to motivate and communicate targets, standards required, company and client information
• Ensures site meets required Health & Safety, Food Safety and environmental legislation

The biggest challenge I have overcome in my career was completing my degree in International Culinary Arts. As a mature student I was studying one day a week for four years whilst working full time as a head chef!

Richard Nicholson, Senior Head Chef, Restaurant Associates (Compass Group) – financial institution, London

FOOD DEVELOPMENT DIRECTOR

• Drives food standards to a consistently high standard of quality
• Trains, develops and motivates chefs within the business to deliver innovative food to company standards and offer solutions to customers
• Creates a culture of high food quality standards and directs the food strategy of this business

Jim Norris
Director of Food, Gather & Gather

6 a.m. Up and out… praying the traffic will be kind.

9 a.m. Arrive on site. Could be anywhere from the south coast of England to the Highlands of Scotland but mainly in North London at the moment in either our Sky or Diageo contracts. It seems to take 3 hours to get anywhere these days.

9 a.m. - noon Attending meetings, on conference calls or talking to chefs and managers about the day ahead and any plans they need help with. I am often found in the chef’s office on site reading the latest cookery book or trying samples from suppliers.

Noon - 2.30 p.m. Generally in a site seeing how lunch service is going.

2.30 - 6 p.m. Sales meetings, chefs’ forums, 1-1’s or on the phone to one of our account directors talking through current projects.

6.00 - 9 p.m. In the car trying to get home! Thankfully hands free means I can catch up with colleagues on the way.
These are the roles that, apart from the quality of the food, really shape the customer experience.

A positive attitude, winning smile, good posture and great grooming sends out the message that you're a true professional, who's ready and willing to serve. And yes...the ability to anticipate and quickly act on what your customers want or need at a particular moment helps too.

Whether you're working in a university canteen or director's dining room, serving champagne and canapés or a five-course wedding banquet, these are the customer-facing roles that show FSM means good business. And with the coffee culture now firmly established in the UK, you'll have the opportunity to work in high street branded outlets within the FSM operation – brands like Costa and Starbucks. A barista's job is yours for the taking to serve up coffee in all its guises. BaxterStorey even has a barista academy to teach you how a great cup of coffee is made.

With the right qualifications and hard work, you can choose to take on more responsibility and progress up the front of house career ladder to an exciting restaurant management, retail management or conference and banqueting management role.

**Laska Goldsack**
Assistant Manager, Compass Group - Cosham, Portsmouth

Last year Laska Goldsack, competing at the global final of the Costa Coffee Barista of the Year competition, set a new world record on the way to being named the number two barista of all the Costa baristi in over 2,000 worldwide stores.

During the two-day global final in London, Laska was among 12 finalists from across the world being judged on technical skill, brand standards, presentation and creativity. In the process of stirring the judges with her knowledge, practical skills and personality, Laska whipped up 15 brand standard espressos in just two minutes to set a joint Costa world record alongside another competitor.

**I love being part of a team and putting on a smile for the customers! Therefore being in a front of house role ensures that I can provide the best possible experience for them.**

Felicity Gold, General Assistant (Apprentice), BaxterStorey - Oracle, Linlithgow

**RESTAURANT SUPERVISOR**

- Runs the restaurants and snack bars
- Supervises a team of counter and food service assistants, waiters and waitresses, cashiers, vending and trolley operators
- Maintains a high customer profile during service
- Develops the reputation of consistent high standards of food presentation and customer service the employer (a contract caterer) has built
- Works closely with the head chef on menu promotions, the requirements of special parties, and predicting the likely take-up of the catering services on any day
GENERAL MANAGER

• Sets objectives and is responsible for the day to day running of the site
• Develops all client services on site, recommending and implementing improvements
• Monitors the work of all managers on the site and carries out appraisals
• Works with the Operations Manager to prepare budgets and keep food costs within budget
• Controls financial targets while getting the best out of commercial opportunities
• Produces annual development and marketing plans
• Conducts regular client meetings

BARISTA

• Advises customers about the beverages in the coffee shop
• Takes customers’ orders
• Prepares their order with the correct ingredients i.e. coffee, milk and flavourings
• Checks the coffee machines regularly throughout the day
• Keeps the machine and work area clean, as well as the shop and displays tidy
• Replenishes stock
• Keeps the shop tidy and the displays presentable
• Ensures cleanliness and hygiene are kept to a high standard on a regular basis

Salary Bands

<table>
<thead>
<tr>
<th>Role</th>
<th>Salary Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitality Assistant/General Assistant</td>
<td>£12,875 - £15,288</td>
</tr>
<tr>
<td>Barista</td>
<td>£12,875 - £15,288</td>
</tr>
<tr>
<td>Restaurant Supervisor</td>
<td>£14,560 - £24,967</td>
</tr>
<tr>
<td>Site manager/General Manager</td>
<td>£35,000 - £45,000</td>
</tr>
</tbody>
</table>

I have always been in catering and love it; every day is exciting – I’m always meeting new people and learning new things.

Maria Teresa Azevedo, General Assistant, Bartlett Mitchell

With thanks to ISS
If you:
- Are hardworking and ambitious
- Can inspire people to do their best
- Are not afraid to make decisions
- Organised and methodical
- Commercially driven
- An excellent communicator and people person
- A creative thinker
- Great in spotting and adapting new food and service trends
- Love to manage people
- Know how to work with IT systems

...then you’ve got what it takes to climb the FSM career ladder and enjoy a job in Operations Management!

Robert Housden
Operations Director,
Amadeus (part of the NEC Group)

What’s the best thing about your job?
Delivering profitable business that delights clients and develops the team I work with.

What prepared you for work in FSM?
I attended Hotel School before starting a career in hotels, and then moved on to branded restaurants, marketing and then contract catering.

Your strongest quality? Being decisive when needed.

What would you change about your job if you could?
I would like to spend more time in the business as my job takes me here, there and everywhere!

Name a challenge you overcame? Securing a multi-site facilities management contract on the basis of the catering offer! Creating a modular café concept and then selling 27 of them to clients across the UK!

What would you tell someone who wants to be like you?
Be open, consistent and fair in all your dealings with your team, clients and bosses, and enjoy what you do – it will show in your face!

Why FSM is for me…
The variety. The commercial environment here has a real buzz and the team spirit is amazing. The support I get, especially with training and personal development, is fantastic.

Lynn Agent, Business Manager, Sodexo Corporate Services - Friends Life

OPERATIONS DIRECTOR

- Has overall responsibility for the operations managers and their sites, managing their performance and development
- Provides strategic leadership to the business, looking to innovate and introduce improvements in all areas of responsibility
- Keeps abreast of market trends
- Produces and ensures the achievement of company budgets and the operation of company financial controls
- Develops long term relationships with clients, ensuring their expectations are exceeded, and potential future clients
**OPERATIONS MANAGER**

- Manages a number of sites, ensuring the services meet company and client standards within financial controls
- Undertakes formal quarterly client review meetings and ensures a prompt and efficient service for clients
- Keeps abreast of market trends
- Ensures company food standards and marketing plans are used in all sites
- Produces annual budgets and looks to maximise income through efficient purchasing, creative marketing and merchandising

---

**Jim Williams**
Operations Support Manager, Host Management, Scotland

**Lucky break:** When the commis chef at Ashton Hotel, where I worked washing dishes, broke his arm, I moved into his role during his absence and never looked back.

