
Contents

<i>List of figures</i>	ix
<i>A note to the eighth edition</i>	xiii
<i>Foreword by Bob Cotton</i>	xv
<i>Foreword by Philippe Rossiter</i>	xvii
<i>Preface</i>	xix
Part 1 The Hospitality Industry HRM Context	1
1 Background to the industry's workforce	3
2 Human resource management	21
Part 2 Effectively Resourcing the Hospitality Organization	37
3 Job design	39
4 Recruitment	55
5 Selection	73
6 Appointment and induction	94
Part 3 Developing the Human Resource	105
7 Performance management	107
8 Training	119
9 Management development	131
Part 4 Rewards and Remuneration	141
10 Job evaluation	143
11 Administration of wages and salaries	152
12 Incentives	158
13 Fringe benefits	164
Part 5 The Employment Relationship	175
14 Labour turnover and termination of employment	177
15 Employee relations	190

16 Law of employment	204
17 Human resource planning, records and statistics	218
18 Labour costs and productivity	233
Part 6 HRM and Hospitality: Contemporary Issues	243
19 Organizing human resources	245
20 Managing people	260
21 Managing in an international context	275
22 HRM and multi-site hospitality operations	286
23 Customer care and quality	295
24 Business ethics	315
Appendix 1 The HCIMA code of conduct	323
Appendix 2 HCIMA management guide	326
Appendix 3 Risk Management	332
Appendix 4 Effective staff training	336
<i>Index</i>	355

List of figures

1.1	Value of tourism to UK (£bn), 2000–2003	6
1.2	Employees in hospitality businesses, 2002 and 2003	7
1.3	Population by age (million), UK	8
1.4	Numbers employed in the hospitality industry by gender (%), 2001 and 2003, UK	12
1.5	Average gross weekly earnings for full-time staff on adult rates in core occupations (£), 2000–2003, UK	13
1.6	Employment by age category (%) in hospitality businesses, 2002 and 2003, UK	13
1.7	Employment status of workforce by sector: 2001/2002, UK	14
1.8	Employment status of workforce by core occupation: 2001/2002, UK	14
1.9	Ten point code	18
2.1	The components of an organization's policy	22
2.2	Some issues in human resource management	25
2.3	Elements of the specialist personnel management function	26
2.4	The level of personnel work	27
2.5	Eleven theorists who have contributed to management thinking	28
2.6	Mission, vision and value of Pan Pacific Hotels and Resorts	34
3.1	Aspects of job design	40
3.2	Job descriptions: the hub of personnel management	45
3.3	Job description for a chef	46
3.4	Job description for a waiter/waitress	47
3.5	Extracts from a job specification for a waiter/waitress	48
3.6	Management by objectives (MbO)	51
3.7	Management by objectives: example of performance standards and improvement plans	52
4.1	Hilton UK equal opportunities statement	58
4.2	Example of person specification form	62
4.3	Personnel specification for a chef	63
4.4	New employee introduction bonus scheme	64
4.5	Recruitment sources and media (external)	65
4.6	Display advertisement for a chef de cuisine	67
4.7	Display advertisement for a barman or barmaid (local press)	68