**Roles since:** By the age of 21 I was head chef at the hotel. I have since held a variety of head chef roles within hotels, restaurants and contract caterers before joining Host as project chef manager in March 2012.

The move from restaurants into contract catering gave me much-needed family time. At that time standards were really being raised within B&I contracts; it was exciting how much operators and clients cared about the quality of food they were serving their staff. I’ve found contract catering gives you many more career opportunities – if anyone had said a few years ago that I’d be swapping my chef’s whites for a suit, I’d never have believed them! I love the fact you are working for several bosses – the contractor and the client.

Host is an exciting place to be at the moment. It’s fast growing and has a very passionate, dedicated team. We now have the infrastructure in place to service clients across the UK – and this year our growth has been very impressive. Everyone is approachable; we have regular meetings, we keep on top of the trends and we all feel very much part of Host’s success.

You have to have a passion in this business. You have to stand up for what you believe in and be prepared to work hard for what you want. I’m pleased to say that I still enjoy my working day – no two days are ever the same!

**Role models:** My late father – he taught me that you don’t get anything for nothing, you have to work hard for it, and that’s what I’ve always tried to do. Raymond Blanc, for his fantastic training, and Marco Pierre White for his dedication and for raising the profile of following a career as a chef.

**Career motto:** Always treat each day as a wee adventure!
Gordon Atkinson  
Project Manager, Cordia

First Job: Trainee manager, catering retail outlet, Peterborough

Lucky break: First opportunity in local authority – Strathclyde Region, 1989

Roles since: Area manager for school meals service, police catering contract, operation manager at Cordia overseeing civic catering, museums and leisure centres, project manager 2014.

Career motto: Individuals play the Games but teams win Championships.

Paul Berriman  
Operations Support Manager North & Midlands, Host Management

What’s the best thing about your job? 
My ever-changing duties! That gives me a huge buzz. One day I could be opening a new site, the next, holding a training session and then into a kitchen to supply food for an event. I love the autonomy I have and the fact I am able to make a difference to the business, taking ideas from one site to another and meeting a huge amount of interesting people in the process.

Your strongest quality? 
I would definitely say versatility. This is a must in my current role. A very close second is communication – I have the ability to successfully communicate at all levels within the business. I am also a cracking chef!

A challenge you overcame? 
Taking a failing business and building it into a thriving enterprise using only an unpaid and unskilled workforce. This was a charitable business which helped others into work through training.

John Simms  
Operations Support Manager, Midlands & North, Graysons Restaurants

My role really does extend across all parts. It could be general support - whether that is specific training, assisting due to staffing absence or covering for the manager. It could be that I am looking at budgets, discussing finances, meeting with the client or looking at the overall performance of the business. It may be assisting with HR topics whether that is advertising vacancies, assisting with interviewing new candidates, ensuring all staff training is up to date or even hosting disciplinary meetings.

I am also responsible for the checking of sites’ compliance with both Food and Health & Safety legislation, undertaking company audits to ensure that clients are made aware of any potential or existing hazards. And the most important part, as our company ethos and focus is on fresh food, I am a chef by trade so I can jump into the kitchen when required whether that is for a normal day’s service, specialist hospitality for a client event or a ‘Ready Steady Cook’ event in a school.
Michael Cunningham
Operations Manager for the Thames Valley Corridor, BaxterStorey

Higher Education: Advance GNVQ in Leisure & Tourism

First job: Food Service Assistant, Oracle, Halliday Catering

Lucky break: I was given the opportunity to participate in a one-year “First Line Management” training programme.

Roles since:
I have worked with virtually the same company as it has expanded through natural growth and acquisition. My route has been from food service assistant to team leader to assistant manager and restaurant manager with Oracle sites run by Halliday Catering and then Wilson Storey Halliday. In 2002 I was appointed as a multi-location manager and then general manager for BaxterStorey as the company became. I now cover a range of different contracts within the Thames Valley Corridor.

Role model: Alex Ferguson – as Manchester United’s manager, he was everything a great leader should be: ambitious, passionate, committed, driven, focused and above all respected by all.

Sue Steele
General Manager Client Services, Harrison Catering Services

Higher Education: BTEC in Catering from Hull College of Further Education

First job: Cook in Kings Arms Hotel, Chipping Campden

Lucky break: being given the opportunity to be an area manager.

Roles since: I have had various assistant management and management positions since my first job. I was lucky enough to start working for Harrison Catering Services eight years ago as a manager client services and have now achieved the position of general manager client services, responsible for the team serving Harrison’s maintained education clients.

Role model: Geoffrey Harrison - he inspires everyone to be the best they can be.

Career motto: in catering there is no such thing as a perfect service, so you must always be looking for the next improvement.
Heart of House
The roles they can’t manage without

There’s more to an FSM career than meets the eye. Operating in such a fast-paced, competitive environment means that FSM companies demand dynamic thinking, commercially savvy individuals to focus on critical areas like finance, sales and marketing, IT, quality assurance, corporate social responsibility, HR and more.

Based in head office, these roles are truly central to the business and many require specialist training and professionally-recognised qualifications. And even experience of the industry isn’t a must, your attention to detail and passion for food and service will take you far.

Brent Morris
Learning & Development Manager, Delaware North Companies

How do you measure success?
Seeing someone develop successfully that I have had the good fortune to work with, or being welcomed back is often my first measure of success.

What motivated you to work in this industry?
I thrive best in a front line customer facing organisation where I get to be strategic and help develop people as well as having a passion for the business I work in.

A ‘typical’ day?
Phone training admin daily at 9 a.m. to check in for the day and get updated, update etc. I’m trying to spend four days out in the field and one day in head office per week. Daily focusing on executing the Talent Management strategy launched at our leadership conference combined with meeting business as usual requests across Stadia and Travel.

What kinds of people do you enjoy working with?
Honest, fun, passionate individuals who can laugh at themselves and who never quite want to give up.

What two attributes are most important in your job?
The ability to influence other people and strategic foresight.
HR MANAGER

- Handling employee relations, change management
- Supporting talent management and strategic projects
- Dealing with people issues at different levels
- Excellent communication, influencing and relationship building skills
- Handling recruitment and retention within the company

With Brookwood, I have learnt a great deal whilst on the job and I am about to start a CIPD qualification. If you want to be among other genuinely passionate and energetic people then start a career in hospitality.

Josh Verrills, HR Administrator, The Brookwood Partnership
Wan Mak
Head of Nutrition and Dietetics, Sodexo

As with so many jobs in FSM, there is no typical day but here are the sorts of activities that can fill a day at the office:

• Meeting with/providing training to chefs on healthy criteria that enable meals to meet with our Healthwise philosophy in reducing levels of salt, sugar and fat, using healthier ingredients and healthier cooking practices
• Nutritional analysis of dishes to meet with government requirements/best practice within one of our education food offers and NHS sites
• Advising a school and catering staff on nut, egg and milk allergies including a presentation at a bursars’ group to discuss Sodexo’s new allergen policy
• Weekly briefings to my team on nutrition projects to include discussions with one of the dieticians to decide topics for our quarterly nutrition newsletter for Sodexo employees
• Conference call with HR on implementation strategy to develop health and wellbeing programme for Sodexo employees including the launch of a physical activity programme via a pedometer challenge
• Preparing an external presentation to industry experts on catering for those with allergies and food labelling and drafting nutrition guidance on new government policies related to nutrition
• Meeting up with a supplier on reformulation of products and front of pack labelling
• Conference call with government body in Ireland on roll out plans for calorie labelling in workplace restaurants and our involvement with a calorie labelling trial in Northern Ireland
• Not forgetting… catching up on emails/queries from within the business - across all business segments requiring advice and guidance on nutrition, health and well-being

It is important to continually evaluate the training offer to ensure it delivers the desired results. At Harrison, we are constantly reviewing and enhancing our training programmes to ensure they meet the needs of our staff, our clients and our customers. As the catering industry continues to evolve, training has a key role to play in not only reducing the skills gap, but ensuring that contract caterers are at the forefront of customers’ changing tastes and requirements.

Alex Taylor, Training Manager, Harrison Catering Services
The best way into HR is to study for a CIPD qualification. I am currently attending college part-time as part of my employment with Talkington Bates so I am learning a great deal about the HR function. Studying whilst working enables me to put what I have learnt into practice daily and helps me to gain an increased knowledge in this field.

Nicki Blackwell - HR Admin Assistant, Talkington Bates Ltd
Cat Brookes
HR Administrator, BaxterStorey

Higher Education: BA (Hons) Media Practice. Currently working towards my CIPD.

First Job: Events Assistant at ‘Five Hats International’, a small family run events agency in Bath.

Lucky break: This role in HR. I started studying my CIPD in the hopes of carving a career and this opportunity arose.

Roles since: February 2012 – June 2012: Temporary Office Support, various locations
July 2012 - December 2012: Training Co-ordinator, EMC, Bracknell
December 2012 – present: HR Administrator, BaxterStorey

Role model: Richard Branson – he is successful in every endeavour and he manages to incorporate an element of fun into his branding. Plus he owns his own Island!

Career motto: Shoot for the moon. Even if you miss it you will land among the stars.

MARKETING MANAGER

• Attracts new clients to company’s hospitality offer
• Has an in-depth understanding of the very competitive business environment in which the company operates
• Develops a marketing strategy for what customers want and potential new markets, product development including menus, wine lists, styles of service, advertising, public relations and direct selling
• Operates a mystery customer programme to monitor levels of service and identify training needs for staff
• Develops and promotes special events

Natalie Mainwaring
Events Creative Director, Ampersand (CH&Co Catering Ltd)

What’s the best thing about your job? Variety - no day, no event, and no client is ever the same and we are accountable for how each day ends. You are always challenged to think fast and there is never a moment that you can’t personalise. The opportunity to be creative on an hourly basis is what keeps me engaged, as well as a strong and inspiring team who delivers well thought out and seamlessly executed events with passion tops it all off.

What prepared you for work in FSM? I understand the customer and client and how to deal with people. I believe that if you are a strong communicator and you listen to your clients then you are not far wrong. I also learnt that hard work, dedication and commitment are key skills that you need for the industry and starting from the lowest rung on the ladder is the best way to learn.

Your strongest quality? I think it would be communication and the relationships that I build. I thrive on dealing with different people on a daily basis and feel that I have a sound ability to really nurture a relationship that works for both the client and me. I understand that everyone is different and paying attention to how they choose to communicate with you really helps.

Name a challenge you overcame Ampersand Events as a business was fairly unknown in the event catering sector a year ago. We have had to prove ourselves and our ability on a daily basis. We are competing with other businesses that have been doing this for years. The commitment and passion from the team has been incredible; we have delivered great events, a strong financial performance and stunning food in some unbelievable locations. We now have venues calling us and asking us if we would be interested in working at their venue. Our brand awareness has increased tenfold.

Top tips? I believe that no matter how many ‘no’s’ you get you must keep striving. Tenacity pays off! I also say you should always pay attention. I have learnt a huge amount from observing what is going on around me. Every day is a learning experience and you never know when that nugget of information may come in handy or will just generally help you make more informed decisions.
Do you have a role model?

I can’t nominate a single person as a role model. I always learn a little from everyone that crosses my path.

Cristina Jacob - Finance Manager, ISS Food & Hospitality Head Office

FINANCIAL ANALYST

- Planning, monitoring, analysing of food & beverages and labour costs
- Assisting budgets and forecasts
- Implements cost cutting measures for food & beverage and labour cost where required
- Assisting in preparing tenders for contracts
- On-going reporting (daily, weekly and monthly reports) and developing of policies and measures in collaboration with the management
ONCE YOU'RE WILLING to accept the challenge of working in FSM you should prepare yourself to grab the delightful opportunities the industry can offer you. Such routes can prove invaluable to your progression, and send a signal to prospective hotel employers that you're serious about the industry they love. When you do go up for that exciting job that's just right, you will present yourself as a confident, knowledgeable candidate. As you'll see from page 58 and 59 there are routes for every point of your life. Have a look and see what suits you.

Your attitude is by far your most potent attribute for jump-starting your career. If you're driven to work hard to meet the standards laid down for great guest service, and if you're willing to work with others and go that extra mile to achieve that business' vision, there's no limit to how far you can go. If you have the right attitude, personality and ambition, then you already have what it takes for a bright future in the FSM industry.
HOW TO WRITE A STANDOUT HOSPITALITY CV

So you have tips on how to write a great CV. Don’t write one and stop there. It is important to tailor your CV for each vacancy so that you are responding to what the employer is looking for. Let’s hear from caterer.com, the leading hospitality job board, as to what makes a standout hospitality CV in their book.

WHAT ARE EMPLOYERS LOOKING FOR?

Employers are looking for people who can add value to their business by demonstrating exceptional service and commitment. Identify exactly which skills the employer is looking for. For example, if it’s a front of house role – such as a concierge, receptionist or waiter – emphasise your customer service skills; if it’s a back of house position, highlight your proficiencies with cooking, cleaning and organising. Write down a list of your skills so you can refer back to it when compiling your CV. Always remember to concentrate on what you can offer the company, not the other way round.

SKILLS OVERVIEW

How does your experience fit in with your employer’s needs? Have you received any recognition or awards for your work in the past e.g. employee of the month? Do you have any relevant statistics or figures that demonstrate your achievements?

EDUCATION AND TRAINING

Aside from any academic qualifications, employers will want you to tell them about any training you’ve undertaken particularly if it’s specific to the role. Volunteer and charity work: Employers will be impressed if you’ve got experience in running or participating in charity campaigns as it shows commitment and a willingness to see a project through to the end.

ADDITIONAL SKILLS AND EXPERIENCE

This is for anything else you feel might be relevant to the job.

PERSONAL ATTRIBUTES

Building a career in hospitality means having the right attitude and personality which is why including a personal attributes section can really demonstrate how you would be valuable to a particular employer. Key words: well-presented; confident communicator; responsible; reliable and honest; fast learner; punctual; hard working; team player; adaptable; thrives under pressure.

REFERENCES

‘References available on request’ will suffice here. The key is to pick referees who have knowledge of your relevant hospitality skills and can sell you to a potential employer.

To have a look at more CV tips and general careers advice, visit www.caterer.com/careers-advice

Keeping up to date with industry news is fundamental in the hospitality sector as there are constant changes and trends. Building rapport with others in the industry is a great way to be kept in the loop.

Technology has made it a lot easier for us to access and digest news. We now ‘snack’ rather than take time out to read a full article, allowing information to be sieved and for you to make the choice as to whether the piece in particular is of interest to you.