4.8	Semi-display advertisement	69
4.9	Classified advertisement	69
4.10	Recruitment costs analysis for various jobs and media	70
5.1	The selection procedure simplified	74
5.2	A summary of two approaches to staff selection	75
5.3	Application form for non-management positions	78
5.4	A typical extended application form	80
5.5	An example of what can be included in an interview plan	82
5.6	Selection interview appraisal report (for a senior appointment)	84
5.7	Comparative career progression chart	87
5.8	Attainment tests – examples of uses	89
5.9	A reference enquiry letter	91
6.1	Example of a letter offering employment	95
6.2	An alternative letter offering employment	97
6.3	Orientation checklist for new employees at Newport Marriott Hotel (USA)	100
6.4	The main elements of a job	102
7.1	Managing performance – some key elements	108
7.2	Reasons for reviewing performance (% of respondents)	109
7.3	Example of an appraisal form	112
7.4	Appraisal styles	116
8.1	Example of an ‘on the job’ training programme for a cocktail bartender – basically a list of duties and tasks	124
8.2	Example of first day of an ‘off the job’ training programme for cooks employed by a firm, with many establishments, offering standardized service	126
8.3	Rank order of training effectiveness for non-supervisory jobs	126
8.4	Meeting training needs	127
8.5	Example of a company’s off-job annual training plan	128
9.1	A management succession or replacement form	133
9.2	A succession chart	134
9.3	Competences needed by middle management	135
9.4	Rank order for effectiveness of training of management grades	136
9.5	Example of a career path for a young executive	137
10.1	Reasons for using job evaluation	144
10.2	Job evaluation	145
10.3	A job grading or classification system (based on the Institute of Administrative Management grading scheme)	147
10.4	Example of benchmark jobs (for one factor only)	148
10.5	Example of a grade table	149
10.6	Example of a points assessment system showing the evaluation of two jobs	149
11.1	Example of a grade and wage table	155
11.2	Example of an incremental pay scale	155
12.1	Example of an individual incentive scheme (chef)	161
12.2	Example of a group incentive scheme	161
12.3	Example of an individual incentive scheme (manager)	162
13.1	Some fringe benefits offered in the industry	165
13.2	Examples of one company’s incentives	167

13.3	Example of one company's suggestion scheme	168
13.4	Example of a service-related holiday entitlement scheme	171
14.1	Labour turnover and stability in the hospitality industry	179
14.2	Labour turnover in three hotels	179
14.3	A survival curve	180
14.4	A list of reasons for leaving an employer	180
14.5	Examples of written warnings	182
14.6	Marriott Hotel's disciplinary procedure	186
15.1	Factors contributing to low or high levels of union involvement	192
15.2	Structure of a union	195
15.3	Industrial relations institutions	197
15.4	Staff consultative committee constitution	201
16.1	An illustration of the areas of employment regulated to a greater or lesser extent by the law (this is illustrative only)	205
16.2	An example of some of the issues needing to be covered under health and safety law – one company's approach	214
16.3	An Asylum and Immigration Act statement	215
17.1	A 'systems thinking' diagram	220
17.2	Human resource planning – matching labour supply to demand	221
17.3	A personal record card	223
17.4	Example of an employment requisition	225
17.5	Example of an engagement form	227
17.6	An analysis of leavers by length of service, 2005	230
17.7	An age and service analysis	230
18.1	A simple 'input-output' productivity model	234
18.2	Labour costs as a percentage of revenue	235
18.3	Employee's work schedule	237
18.4	Some examples of productivity measures	238
18.5	A North American example of some key ratios	239
18.6	Staff to room Ratio	240
19.1	The tec-touch matrix	249
19.2	Organization chart for a large hotel	253
19.3	Organization chart for a medium-sized hotel	255
19.4	Organization chart for a small hotel	256
19.5	Organization structure for a large hotel company	257
19.6	Organization chart for a university catering department	258
20.1	Some of the more commonly described approaches to management	261
20.2	Leadership interactions	261
20.3	Some individual characteristics	263
20.4	Some examples of groups	264
20.5	Different channels of communication	267
20.6	The communication process simplified	268
20.7	The managerial grid	271
20.8	The management process	272
20.9	Organization and group membership	273
20.10	Groups and organizations compared	273
21.1	Some dimensions for evaluating differences between countries	276
21.2	Dimensions for comparing cultures	277
21.3	Country clusters and their characteristics	279

21.4	Mole's dimensions	281
21.5	An example of the focus of HR systems	281
21.6	Examples of cultural differences	282
21.7	Some examples of cultural differences of interest to the hospitality industry	283
23.1	A Sheraton Guest Satisfaction Standard	303
23.2	A complementary transaction	305
23.3	A crossed transaction	305
23.4	A two-level transaction	306
23.5	The Sheraton customer care cycle	309
23.6	A customer care evaluation scheme (Cross Channel Ferries)	310
23.7	Elements of a customer care programme	312
23.8	The customer care process	313