Social media is another useful tool for staying up to date with hospitality news. There are a number of groups on all social platforms that provide members with great information whilst allowing you the chance to network and meet people with similar interests/roles as you, and allows you to share news and updates that you may have missed. Join the social communities and participate in discussions!

CHECK OUT OUR SOCIAL MEDIA GROUPS:

Caterer.com Caterer.com - Best Employers in Hospitality @CatererNews

Caterer.com
The place for jobs in hospitality
Your Career Jigsaw

THERE ARE LOTS of different job and career opportunities in the exciting world of hospitality and lots of ways to get into the industry. Our CareerScope services will help you fit together qualifications, education and practical work experience to make your own unique complete careers jigsaw puzzle.

All pieces can be of equal size and value, you can have lots of the same piece or all different and they can fit in anywhere depending on where you are in your career. There are so many options below are some highlights.

Remember! You don’t always have to stick to the same pattern. For advice and guidance on your jigsaw give us a call or visit www.careerscope.uk.net

ACADEMIC

Academic qualifications can be achieved at any age and span a range of levels which are categorised by their level of difficulty and course content. The academic route which normally begins at school age with GCSEs or Scottish standard grade can be a fantastic way to gain qualifications in supporting industry specific subjects.

Below are some of the different qualifications available. For more information on the qualifications, see the useful links below;

- GCSE
- AS/A levels
- Scottish Highers (sqa.org.uk)
- Bachelor Degree (UCAS.com)

VOCATIONAL

Vocational qualifications differ to traditional academic qualifications in that they relate specifically to a job role, sector or industry. The hospitality industry is very hands on and practical skills are always needed.

However, teaching and exams for these qualifications may still be classroom based. These could be at a Further Education College or look out for the new ‘Careers Colleges’.

Here we have listed some vocational training routes and helpful websites to look at for more information.

- NVQs / SVQs
- Traineeships
- Apprenticeships (apprenticeships.org.uk)
- Diploma of Higher Education
OTHER PROFESSIONAL QUALIFICATIONS:
There are lots of qualifications that are specifically related to the hospitality industry, some you may be able to learn whilst at work or in your own time.
These qualifications may have different awarding bodies, we have suggested some below.

- Institute of Hospitality (IOH) qualifications (instituteofhospitality.org)
- British Institute of Innkeeping Awarding Body (BIIAB) (biiab.bii.org)
- Academy of Food and Wine Service (afws.co.uk)
- Wine and Spirit Education Trust (WSET) (wsetglobal.com)
- CIEH Food Safety (cieh.org/training)

INTO WORK
One of the great things about Hospitality is the number of entry level opportunities available. If the academic or vocational training route isn’t for you then starting out with a good attitude and willingness to learn will be the key to success in this industry.
For advice on starting out and getting your first role in Hospitality please speak to one of the CareerScope team who will be able to signpost you to some fantastic employers.
Many employers we work with are INSPIRE accredited which means they can offer good quality work experience. See our Meet the Employer section on the CareerScope website for more information on quality work experience.

SPRINGBOARD PROGRAMMES
Our programmes are designed to help boost your career prospects.
From FutureChef to IWish, take a look at page 61 to see where they could fit into your career Jigsaw.
First for Career Advice

AT CAREERSCOPE we want to provide you with as much information as possible to enable you to make an informed choice about your future career in Hospitality.

YOUR FUTURE. YOUR CHOICE. YOUR CAREER.

We provide specialist careers information, 1:1 advice and guidance such as CV, interview and cover letter tips. We also facilitate excellent work experience as well as offering motivational programmes to help young people make a successful transition into work.

www.careerscope.uk.net
@CareerScope_SB

GET INSPIRED

WORK EXPERIENCE THAT'S WORTH DOING

Working with top hotels, restaurants, private members clubs and food & service management employers, we match you to the right company to arrange taster days, work experience for job seekers, 16+ school work experience placements, College/FE Work Placements, University Work Placements / Internships.

www.inspire.springboard.uk.net
@SB_INSPIRE

THERE IS AN AMBASSADOR NEAR YOU!

Springboard Ambassadors support and encourage future talent by giving a real insight into the industry. They can help you learn new skills and advise you on the path that’s right for you.

www.ambassadors.springboarduk.net
@SB_Ambassadors

From the success and support I have achieved from Springboard, my family and I can all appreciate that attending university isn’t always the best option when wanting to start a career. Participating in a Springboard Programme has definitely changed my life.

Tara Goulding, KICK Start graduate

ARE YOU A TEACHER?

For engaging resources and support materials please visit www.resource-gateway.co.uk

www.careerscope.uk.net
Springboard Programmes

OUR PROGRAMMES
help young, unemployed and disadvantaged people into work within the Hospitality industry by providing opportunities for education, training and employment.

AGED BETWEEN 12 AND 16?
GET COOKING TODAY!

We will help develop your cooking skills and teach you about career opportunities in the hospitality industry working with chefs and industry leaders. Have fun whilst developing skills and knowledge and even be offered opportunities to join apprenticeship schemes following school with sponsors of the programme.

www.futurechef.uk.net
@SBFutureChef

LEAVING EDUCATION?
KICKStart is a three week programme consisting of work experience with leading industry organisations, certified qualifications and support, advice and guidance from a dedicated team throughout the programme and beyond. We support you in the transition from education into the world of work.

GET INTO WORK IN SCOTTISH HOSPITALITY
A flexible programme which inspires candidates to find careers in hospitality, tourism and leisure. IWISH also gives employers a chance to access motivated, appropriately trained staff through offering supported work placement opportunities.

UNEMPLOYED AND HAVING DIFFICULTY FINDING A JOB?
Our range of Into Work programmes are specifically designed for those who are looking to get into the Hospitality industry but may need some additional support to help you on your way.

Whether this is to help build your confidence or self-esteem, support in getting employment if you have been out of work for some time through mentoring or 1-2-1 activities we have a range of programmes that can help you.

These range from our Hospitality Futures programme which offers practical skills, work experience and advice to get into the Hospitality industry to our IWish programme in Scotland offering a flexible programme of training, mentoring and support to get your first step on the hospitality ladder.
Create a great first impression

Your ‘Curriculum Vitae’ or CV is a written representation of you, so the words you choose and the layout you use are vital.

Make sure your CV stands out from the crowd, but always be professional.

Try to adjust your CV to every job you apply for. Carefully link the requirements of the role found on the job description and person specification to your own skills and experience.

• Be concise and to the point – too much wording and long sentences will put off a busy recruitment manager
• It may be short and to the point, but make sure it’s not so brief that your qualifications and abilities do not come across
• Organise the information clearly. Use sections and mark these with clear headings such as: Personal Profile; Skills Summary; Employment History and Education & Qualifications
• Use your personal details as a heading to begin, detail your first name and surname, current address, telephone number and email address
• Make sure your email address sounds professional – create one for job applications and one for personal use if necessary – but remember to check them regularly
• The most recent information should always come first, your CV should read as it’s going backwards in time
• Use short sentences and bullets to emphasise key points

Some Golden Covering Letter Rules:
• Always try to address your letter to the individual named in the job advert. If there is no one listed then address it to ‘Sir or Madam’
• Sound enthusiastic about their company and their specific role – make them want to interview you
• Always check your spelling and use an easy to read font
• Use quality paper
• Research the employer – what makes them tick? Check out their website. Work out their priorities and values - state how your skills will fit
• Get someone else to read your covering letter and CV and get some honest feedback, preferably someone with experience
• Dare to be different – include real work-related experiences and achievements that impress and make you a unique candidate
• Do not use abbreviations and avoid jargon
Always ensure all your contact details are correct and up to date.

List those duties that are relevant to the position you want next, showing similar experience and transferable skills.

List your strongest qualities – make sure they are relevant to the job you are applying for.

Be unique! Here refer to one or two of your greatest achievements.

Your hobbies and extracurricular activities can help showcase your passions and personality.

Show progression through your career. Your CV should tell a story, illustrating your journey so far.

Employers often ask for 2 references. Using professional or educational are best.

www.careerscope.uk.net 63
Your application is one of your first opportunities to make a good impression. It’s what will get you through the door to the all-important interview.

MOST IF NOT all FSM companies invite applicants to apply on-line, with websites offering information on current vacancies as well as useful background company information.

Remember several companies also use professional and social networking sites like LinkedIn, Facebook and Twitter to post information about their job vacancies.

Specialist one-stop shops like Caterer.com and BigHospitality.co.uk, recruitment agency websites such as Admiral Group or Profile Management and Calibre Recruitment (for more senior job roles) and general job sites are good sources of information and job opportunities.

**Do**

- Prepare – research the company and write out your answers on paper beforehand to help you focus
- Take care to answer all questions clearly
- Pay particular attention to spelling and grammar – mistakes can be really put companies off
- Try to use the same language and words as the company uses in its job advert
- Give solid examples of how you fit the job specification – remember to think of your transferable skills
- Take breaks while writing your application to clear your mind – but remember to save as you go!
- Keep a copy for reference. It will come in handy for the job interview
- Proof read your application before submitting it. Always.

**Don’t**

- Mistake on-line for informal – always sound professional and use full language; beware text and internet slang creeping into your applications!
- Send it off right away. Get a trusted friend or colleague to double check your application for you.

*One of the best tips someone gave me was to always accept a glass of water during an interview. If you get stuck on a question you can pause, take a sip and have a think without looking panicked!*  
Penelope Amatt, CareerScope Project Manager, Springboard
Before

- Do background research on the company and job
- Network with people who may be able to help you – it’s a social world and it’s good to connect with people who can give you advice including the wisdom of their experience
- Prepare your answers to potential questions in advance for example, why are you the right person for the job? What experience do you have? Why do you want to work in FSM?

During

- Arrive at least 5 minutes early, bringing your CV with you
- Dress appropriately – clean, smart, tidy in appearance
- Be confident – smile, clear and warm voice, firm handshake
- Be upbeat and positive
- Build rapport with your interviewer
- Look and sound interested
- Answer what you are being asked, incorporating your ‘selling points’ and company knowledge
- Be clear and don’t waffle
- Don’t be afraid to ask for clarification of a question
- Don’t dwell on the salary package
- Say thank you with a firm handshake and smile

After

- Although it’s probably the last thing you want to do, take 10 minutes to jot down all the questions you were asked – you can use these as test questions for future interviews
- Send a follow up email thanking the interviewers for their time
- Follow up if timescales run over and you haven’t heard the outcome as promised
- Always ask for feedback on the interview if you don’t get the job

Your chance to shine

FSM COMPANIES are looking for the best. You’ve already impressed them with your CV – now’s your chance to sell yourself again... and cross the threshold to an amazing career!
That first big break in one’s career can be illusive; it can be hard to find, but if it works out, it can put you on a career path for life. Within FSM, there are so many opportunities, so many routes into so many companies that you could be forgiven for not knowing where to start. So here are some suggestions that will help to put you on the right track.

Get INSPIRED

INSPIRE Work Experience

It is simply the single most important factor influencing career choices. Great work experience can turn you on to a career in FSM; but you may see the industry through different eyes if your experience is unplanned, unstructured and full of repetitive tasks!

Working with the FSM industry, Springboard developed INSPIRE guidelines to help companies deliver consistently great work experience. Wherever you see the INSPIRE quality standard, you will know that the company values the importance of delivering a positive experience. After all, they want you to thrive and join the industry as a result of your time with them.

Mohammed Heyek
The Brookwood Partnership

At college, Mohammed gained NVQs in Food Preparation and Cooking as well as Food and Drink Service but he struggled to find employment. Springboard was able to introduce Mohammed to The Brookwood Partnership, a long-term advocate of INSPIRE, who offered him a work placement. Mohammed impressed his colleagues by undertaking every task to the best of his ability and embraced each of the opportunities offered to him. At the end of the placement, the site manager was so delighted with Mohammed’s work ethic that he offered him a full time catering assistant position with Brookwood.

Pamela Dixon
Operations Director, Taylor Shaw

As a person that has come right through the ‘catering apprentice system’ myself, I have a true passion to ensure that any company must develop from within from the bottom up; this is all companies’ bread and butter, and by nurturing our talented employees this gives a good solid base for any growing company.

At Taylor Shaw we fully support the apprentice scheme and work alongside local authorities to proactively encourage and work with our schools to identify any key students that would like to further their career as an apprentice. This closely links in with work experience and identifying key talents from this process. Within one geographical area we have 22 work experience pupils and 2 apprentices. Teaching the youth of today on the ‘back to basics’ approach, supporting by giving them the fundamental knowledge but more importantly teaching them the skills of cooking, working with fresh ingredients, how these are sourced and how flavours can be made together brings the much needed practical skills back into the kitchen.

We are able to teach from the beginning and enable our apprentices to have different experiences within our business. The most important skill we ask of any apprentice is that they have a passion for food; anybody can be taught how to cook but the passion and the excitement that comes from producing new dishes gives the career progression for those individuals who do succeed.
**Apprenticeships**

If the FSM bug has bitten through work experience, the next step could be to become an apprentice. More and more companies are offering great opportunities through apprenticeships. Young people combine learning new skills at work with a day at college – and are paid into the bargain. This talent is a valuable resource making companies more productive and competitive.

---

### Stacie Harrison

**Apprentice Chef, ESS Compass Group UK - HMS Drake**

**The best thing about your job?**

I am learning in a real environment and cooking for the Navy personnel, so it is very important I get it right first time. There are a number of different shifts, varying from 5 a.m. starts to 7:30p.m. finishes 7 days a week which keeps it from becoming boring and predictable. I really enjoy all the different aspects of each shift as they all include different roles and jobs which give me lots of opportunities to learn and develop my skills. Plus, of course, getting paid each month while I’m training to achieve nationally recognised qualifications is a real bonus!

**Your strongest quality?**

I would say my strongest quality is being willing to learn new things and overcoming challenges as I am still only an apprentice so I know I have lots to learn.

**A challenge you overcame?**

Starting at the naval base straight from school was at first very daunting as it’s so big and getting through security was also quite scary! Also getting used to the size of the Galley, the equipment and machinery as it’s all a lot bigger than what I’m used to. However, everyone is so friendly and helpful they’ve made it easy for me to settle in.

---

### Louise Roberts

**Chef Apprentice, Lex School of Talent, Lexington Catering**

Since joining in September 2011 19 year old Essex-born Louise has exceeded all expectations of both Lexington and the rest of the industry with her determination, cooking skill and fighting spirit. Louise Roberts took part in Springboard’s KickStart programme in 2011. She took part in KickStart to gain employment; she completed a two week work placement working in the kitchen at the Hyatt Regency – The Churchill.

Once she completed the programme she successfully secured an apprenticeship with Lexington, it was the point from which Louise completed the KickStart programme that her career as a chef took off. The Lex School of Talent programme supports Louise’s continuing training and development, allowing her to work alongside a number of Lexington’s Chef Mentors in a creative and supportive environment that allows her to express her own style. She is currently working at a prestigious City law firm, working across the staff restaurant and hospitality kitchens.

In the last year Louise has been competing in the Bocuse D’or and reaching the finals of the Craft Guild of Chefs Graduate awards. She was also named Apprentice of the Year at the 2014 Londonloves Talent awards.

---

**Work experience is a really great way to explore your career options, enhance your CV, develop a range of transferable skills and explore possible career options whilst ensuring you make a good impression on a prospective future employer. If you are interested in understanding more about the hospitality industry through work experience, the INSPIRE team at Springboard can help you on your way – get in contact now!**

Ruth Bankover, Head of INSPIRE and Work Experience, Springboard
What employers are looking for...
Moving from education into the world of work can be a challenging and stressful time, particularly when there are so many young people chasing few jobs.

Today’s job market is tough. You will be competing with hundreds of other young people as well as trying to win over recruiters some of whom see employing young people as a risk. The important thing is not to be daunted by this, be positive and have a structured approach to your job search.

So what do employers want?

Here are a few tips and things that you may want to think about...

Firstly employers want to know that you can do the job - not whether you think you can do the job; they are looking for evidence that you can. This doesn’t mean you need to have done the job before, but it does mean that you have the skills that the position demands.

How can you do this?
By making sure that your CV and covering letter are specific for the job rather than using a general letter or CV, which can be interpreted as ‘you are not interested’. Think about your skills and experience in any part-time work or projects, for example if you led a project at school or Uni, then you will have used some leadership skills.

Are you going to be a good employee and do you have a strong work ethic?
This is all about attitude. It’s not enough to just show up at work; employers look for candidates who are eager to learn and keen to get things done.

Will you fit into the company?
The interviewer will assess ‘best fit’ with company culture; will you embrace the culture or will you struggle to make the shift? This matters because culture is the invisible force that controls “how we do things here” and it’s important for you and the employer that there is a fit.

How enthusiastic are you about the job?
Employers want someone who is excited to come to work not someone who sees it as “just a job or a stop-gap.” They want people who will stick around for a period of time and be happy.

Finally, show that you have done your homework.... research the company on the web; showing that you are well informed about the company and the job tells the employer a lot about the type of employee you will be. Understanding what the employer is about and what they want also helps you demonstrate that you have the skills and knowledge that they are looking for so are the best person for the job.
ARE YOU LOOKING FOR QUALITY WORK EXPERIENCE?
GET INSPIRED
WORK EXPERIENCE THAT’S WORTH DOING

Look out for the stamp of approval
Visit inspire.springboard.uk.net

sign up NOW!
inspire.springboard.uk.net
Graduate Schemes

Fast track to success!

GRADUATE SCHEMES – the career fast-track for high-calibre graduates with a flair and passion for food and service management. They are a fantastic opportunity to learn about all parts of the business early in your career, with the chance to enjoy a placement in different functions within client sites. You’ll be gently eased into a supervisory or management role, might be assigned a mentor and even have the chance to handle special projects. If you’re good enough to be chosen, you must be a rising star!

James Murray
Graduate,
BaxterStorey

I joined BaxterStorey on the Graduate Management Programme, Momentum, in April 2011. The core of the graduate programme involves placements in various functions across many of our client sites. Each placement site experience was so different, in size, culture, the type of contract and managerial styles. This gave me the opportunity to learn how each department works, with gradual immersion into supervisory and management roles. To complement this ‘hands on’ learning there was lots of offsite courses such as finance, HR, and the Barista Academy plus a visit to Dingley Dell Farm, learning first-hand the ethos of one of our meat suppliers. I was mentored with regular reviews and continuously learned through working closely with managers, being involved in specialist projects and new restaurant openings.

About eight months into the programme BaxterStorey won the contract at Goldman Sachs and I was lucky enough to become part of the mobilisation team. It was a really good, tough learning experience being at the front end of how a large site is mobilised. After a month or so on site I was offered a restaurant manager position within the estate of Goldman Sachs. The opportunity came very quickly and I jumped at the chance to put everything into practice.

Rebecca Cupitt, Projects Manager, Lusso, CH&Co.
London

From a young age I can remember loving food and entertaining, and there is no better preparation than having the desire to share this with everyone. From there it felt very natural to study how hospitality business management works. I do not underestimate how important my studies in Hospitality Management were, which gave me an incredible grounding in both business and people management.

www.careerscope.uk.net
...And those that offer quality approved work experience!

Ampersand (CH&Co)
www.ampersandvenues.co.uk
@ampersandcaters

Ampersand offers bespoke catering and impeccable service across a diverse range of esteemed British establishments and day visitor attractions, among them the Historic Royal Palaces, ZSL London Zoo, the Law Society and the Royal Institute of British Architects.

The company prides itself on being entirely client-focused and providing seamless service in any location. Ampersand can merge catering into customer settings or manage and design entirely new locations. With highly trained, dependable staff, the company delivers a complete customer experience.

Apostrophe (CH&Co)
www.apostropheuk.com
@Apostrophe_UK
facebook.com/apostropheuk

A High Street café group, Apostrophe has gained a vast and loyal following thanks largely to its award-winning coffee and hot chocolate. Selling a wide range of pastries, sandwiches, salads, soups, and desserts, all freshly made on-site, the chain has a strong presence on London’s High Street and operates outlets at Gatwick and Heathrow.

In January 2012 CH&Co announced its joint venture with Apostrophe, when it purchased a 50% stake in the business.

In March 2014 the company announced that it is taking 100% ownership of Apostrophe by buying the remaining 50%.

Bartlett Mitchell
www.bartlettmitchell.co.uk
@cateringbm
facebook.com/bmltd

Bartlett Mitchell is a creative workplace restaurateur made up of fiercely entrepreneurial teams, fresh ideas and the best food contract catering has to offer! We pride ourselves on our teams; their attitude and their food. Here we all pull together to be the best. Our goal, to deliver the freshest, fun and most dynamic experience. Think you can keep up? Apply. Established in 2000 by its directors, Bartlett Mitchell is a get-up-and-go multi-award winning company with a team of 500 trained foodies delivering their culinary creations to over 25,000 eager diners in London and the South East. We grow because our clients like what we do. We deliver on our promises: scrumptious food, fast paced proactive delivery, competency in all aspects of service and budget achievement and marketing campaigns that are inspired by the life and motion of the UK culinary scene.

Amadeus
www.amadeusfood.co.uk
@amadeusfood

Amadeus are multi award winning venue caterers, uniquely positioned to offer quality, innovation and growth across visitor destinations and meeting venues. At visitor destinations we excel at supplying fluctuating volume retail outlets both branded and non-branded. Within meeting venues we supply innovative and award winning hospitality, conference and banqueting solutions.

Our values are to produce consistently high-quality food and service, always look to innovate and source from British, sustainable suppliers.

BaxterStorey
www.baxterstorey.co.uk
@Baxter_Storey

Fantastic food needs the best ingredients. For us, this means using produce that has been reared to the highest standards and moves from farm to fork in the speediest time to give our chefs the highest quality ingredients to create delicious food.

We love our business and one of the main reasons is because we have extraordinary people who are the strength behind our unique proposition. It is through our professional, qualified and talented individuals and teams that we are able to develop a bespoke service to each client who undoubtedly vary from one to another. Our people are the most important ingredient in our long term sustainability.
Established brand portfolio.
Leisure and Vending with an
Offshore & remote, Sports &
Seniors, Education, Defence,
Business & Industry, Healthcare
services across the core sectors
4 billion meals every year. The
509,000 people and serves over
in around 50 countries, employs
2012 with over £1.9bn of revenue
billion in the year to 30 September
generated annual revenues of £16.9
world-leading food and support
part of Compass Group PLC, a
Compass Group UK & Ireland is
@compassgroupuk
www.jobsatcompass.co.uk
www.compass-group.co.uk
@compassgroupuk
facebook.com/CompassGroupUKI
Compass Group UK & Ireland is part of Compass Group PLC, a
world-leading food and support
services company. Compass Group
generated annual revenues of £16.9
billion in the year to 30 September
2012 with over £1.9bn of revenue
in the UK & Ireland. It operates
in around 50 countries, employs
509,000 people and serves over
4 billion meals every year. The
company specialises in providing
food and a range of support
services across the core sectors of
Business & Industry, Healthcare &
Seniors, Education, Defence,
Offshore & Remote, Sports &
Leisure and Vending with an
established brand portfolio.

Helping children to understand
where food comes from is
important to their learning and
development and their relationship
with food, which are all vital
elements to establishing healthy
eating habits at a young age. This
is why at Caterlink, we take pride
in ensuring we do everything we
can, through our school cooks and
colleagues, to encourage young
minds to learn about what they eat.
We support the funding of School
Kitchen Gardens which offers
practical food education by giving
children the responsibility to grow
their own fruit, vegetable and
herb garden. However, it doesn’t
stop there as some schools have
benefited from funding to set up a
chicken pen. All this is possible
due to the passion and dedication of our
school teams.

As one of Britain’s most trustworthy
corporate and commercial caterers
since 1991, our abiding pledge is to
provide fine food and impeccable
service in unparalleled locations. For
us, quality will always take priority
over profit and we will be open,
honest and fair in all our dealings.
You can trust our integrity. Although
we are constantly updating CH&Co,
you can be assured that we will
never compromise our award-
winning and longstanding reputation
for reliability.

Daily, our talented chefs pioneer
new and inspiring culinary
experiences for the nation’s diners.
Still, long into the future our vision
is to stand as the company whose
hallmark was to challenge the
creative world of catering.

Cordia (Services) LLP provides
home care, catering and facilities
management throughout Glasgow.
We provide catering to Glasgow
City Council buildings including
museums, sports centres and all
Glasgow primary and secondary
schools. We are the largest home
care provider in Scotland and
deliver care to vulnerable citizens
of Glasgow 24 hours a day, 365
days a year. We employ over
7000 members of staff. Cordia is
committed to developing staff and
operates an integrated programme
that provides opportunities to all
staff from every area of the business.
This includes the development of
new managerial talent, team building
and craft and technical skills among
team members.

Have you been searching for the
hospitality career opportunity of
a lifetime? Then look no further.
Delaware North Companies
and its family of companies offer
limitless growth potential for people
committed to hard work, teamwork
and guest service. Our strength
lies in our diversity, both in our
business and in our people. We are
always keen to meet individuals
with drive and ambition...whether
for a permanent or temporary
opportunity... At Delaware North
Companies we recognise our
people as our most important asset.
Joining us could be the beginning of
a rewarding and fulfilling career - far
more than just a job.

Whatever the time of day, the
need for food creates the chance
to connect. It’s not simply about
providing lunch; it’s about making
the most of an opportunity to bring
people together to make them
happier, healthier, more productive
and to encourage them to
cooperate. We embrace this every
day through collecting inspiring ideas,
concepts, recipes and ingredients and
sharing them. We’re a big company
with a small business approach. We’re
entrepreneurial, allow our employees
to have autonomy over the decisions
they make and we trust our people
to do a good job. We’re growing
quickly, yet sustainably and so have
continuous career development
opportunities, plus all the benefits of
working for a FTSE 250 company.
**Host Management**

Host Management is a fast-growing, independent, national contract catering company founded in 2004. Its CEO is former Aramark UK chief executive Bill Toner. Host operates in business & industry, education and healthcare as well as heritage sites and film studios with the acquisition of Couture in 2012, and in leisure centres with the acquisition of Juice and Vincent in 2012, and in leisure centres.

Host's focus is on working closely with clients to provide freshly cooked, locally sourced food prepared and served by teams of well-trained, motivated professionals. The company places much emphasis on recruiting motivated staff and works hard to retain people by developing their careers through training and feedback and by giving staff new opportunities to progress across the company.

[www.hostmgt.com](http://www.hostmgt.com)

**ISS**

ISS is now one of the UK’s largest facility services providers, with annual revenues in the UK exceeding £1.2bn and over 47,000 employees. Customers partner with ISS on an integrated, multi or service basis from a portfolio covering the full range of facility services including – M&E maintenance, facility management, catering, security, cleaning, office support and property services. In addition to an impressive list of blue chip clients specialises services are provided to the healthcare, defence, education, transport and food manufacturing sectors. The business is built on core values which drive our culture of staff care and enablement which, in turn, delivers excellent customer service through a self-delivery model.

[www.uk.issworld.com](http://www.uk.issworld.com)

**ITA* (CH&Co)**

ITA* is a dynamic City of London venue finding company, offering a bespoke booking service. The company’s dedicated team possess a unique portfolio of excellent venues and suppliers, which they know intimately for maximum success. This means a highly personal service for the client and consistently flexible options for creating the ultimate City function.

[www.itavenues.co.uk](http://www.itavenues.co.uk)

**Holroyd Howe**

Award winning Holroyd Howe is a specialist caterer in the UK to work solely in the independent education sector and has the expertise to deliver a bespoke service to schools and colleges.

Its chefs and management teams understand that school caterers excel by listening to pupils and looking out for new trends and delicacies that will both meet young people's nutritional needs and educate them about the food they eat.

[www.holroydhowe.co.uk](http://www.holroydhowe.co.uk)

**Graysons Restaurants**

Graysons Restaurants provides catering services to the UK business and industry sector; including staff restaurants, deli bars, fine dining, hospitality and vending services.

We operate in a broad range of sectors such as financial, advertising, media, law, head offices and manufacturing. In addition, we operate in the banqueting and conferencing market at two large Central London venues.

Using the freshest, highest quality, local ingredients our highly trained and motivated chefs can create innovative dishes which are the foundation of Graysons.

[www.graysonsrestaurants.com](http://www.graysonsrestaurants.com)

**Harrison Catering Services**

The Harrison proposition is centred around the on-site preparation and cooking of top quality meals made with at least 90% fresh ingredients. Currently over 100 clients enjoy a Harrison food service, with more than 100,000 meals being served each day by approximately 2,400 staff across more than 400 sites. Harrison Catering Services was founded on simple principles of providing great food and excellent customer service. To achieve our objectives we believe in recruiting and retaining the best people our industry has to offer: We have high expectations of our people but in return we offer highly competitive remuneration packages and the opportunity to develop within our growing organisation. We will give you the support and resources needed to successfully carry out your role and meet your career aspirations.

[www.harrisoncatering.co.uk](http://www.harrisoncatering.co.uk)

**Just Perfect Catering**

Just Perfect Catering is the market leaders in provide contract catering in Wales. Our main core business is providing bespoke contract catering solutions to all businesses. All members of our team are handpicked, talented people. We grow through training, so craft and ability levels across our team are the very best in the industry. The retention rate at Just Perfect Catering is one of the highest in the contract catering industry. We believe as a company that this is translated into staff loyalty and ultimately means a better service for our clients.

[www.justperfectcatering.co.uk](http://www.justperfectcatering.co.uk)

**The Genuine Dining Company**

It’s the people who make our culture of continuous improvement mean something truly beneficial for our clients, our customers and the development of our business. Our purpose is simple: having the best people, serving the best food whilst having the most fun. We build our company around the idea that work should be challenging and the challenge should be fun. We enable individuals to develop to their full potential and offer a variety of opportunities in terms of job roles, learning and development programmes, and career progression. Additionally, we place a great emphasis on recognition and reward schemes.

[www.genuinedining.com](http://www.genuinedining.com)

**Graysons**

Graysons Catering Services was founded on core values which drive our culture of staff care and enablement which, in turn, delivers excellent customer service through a self-delivery model.

[www.graysonsrestaurants.com](http://www.graysonsrestaurants.com)

**Holroyd Howe**

Holroyd Howe is a specialist caterer in the UK to work solely in the independent education sector and has the expertise to deliver a bespoke service to schools and colleges.

Its chefs and management teams understand that school caterers excel by listening to pupils and looking out for new trends and delicacies that will both meet young people's nutritional needs and educate them about the food they eat.

[www.holroydhowe.co.uk](http://www.holroydhowe.co.uk)

**Harrison Catering Services**

The Harrison proposition is centred around the on-site preparation and cooking of top quality meals made with at least 90% fresh ingredients. Currently over 100 clients enjoy a Harrison food service, with more than 100,000 meals being served each day by approximately 2,400 staff across more than 400 sites. Harrison Catering Services was founded on simple principles of providing great food and excellent customer service. To achieve our objectives we believe in recruiting and retaining the best people our industry has to offer: We have high expectations of our people but in return we offer highly competitive remuneration packages and the opportunity to develop within our growing organisation. We will give you the support and resources needed to successfully carry out your role and meet your career aspirations.

[www.harrisoncatering.co.uk](http://www.harrisoncatering.co.uk)

**Just Perfect Catering**

Just Perfect Catering is the market leaders in provide contract catering in Wales. Our main core business is providing bespoke contract catering solutions to all businesses. All members of our team are handpicked, talented people. We grow through training, so craft and ability levels across our team are the very best in the industry. The retention rate at Just Perfect Catering is one of the highest in the contract catering industry. We believe as a company that this is translated into staff loyalty and ultimately means a better service for our clients.

[www.justperfectcatering.co.uk](http://www.justperfectcatering.co.uk)
Lexington Catering provide delicious food and drink for people at work - we are passionate about creating the best dining experiences for our customers and a highly valued catering management service to our clients. We have worked hard to become an employer of choice for catering staff and offer an environment that is both rewarding and enjoyable. In recognition of our approach we have been confirmed an Investors in People (IIP) Champion and were reaccredited with IIP Gold last year, the highest accolade possible from the UK’s leading people management standards. In addition to receiving 3 Star Accreditation from Best Companies Lexington ranked number 7 in the Sunday Times Best 100 Companies to Work For List.

Lusso (CH&Co)
www.lussocatering.co.uk
@LussoCatering

One of the UK’s most dynamic and vibrant catering companies, Lusso puts the freshest and finest ingredients in the hands of a highly skilled team to provide a truly unique corporate dining experience. Experts in the delivery of exceptional catering that really responds to the pulse of the City, our chefs produce breath-taking results every time, while our service staff go the extra mile to ensure you always receive the perfect welcome. Work with Lusso and be amazed by a vibrancy, passion and innovation that you just can’t find elsewhere. We want what you want; your Lusso restaurant can be whatever you want it to be.

Sodexo
www.sodexojobs.co.uk
@sodexoUKjobs
facebook.com/SodexoUKIreland

In the UK and Ireland Sodexo employs over 35,000 people, and delivers on-site service solutions to clients at some 2,300 locations in the corporate, healthcare, education, leisure, justice and defence sectors. With an annual turnover of over £1bn, Sodexo delivers a range of services ranging from catering, cleaning, reception to asset management, security, laboratory and grounds maintenance services, enabling clients to focus on their core business. A job with Sodexo is not just a job - it’s the beginning of a career with an employer that invests in your development.

Talkington Bates
www.talkingcontractcatering.co.uk
@talkingonbates
facebook.com/TalkingtonbatesLtd

Talkington Bates was founded by Janice Talkington and Paul Bates in 1997 and continues to operate as a wholly independent company under their ownership. Janice and Paul’s mission has always been to provide a totally flexible, highly personalised, quality catering service driven by a passionate commitment to providing the best food service in their sector.

Taylor Shaw
www.taylorshaw.com
@TaylorShawUK

Taylor Shaw honestly does see food differently. As a specialist in the Educational sector they possess more than 20 years’ experience of providing great food to primary and secondary schools and colleges. Taylor Shaw’s extensive knowledge of the needs and preferences of students has led to some dramatic changes in the way their food is cooked and served in schools, carefully tailoring offers to every need, providing bespoke, creative concepts as well as the latest high street brands. Taylor Shaw's ethos can be best summed up in one word 'fresh'. Ingredients are carefully sourced, locally wherever possible to provide truly varied and exciting menus that all of their diners really enjoy.

Vacherin
www.vacherin.com
@vacherinLondon
facebook.com/vacherin.london

One of our key principles at Vacherin is fun which is reflected in our social culture. Outside of work we encourage every member of staff to join in our regular charity evenings, quiz nights and sports events (as long as they let us win!). We fully embrace the philosophy of work hard and play harder. We have an exceptional team to support our operations, with backgrounds in some of London’s finest hotels, restaurants and catering companies. We embrace the diversity and individuality of all of our employees, allowing them to reach their full potential and help our team to grow stronger. We are always keen to meet new people who would fit within our team.

Wilson Vale
www.wilsonvale.co.uk
@wilsonvale_UK

Andrew Wilson and Carolyne Vale established Wilson Vale in 2002 on £50K capital and ‘a pencil and a laptop’, working from home initially in a room above their garage in Derbyshire.

For the past twelve years the co-founders have quietly carved a niche as a quality industry player with a focus on fresh, home-cooked food using locally sourced, seasonal produce. Andrew and Carolyne lead from the top; their genuine interest and love of the business permeates right through the company down to those on the front line - the kitchen floor. Everyone has a voice, and the result is that Wilson Vale continues to attract like-minded, passionate people who take great pride in their work and grow with the business.
Ambassadors help people find a great career which they might not have thought of, providing them with an opportunity of a lifetime.

THERE IS AN AMBASSADOR NEAR YOU

Springboard Ambassadors are ready to inspire YOU to join OUR industry and have a rewarding and fun career.

JUST LIKE THEY DO!

Ambassadors help people find a great career which they might not have thought of, providing them with an opportunity of a lifetime.

HEIKE BECKER
Training Manager UK
Hyatt Regency London – The Churchill

Contact:
kerrym@springboarduk.org.uk

NOW!
industry.springboard.uk.net/springboard-ambassadors
request an ambassador